

**PHILIPPINES COUNTRY PROGRAM REPORT
JOINT REVIEW OF ADVISER POSITIONS FUNDED BY THE AUSTRALIAN AID PROGRAM**

Overview

[A Joint Adviser Review Report](#) was released on 15 February 2011, which provided a synthesis of the findings and key recommendations from individual country reviews, including country specific adviser figures and narrative.

Australia worked bilaterally with a large number of partner country governments to review each adviser position. While the underlying Review methodology and the core content of country-specific reports is consistent across programs, in each case the final country-specific Review Report reflects decisions made by the joint Review teams as appropriate for the specific cultural and language context. As a result there are some presentational differences between reports.

This report presents the findings and recommendations of the joint Review process undertaken between the Governments of the Philippines and Australia. This Report has been amended to ensure AusAID does not breach its privacy obligations related to individuals and/or relative to information considered sensitive to bilateral relationships.

It is important to note that the Review process involved an assessment of the value and effectiveness of each adviser position – not the performance of individuals in those positions. The Review focused on the role of each position in meeting agreed country program objectives and development outcomes. On the basis of this assessment, the continued funding of adviser positions by AusAID was jointly considered and agreed with partner governments.

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1. Executive Summary

In the Philippines, 40 Adviser positions were reviewed. The review showed that the bureaucracy in the Philippines is generally under-resourced and struggles to meet recurrent costs, provide learning and development opportunities for its staff and has little capacity to source external expertise. In this context, Australian funded Advisers are not considered to be displacing local capacity. The Philippine Government confirmed that it values the current stock of long-term Australian funded Advisers who, with strong technical expertise (and in some cases considerable international experience) serve to bring ideas and innovations to the public sector, coach and mentor officials through change processes and system and process improvements, and are considered to be good value for money. The 40 Advisers account for approximately 5% of program expenditure. Adviser recruitment (except for those working solely for AusAID) is done in partnership with the Philippine Government. At 75%, Filipino nationals make up a very high proportion of Australian funded Advisers, ensuring that Advisers have good awareness of local political and cultural dynamics and help deliver value for money. Four positions were identified as medium priority, requiring reappraisal and/or updated position descriptions. Two current education programs will end by April 2011 reducing Adviser numbers by 13. With the new Philippine Government pursuing an ambitious reform agenda in Australia's core areas of engagement, such as education, social protection and local government, the review foreshadowed a probable increase in Philippine Government requests for Australian technical support including Advisers during 2011-12. Adviser inputs are regularly subject to joint review (by AusAID and the Philippine government) through activity level review mechanisms.

2. Introduction

Overall Philippine Context

The Philippine government is the single largest direct employer in the country, with over 1.5 million government officials (excluding uniformed military personnel). Eighty-nine per cent were career personnel and 11 per cent non-career personnel. The Department of Education accounted for over one-third of all personnel, mainly teachers in public schools.¹ The major government employers are summarised in Table 1. The fiscal implication of such a work force is reflected in the government's wage bill, which averaged one third (33.2%) of national government obligations from 2001 to 2007.²

Table 1: Top Government Employers (2004)

Department	Number of personnel
Education	500,951
Interior and Local Government	149,292
State Universities/colleges	59,913
Public Works and Highways	27,270
Judiciary	26,931
Health	26,730

¹ The last civil service census was undertaken in 2004 by the Civil Service Commission.

² Human Development Network (2009) *Philippines Human Development Report 2008/2009*.

Autonomous Region of Muslim Mindanao	25,480
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Source: Civil Service Commission [2004]

Plans to rationalise the civil service have been stalled for several years. Commentators observe that all levels of the civil service exhibit a deteriorating quality, especially at the higher levels comprising executive and policy/technical personnel.³ It has been estimated that more than half of all undersecretaries and assistance secretaries in the civil service do not meet the mandated selection criteria.⁴

There are a number of potential factors driving this deterioration:

- uncompetitive salary rates undermine the ability to attract qualified graduates into the workforce.

It is estimated that high level positions in the civil service receive 75% less (on average) than their private sector counterparts.

- considerable Presidential prerogative over civil service appointments (a common feature of past administrations).

With the power to appoint down to the Director level, the President has the direct authority to select more than 10,000 officials. The turnover of large numbers of senior civil servants as Presidential administration's change every 6 years, creates instability, uncertainty and volatility in the design and execution of government policy.

- a long-term demoralisation of the civil service, largely as a result of the two factors above.

The consequences of this are profound. Policy making, program development and delivery, and management systems are weak. The Philippines has not been able to realise its development potential. As a result, while Malaysia, Thailand and Singapore were once the Philippines' regional peers, these countries have left the Philippines behind. Vietnam, Laos and Cambodia are now seen as the regional peers of the Philippines.

Against this backdrop, the benefits of engaging technical advisers to assist the Government of the Philippines (GoP) progress key reform activities are significant.

Advisers in the Philippines Program

The AusAID program in the Philippines has evolved in the last five years. This was driven in part by the increase in the size of the program (almost doubling in terms of size) positioning Australia as a top grant donor to the Philippines. Australia has assumed leadership roles in key sectors (e.g. education, public financial management and sub-national governance), with

³ For example, Toby Monsod, *The Philippine Bureaucracy: Incentive structures and implications for performance* (2008), Human Development Network Discussion Paper Series 2008/09.

⁴ World Bank, *Philippines Discussion Note No. 21: Governance* (2010).

AusAID increasing engaged in policy dialogue. While managing contractors are still implementing most initiatives, the program now involves other modalities, such as co-financing, use of partner government systems, direct procurement and placement of technical advisers, and direct grants. In this light, the use of Advisers in the Philippines program has evolved.

In general terms, Advisers in the Philippines program can be categorised as follows:

- As *Facility/Project Teams* providing implementation support to AusAID initiatives. For example, the Philippines Roads Maintenance Facility is a complex sub-national governance program operating across an initial 10 provinces using the road sector as an entry point to support broader governance reforms. The Facility Team provides expertise on a range of core governance areas as well as technical engineering skills.

Facility/Project Teams are procured as part of the tender for the Managing Contractor of an initiative. The Design Document specifies the core team required to deliver an initiative. As in all non-small value procurement, evaluation of technical and financial proposals (which includes an assessment of the skills, and experience) were undertaken by a Technical Assessment Panel and managed by the Procurement and Agreement Services (PAS). PAS also negotiated the rates of personnel included in the tender.

- As *Post Thematic Advisers* who work within AusAID Manila and assist in setting strategic direction and ensuring quality in implementation. For example, the Education Adviser is currently leading the formulation of a strategy for investing \$50 million per annum in education support and overseeing research and analysis. Importantly, Post Thematic Advisers play a key role in AusAID's policy dialogue with the Philippine Government.

Post Thematic Advisers were recruited as international Overseas-Based employees through a competitive and merit-based selection process. In most cases, Post engaged a recruitment agent to assist in the recruitment process (from advertising of positions to short-listing of applications, to interviews, referee checks and pre-mobilisation arrangements). Annual salary rates and other benefits were negotiated per position, benchmarked against relevant market references (such as the prevailing rate of other Advisers in the sector and comparable organisations), and approved by the First Assistant Director General, Corporate Enabling Division.

- As *Technical Advisers in Partner Government Agencies* providing technical and executive support to key partner agencies. For example, the Social Protection Adviser based at the Department of Social Welfare and Development is considered by the Department and other international aid agencies as a critical resource guiding the Department's efforts to rapidly scale up the conditional cash transfer program – the main poverty reduction program of the current Philippine administration and the centrepiece of the emerging social protection system in the Philippines.

Requests for technical Advisers usually come from partner government agencies or other development partners, such as the World Bank. Partners are involved in drafting

the terms of reference/scope of services and identifying the Adviser. Decisions regarding the use of technical Advisers over other forms of assistance are made after a careful assessment of need, the priority accorded by the partner government for expert input, the availability of the required expertise and the value added proposition of using an Adviser. In most instances, these Advisers are contracted through small value procurement.

The Review Process

Document review (design documents, contracts, contractor performance, program reviews, etc), interviews with Philippine Government partners, AusAID staff and managing contractors, as well as targeted surveys were employed to generate data for this review.

3. Review Findings

Key Findings

- There are currently 40 Adviser positions in the Philippines program.

This number translates to approximately 5% of total annual expenditure. This number partly reflects AusAID's definition of Advisers as those who provide leadership **and/or** technical inputs to program implementation.

The proportion of advisory and TA expenditure to total annual expenditure of selected initiatives in FY 09/10 ranges from 23% (PRMF) to a high of 76% (Partnership for Economic Governance Reforms).⁵ PEGR worked on complex governance and infrastructure policy at the national level, including value engineering, independent procurement evaluation, and the wholesale electricity spot market. It involved the extensive use of technical Advisers. In contrast, PRMF uses technical Advisers to support governance and infrastructure improvements at the sub-national level, but the majority of PRMF's budget funds road rehabilitation and maintenance work.

- Managing contractor teams comprise 75% (30 positions) of all Adviser positions.

This reflects the reliance of the program on managing contractors in aid delivery. This was also observed by the Office of Development Effectiveness (2010) in its Strategic Review of the Philippines Development Assistance Strategy for 2007-2011, which noted that managing contractors oversee a number of Facilities.

- Most Advisers are under governance (43%, 17 positions), with education as the sector with the second highest concentration of Adviser positions (38%, 15 positions).

This proportion mirrors the sectoral focus of the program and the emphasis placed on improving governance across the program.

⁵ Above percentages are computed as follows: (Tech Asst + LT/Specified Technical Personnel Expenditure) / Annual Expenditure

Given the size of the education program (approximately 50% of total annual expenditure) a significant number of Adviser positions are in the sector and we expect this to continue.

- Locals/nationals comprise 75% (30 positions) of all Adviser positions.

This reflects the pool of local expertise that can be tapped to assist in program implementation, which can provide a good balance for the sectoral expertise and international experience provided by the other Advisers. This also addresses one of the criticisms levied against Advisers, which is their lack of appreciation of political and cultural dynamics.

- Women occupy 40% of all Adviser positions.

Other Findings

The review noted that the partner government considers that Advisers in the Philippines program add substantial value in terms of strategic leadership and representation. The role of Advisers in supporting the Philippine Government to develop and implement reform strategies or major new programs, and in providing international good practice perspectives to policy discussions and program development, was highlighted by counterparts. Adviser inputs are also key in AusAID's engagement with GoP counterparts, and within the local donor community. Finally, Advisers play an important mentoring role to GoP officials/staff and AusAID staff that they work with.

Key effectiveness issues

The review has confirmed that there are mechanisms in place for monitoring the effectiveness of advisory position in the Philippines – including the formal contractor performance process, program reviews, regular coordination with GoP counterparts and performance planning/assessment (in the case of Post Thematic Advisers). There is also recognition from GoP counterparts that Adviser positions are closely aligned with the jointly agreed development cooperation priorities of both the Philippine and Australian governments.

- Cost effectiveness issues including value adding and branding of inputs

The review noted that Advisers can be tapped to maintain Australian presence in fragile environments, particularly where travel of AusAID staff may be limited, as seen in the case of BEAM-ARMM.

Advisers are only utilised in instances where there is a requirement for technical inputs or management support for AusAID programs and when there is no comparable capacity within our counterpart government agency. In all cases recruitment of advisers is subject to competitive processes that assess value for money determined by both cost and expertise.

Advisers are also clearly identified as either Australian (by virtue of their nationality) or working for AusAID. The quality of their advice considerably enhances the recognition of the support as being from the Australian government.

There are some Advisers that are at the high-end of the allowable rate. In most instances, they provide highly-specialised inputs and/or the combination of their skills and experience make them “limited” in the market. Some Advisers are also working in risky environments, performing critical anti-corruption and integrity functions in corrupt Departments (e.g. the Independent Procurement Evaluator provides parallel evaluation of the procurement process undertaken for major roads by the Department of Public Works and Highways).

- Knowledge of local context and dynamics

Some international Advisers are perceived to be “disconnected” from the local context and dynamics (political and cultural). Given this, Advisers need a keen understanding of the political and cultural context in the Philippines, the technical and public policy processes, and the set-up of government/governance. Political savvy is also important since Advisers deal with Senior GoP officials most of the time. These competencies are important for the Advisers to be able to deliver their mandate. These competencies will be more explicitly incorporated into selection criteria for Advisers in the future.

For Advisers that will be placed in GoP departments or will be working with GoP on a regular basis, involving partners in the selection process is critical. The GoP representatives are able to provide inputs as to the suitability of the expertise of the candidates in the context where they will be working (e.g. DepEd). This is standard practice for AusAID in the Philippines.

Attached to this report are Annex 1 – spreadsheet of long term advisers that are being reviewed summarising what roles they play, and where the adviser support is directed to meet program objectives and outcomes; and Annex 2 - relevant statistical data which supports the above-mentioned review findings.

4. Status of Advisory Positions following Review

Commitment to Adviser Positions

Annex 3 (A&B) provides a detailed assessment of each adviser position. Following this review, we conclude that:

- 57% of the positions are considered high priority. The TORs of these positions remain relevant and these positions should be continued.
- 10% of the positions are medium priority. In this case, specifics of the positions need to be re-assessed and in certain cases amended (given changes in the design, implementation experience, etc.)

- 32% of the positions are considered low priority. These positions will be phased out upon contract completion.

Future Actions for both AusAID and the Government of the Philippines

- With the new Philippine administration pursuing an ambitious reform agenda in education, social protection and local governance – which are priority sectors in the existing Development Assistance Strategy – it is anticipated that additional requests for technical support/Advisers in FY2011/12 will be made. Deciding on Adviser requests will be a negotiated process between GoP and AusAID.
- Future Adviser assignments will continue to be developed in close coordination and partnership with the partner government agency responsible for managing these Advisers. Increasingly the Philippine Government agency will take the lead in framing Terms of Reference for a specific Adviser role.
- Future Adviser assignments should be based on clear articulation and agreement from all partners involved on the expected inputs/outputs, agreed outcomes, performance review process to track progress and address issues, lines of accountability and responsibilities of all parties involved.
- The design of future Adviser requirements should not only consider the right mix of skills, knowledge and attributes, but should also look into a realistic assessment of how long the advisory support is likely to be required and the scope of the assignment.
- GoP and AusAID will continue to systematically explore alternatives to technical advisory support. In cases where the objective of the intervention is to build organisational capacity, other human resource development activities (short-term training, scholarships) might be more appropriate. The Philippines-Australia Human Resource and Organisational Development Facility can assist in this regard, including by undertaking comprehensive organisational assessments to determine the best mechanisms for capacity building and organisational development.

5. Next Steps

- 5.1. Regular (annual) joint (GoP and AusAID) Adviser review.
- 5.2. Continued consultation with counterparts concerning: developing Terms of Reference for Adviser roles; procuring Advisers; placing Advisers; monitoring Adviser performance.
- 5.3. Identification of performance benchmarks, starting with in-house Thematic Advisers (e.g. one publishable output per Adviser per year).

ANNEX 1: JOINT REVIEW OF LONG TERM ADVISER POSITIONS

Please see the Joint Adviser Review - Tasking for Country Programs for a definition of advisers to be included in the Joint Review

#	PARTNER GOVERNMENT	POSITION DETAILS					RELEVANCE				
		Relevant counterpart agency/org	Sector	Program	Position title	Position description and key objectives	ToR available	Function	How the position aligns with current priorities of the partner government/country strategy	Origin of the position	Start Date
1		Governance	Post Advisory Support	Social Development Adviser	The Adviser will play a leadership role in implementing a new governance program focusing on engaging a broad range of stakeholders for reform. The Adviser will provide advice to AusAID to inform the new DAS and evolving social protection and Mindanao programming. The Adviser will also help shape an analytical and research agenda on understanding the factors associated with governance and reform processes, poverty reduction and better service delivery in the Phils.	Yes	In-house advisory role	The Australian aid program is increasing its engagement with the Phil DSWD, building on our provision since 2008 of technical support to DSWD's conditional cash transfer program. This intensifying effort reflects the need to support robust programs capable of delivering benefits directly to poor Filipinos in a society where poverty is increasing. The program is also currently designing a new governance program focusing on facilitating civil society-government partnerships for pro-poor reform. The Adviser will provide advice, representation, strategic leadership and technical expertise to Post. The Adviser has a key role in shaping delivery strategies in sub-national engagement, such as Mindanao and climate change/disaster risk management.	This is one of the O-based Adviser position in the Phils Program to ensure appropriate level of technical expertise is available directly at Post.	18-Oct-2010	17-Oct-2011
2	DSWD	Governance	Philis-Social Protection Initiative	Technical Assistance to the Government of the Philippines Social Welfare and Development Reform Program	The adviser provides technical policy advice to the GoP Department of Social Welfare and Development to advance the GoP's social assistance and protection reform agenda. In particular designing and supporting the operational integrity of the Pantawid Pamilyang Pilipino Program (4Ps) - conditional cash transfer program - and a national household poverty targeting system. The TA also provides advice to AusAID in its social protection programming; possible designing and operationalising a basic education sector approach to complement the CCT/Targeting TA Fund and supporting donor harmonisation of technical assistance to DSWD. The TA in DSWD is AusAID's leverage for an increased influence in policy dialogue with the GoP on social protection reforms.	Yes	Inline position in DSWD	The Conditional Cash Transfer (CCT) Program is the Philippine Government's single biggest social protection program. It is designed to provide cash grants to extremely poor families on condition that they send their children to school and use health services. The program is a response to stubbornly high levels of poverty in the Philippines and the vulnerability of the poor to income shocks. The program invests on human capital and contributes to the achievement of the MDG goals related to poverty reduction, basic education, maternal and child health. AusAID has been assisting the GoP develop and strengthen the design and operational integrity of the CCT	The DSWD and World Bank have requested AusAID to provide continuing technical assistance (TA) to DSWD to progress the objectives of the SWDRP.	Jul-09	30/6/2011
3	NEDA	Governance	Post Advisory Support	Governance Adviser	The Gov Adviser will provide strategic and policy advice to AusAID Manila to strengthen AusAID's understanding of the political economy and operating environment with the Phils and to improve the effectiveness of program development and implementation.	Yes	In-house advisory role	The position will assist Post in reviewing, and CPS and development strategies relating to governance issues. The Adviser will assist program teams understand implications of using various govt systems and designing measures to manage risks.	This is one of the position identified in the workforce planning activity to address the need to strengthen technical expertise at Post	21-May-2009	20-May

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	Relevant counterpart agency/org	Sector	Program	Position title	Position description and key objectives	ToR available	Function	How the position aligns with current priorities of the partner government/country strategy	Origin of the position	Start Date	End Date
4	DILG	Infrastructure	Post Advisory Support	Infrastructure Adviser	The Infra Adviser is responsible in shaping and supporting AusAID's approach to the infrastructure sector and to provide advice and assist in the design and implementation of infrastructure-related activities in the Philippines. The Advise plays a lead role in 1) implementing PRMF in the Phils program; and 2) Designing/Implementing a new urban reconstruction and recovery program. Position is critical to informing next country strategy and delivery strategies in sub-national engagement and climate change/disaster risk management.	Yes	In-house advisory role	DILG is the executing Phil government agency for the PRMF. PRMF is a \$100M 5-year facility that aims to contribute to economic growth in Southern Philippines thru improved provincial government management of road infrastructure and the provision of road rehabilitation and maintenance works. The Adviser being a lead role in infrastructure related policy analysis would engage with senior level officers across government and with international development partners.	Identified by AusAID Manila to support the AusAID management of the PRMF, engage meaningfully with government and donor partners, and to develop and monitor a range of infrastructure related programs. The position has been identified to be part of the non-ongoing O-Based employee positions in Manila Post. Initial contract was 18 months, renewed last July 2010 until Jan 2013 (2.5years).	20/1/2009 (previous); 20 July 2010 (current)	19/7/2010 (previous); 19 Jan 2013 (current)
5	DepEd	Education	Post Advisory Support	Senior Education Adviser	The Senior Education Adviser provides high quality education policy and technical advice to the Phils Program and the Department of Education. The Adviser also supports the work of the Education Thematic Group in CBR. The quality technical advice provided by the adviser enables post to respond to critical education and related agenda issues; provides technical and strategic advice in dealing with issues related to the delivery of the education program of assistance (in monitoring implementation of on-going activities and developing new initiatives) and in developing the delivery strategy; provides quality input to analytical work undertaken with development partners like the World Bank; provides leverage when engaging in high level discussions with the Department of Education and other development partners and (iv) able to provide high caliber articulation of education development issues and global policy directions to our partner government	Yes	In-house advisory role; Indirect adviser support to DepEd	Education is the flagship of the Australian assistance program in the Philippines accounting for around A\$30-50 million of ODA annually. Australia is the lead bilateral donor in basic education in the Phils. The type of expertise that this adviser has is extremely valuable for the work of AusAID in the Philippines. For example, in the development of a new delivery strategy and for ensuring suite of initiatives are developmentally sound and contributing to meeting aid objectives. Education reform is a top priority of the Aquino administration which has set itself to be focused on improving education outcomes. The Government is committed to progressing the Basic Education Sector Reform Agenda (BESRA) which is in line with Australia's priorities. The education adviser is able to directly contribute to the support of this agenda. The analytic approach provides a way for AusAID and partner government a means to reflect on the alignment of priorities, strategies and the issues that need to be addressed.	This is one of the position identified in the workforce planning activity to ensure the appropriate level of technical expertise is available directly at Post	14-Sep-2009	13-Sep-2011

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6	DepEd	Governance	Basic Education Sector Reform (SPHERE)	Public Financial Management Adviser to the Philippines Department of Education	The PFM Adviser provides strategic and technical advice on how the GoP Department of Education can improve its budgeting and financial management processes, internal controls, systems and practices to deliver its mandate. It is also supporting DepED's engagement with central agencies such as DBM, COA and NEDA on systemic financial management and budget constraints to service delivery. This includes: a. Supporting the Office for Regional Operations analyse implications of all standing DBM and COA policies on all DepED units (from schools to central office) and come up with an agenda to engage with these agencies; b. reviewing DepED orders/memos related to financial management, particularly examining which are detrimental/supportive to the delivery of education mandate; c. liaison and collaboration with AusAID and other donor partners working at the central agency level to improve these practices. The Adviser also provides technical inputs to education research activities (eg the Public Expenditure Review) and technical advice to support AusAID's planning, monitoring, coordinating and evaluating of its PFM activities. With the decentralisation of the education management, implementation of BESRA and of other relevant national policies (eg Internal Control Systems), DepED is continuing to strengthen its public financial management including its internal processes and its engagement with oversight agencies like the Department of Budget and Management (DBM), Department of Finance (DOF) and Commission on Audit (COA). The Technical Assistance is aimed at:§ Improving DepED's capacity in all areas of PFM (Budget Allocation, Budget Execution and Financial Reporting); and.§ Supporting AusAID's analytical capacity in PFM to ensure complementarity and coherence of Australian-supported activities in DepED .	Yes	Inline position in DepEd	The PFM Adviser provides strategic and technical advice in an area that directly contributes to the Governments Basic Education Reform Agenda.	The need for the Position was identified during the 5th Basic Education Sector Reform Agenda (BESRA) Review and formally recorded in the Aide Memoire. DepED and key education donors including AusAID and WB found many problems in the department were compounded by poor PFM practices and systems. AusAID committed to funding the position.	1/6/2010	30/6/2011

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7	DepEd	Education	Basic Education Assistance for ARMM (BEAM-ARMM)	Implementation Support to BEAM ARMM Design - Project Director	The Project Director managed the 12-month support to implementation of BEAM activities in the ARMM and AusAID's design process for future aid program in the autonomous region. The activities focused on building the capacity of DepED ARMM in sustaining the BEAM innovations in selected areas: (i) training of teachers and school leaders; (ii) support to Madaris; (iii) installation of the human resources information system; (iv) materials development for early childhood education and indigeneous peoples; (v) provision of community learning facilities; and (vi) installation of the distance learning radio facility. The PD managed the conduct of 6 research studies, various consultations with wide range of ARMM stakeholders and gathering of data which informed the design of the future project. The outputs of these research and consultations provided substantive analysis of issues which better informed the Post in developing the design of the future project.	Yes	Program Director through a managing contractor	The continuing assistance to education in ARMM is a priority of the Philippine government considering that it has the highest level of poverty and lowest education performance. There is high number of marginalized and vulnerable groups due to volatile security condition and the continuing armed conflict. The country strategy gives high priority to ARMM in line with the objective for contributing to peace and stability in southern Philippines and in the region.	At a Donor's Forum organised by ARMM in Aug 2009, along with other donors, AusAID indicated interest in continuing to support the changes occurring in DepED ARMM. As AusAID Program, BEAM, was finishing in Nov 09 and the new AusAID program in ARMM is still being designed, AusAID approved a one year transition program to maintain the education reform momentum in ARMM.	1/12/2009	30/11/2010
8	DepEd	Education	Basic Education Assistance for ARMM (BEAM-ARMM)	Implementation Support to BEAM ARMM Design - Deputy Project Manager	The Deputy Project Manager assists the PD in managing the 12 months support to implementation of BEAM in ARMM with focus on Muslim Education components and the conduct of research activities to support the design of the future program. The DPD provided the critical link with Muslim educators, religious leaders and other non-government stakeholders during the consultations for the design process. The DPD also provided technical inputs on the analysis of contextual issues around education governance of private Muslim schools, relevance of curriculum to Mindanao Islamic culture and potential roles of non-government actors.	Yes	Deputy Program Manager through a managing contractor			1/12/2009	30/11/2010

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9	DepEd	Education	STRIVE	Team Leader - Strengthening Implementation of Visayas Education	The Team Leader is responsible for ensuring that the STRIVE Project achieves its identified outcomes with particular reference to school based management (SBM), Human Resources Development; specifically In-Service Education and Training (INSET) and the equitable provision of Learning Resource Materials (LRM). Implementation occurs in all three Visayas regions teaching resources and student materials.	Yes	Team Leader through a managing contractor	STRIVE supports the Philippines Basic Education strategies of the MTPDP 2004-2010 and aligns to the objectives of the Basic Education Sector Reform Agenda (BESRA) to capacitate the basic education sector in the attainment of country's vision Education for All (EFA) by 2015. Education reform is a top priority of the Aquino administration which has set itself to be focused on improving education outcomes. The Government is committed to progressing the Basic Education Sector Reform Agenda which is in line with Australia's priorities.	STRIVE was designed as a vanguard initiative intended to be the precursor to widespread implementation of the BESRA reforms by DepEd with support from the major loan and donor-funded development investment programs.	1/8/2008	30/4/2011
10	DILG	Infrastructure	SPRMP PRMF	Team Leader - Provincial Road Management Facility The PRMF Team also includes the following adviser positions - Road Engineering Coordinator - HRMD/CB Coordinator - M&E Coordinator - Procurement Coordinator - Provincial Coordinators (1 per province)	PRMF is a governance program within the road sector; working with 10 provincial governments and 1 central department. The PMF Team Leader - manages the facility; supervises, reports & quality assures all activities; manages & supervises all staff & coordinates advice. Key Roles of other Team Members include: Road Engineer Coordinator: provides technical advice to PRMF team & provincial govts on planning, design, implementation and monitoring of physical works. Capacity Building Coordinator: provides advice to provincial governments, DILG & PRMF team on capacity building needs for each government to achieve implementation of both physical works and institutional strengthening of government systems M&E Coordinator: designs & implements a PRMF M&E system that maximises use of existing government systems and emphasises sustainability. Procurement Coordinator: manages all PRMF procurement activity, physical works and capacity building; designs & implements strategies to strengthen government procurement systems Provincial Coordinators: manage province activities.	Yes	Program Management, Technical Inputs	Economic governance is one of the key DAS pillars. In addition, the principles of performance and incentives which are embedded in the PRMF design are articulated priorities of the Philippine Department of the Interior and Local Government. The Department of the Interior and Local Government recognises the importance of using incentives and performance-based grants in shifting its focus (from a traditional oversight to an enabling agency). The adviser positions in the PRMF Team were identified in the PRMF Design Document, which went through AusAID quality processes, endorsed by the Department of the Interior and Local Government, and approved by the Investment Coordination Committee (GoP).	Design document	14-Sep-2009	13-Sep-2014

#	PARTNER GOVERNMENT	POSITION DETAILS					RELEVANCE				
	Relevant counterpart agency/org	Sector	Program	Position title	Position description and key objectives	ToR available	Function	How the position aligns with current priorities of the partner government/country strategy	Origin of the position	Start Date	End Date
11	NEDA	Governance	HRDF	Team Leader - Human Resource and Organisational Development Facility The HRODF Team also includes the following adviser positions - Deputy Facility Director - M&E Adviser - OD Adviser - Human Resource and Development Adviser	The Philippines Australia Human Resource and Organisational Development Facility (and the Philippines Australian Human Resource Development Facility) - Manages the delivery of Australian Development Scholarships, short-term training programs, and other forms of HR/OD support to partner organisations. Scholarships include the Australian Development Scholarships, the Australian Leadership Awards and a local scholarship on mining. - Provides advice to AusAID on HR/OD issues and activities, which includes conduct of organisational assessments and design of HR/OD activities. - Manages support to the Philippines Australia alumni association. - Manages the provision of capacity building support to local training service providers to build a strong local base of organisational development and capacity building practitioners. - Ensures efficient and effective management of the Facility and quality assurance of sub-contractors/training providers.	Yes	Program Management, Technical Inputs	The goal of the Facility is to enhance the effectiveness of selected programs and reform agenda under the DAS. It is therefore important the Facility is delivered by a competent Team. The adviser positions in the HRODF Team were identified in the HRODF Design Document, which went through AusAID quality processes, endorsed by the NEDA, and approved by the Investment Coordination Committee (GoP).	Design document	1-Oct-2010	30-Sep-2015
12	City of Taguig	Environment	Post Ketsana Recon and Reconstruction program	Local Reconstruction Project Coordination Manager	This position provides support to Post in developing the design for the Urban Reconstruction Program. Work on urban reconstruction is a relatively new field for Manila Post. In addition, the nature of the work (highly technical areas, range of players in the design process, and sensitivity of some activities such as relocation of informal settlers, managing the relationship with the target LGU - Taguig City - and other stakeholders) required additional manpower and expertise for Post to effectively manage this process.	Yes	Facilitation, Technical Inputs, Liaison	The Philippines is vulnerable to disasters and calamities. The program currently being designed is meant to provide a model for disaster risk reduction and management for highly vulnerable communities/local government units. We are working closely with Taguig City (target site), and other GoP agencies in developing the design. The initiative being designed sits under the human security and national stability pillar of the current DAS. DRRM is also one of the priority sectors of GoP.	Financial approval for the design process.	27-Jan-10	31-Dec-10
13	DPWH/WB	Infrastructure	Extension of support to Econ Governance Initiative	National Infrastructure Technical Assistance (various) - independent procurement evaluator (2 technical advisers - 1 local, 1 intl) - financial management system (firm, 1 intl expert) - national infrastructure technical consultant (individual) - internal control and internal audit (firm, several technical positions)	These advisers provide support to the Philippine Department of Works and Highways (DPWH) and other agencies working on national infrastructure, started under the Partnership for Economic Governance Reforms (PEGR). The PEGR was completed in FY09/10, however, work on key reform areas are still ongoing. The advisory/technical assistance support currently being provided to DPWH were procured through PEGR. The positions provide technical advice to DPWH and AusAID (to a certain extent) on various areas including - independent procurement evaluation - financial management system - internal control/internal audit These areas were part of AusAID's commitment/contribution for the National Roads Improvement and Management Program 2 (NRIMP 2).	Yes	Technical Inputs (systems development and installation) Capacity building	The identification of the reform areas pursued under PEGR was done jointly by AusAID and GoP agencies, including NEDA, DBM and DOF. These initiatives will be extended for 12 months as agreed in the NRIMP 2 supervision mission (Sept 2010).	PEGR Reform Agenda NRIMP 2 Commitment	30-Apr-2010	Various

Annex 2: Philippine Program Adviser Positions - Statistics

	Position Title	Gender	Nationality	Location	Sector	Priority
1	Technical Assistance to the Government of the Philippines Social Welfare and Development Reform Program	Male	International	In-country	Others	high
2	Social Development Adviser	Male	International	In-country	Others	high
3	Governance Adviser	Male	Australia	In-country	Governance	high
4	Infrastructure Adviser	Male	International	In-country	Infrastructure	high
5	Senior Education Adviser	Male	Australia	In-country	Education	high
6	Public Financial Management Adviser to the Philippines Department of Education	Male	International	In-country	Education	medium
7	Implementation Support to BEAM ARMM Design - Project Director	Male	National	In-country	Education	low
8	Implementation Support to BEAM ARMM Design - Deputy Project Manager	Male	National	In-country	Education	low
9	Local Reconstruction Project Coordination Manager	Female	National	In-country	Others/Environment	medium
	STRIVE Team (MC):					
10	Team Leader/ M&E	Female	National	In-country	Education	low
11	Deputy Team Leader/Change Management Advisor	Female	National	In-country	Education	low
12	Administration and Operations Manager	Male	International	In-country	Education	low
13	INSET Systems (Regions)	Female	National	In-country	Education	low
14	SBM/QA (Region)	Female	National	In-country	Education	low
15	SBM/QA (Region)	Female	National	In-country	Education	low
16	SBM/QA (Region)	Female	National	In-country	Education	low
17	ICT/EMIS Advisor	Female	National	In-country	Education	low
18	Access/ADMs/ALS	Male	National	In-country	Education	low
19	Access Implementation Advisor for SOBE	Male	National	In-country	Education	low
20	M&E Adviser	Female	National	In-country	Education	low
	PRMF Team (MC):					
21	Team Leader - Provincial Road Management Facility	Male	International	In-country	Infrastructure	high
22	Road Engineering Coordinator	Male	National	In-country	Infrastructure	high
23	HRMD/CB Coordinator	Female	National	In-country	Governance	high
24	M&E Coordinator	Male	National	In-country	Governance	high
25	Procurement Coordinator	Male	National	In-country	Governance	high

26	Provincial Coordinators	Male	National	In-country	Governance	high
27	Provincial Coordinators	Male	National	In-country	Governance	high
28	Provincial Coordinators	Male	National	In-country	Governance	high
29	Provincial Coordinators	Female	National	In-country	Governance	high
30	Provincial Coordinators	Female	National	In-country	Governance	high
31	Provincial Coordinators	Female	National	In-country	Governance	high
32	Provincial Coordinators	Female	National	In-country	Governance	high
	HRODF Team (MC):					
33	Team Leader - Human Resource and Organisational Development Facility	Female	National	In-country	Governance	high
34	Deputy Facility Director	Male	National	In-country	Governance	high
35	M&E Adviser	Female	National	In-country	Governance	high
36	OD Adviser	Male	National	In-country	Governance	high
37	Human Resource and Development Adviser	Male	National	In-country	Governance	high
	National Infrastructure Technical Assistance (various):					
38	independent procurement evaluation technical staff	Male	National	In-country	Governance	medium
39	International Financial Management Expert	Male	International	In-country	Infrastructure	high
40	National infrastructure Adviser	Male	International	In-country	Infrastructure	medium

Sector inputs:

Governance	42.50%
Education	37.50%
Others/Environment	7.50%
Infrastructure	12.50%

Nationality:

International staff	25.00%
National staff	75.00%

Gender:

Female	40.00%
Male	60.00%

Annex 3-A: Philippine Program Adviser Positions - Commitment to Position

	Program	Current Position Title	Commitment to position	Comments
1	Phils-Social Protection Initiative	Technical Assistance to the Government of the Philippines Social Welfare and Development Reform Program	High	TOR remain relevant; ongoing design of TA fund to assess additional new adviser requirements
2	Post Advisory Support	Social Development Adviser	High	TOR remain relevant
3	Post Advisory Support	Governance Adviser	High	TOR remain relevant
4	Post Advisory Support	Infrastructure Adviser	High	TOR remain relevant
5	Post Advisory Support	Senior Education Adviser	High	TOR remain relevant
6	Basic Education Sector Reform (SPHERE)	Public Financial Management Adviser to the Philippines Department of Education	Medium	TOR remain relevant. The adviser position is in its first six months. Depending on the outcome of the performance review in June 2011, the TOR may be amended as the new initiative/s comes on stream. The function of this position would be integrated in the new initiatives
7	Basic Education Assistance for ARMM (BEAM-ARMM)	Implementation Support to BEAM ARMM Design - Project Director	Low	Phase out, co-terminus to contract completion of Managing Contractor on 30 November 2010; Ongoing tender process for new position requirements under a new MC
8	Basic Education Assistance for ARMM (BEAM-ARMM)	Implementation Support to BEAM ARMM Design - Deputy Project Manager	Low	
9	Post Ketsana Recon and Reconstruction program	Local Reconstruction Project Coordination Manager	Medium	TOR for amendment; Commitment to position is based on the contract. Extension of contract for another year is currently being considered.
10	STRIVE	Team Leader/ M&E	Low	Retention of the positions until the STRIVE Project completion in April 2011, positions are co-terminus with the life of the Project. Not recommended for extension.
11		Deputy Team Leader/Change Management Advisor	Low	
12		Administration and Operations Manager	Low	
13		INSET Systems (Regions)	Low	
14		SBM/QA (Region)	Low	
15		SBM/QA (Region)	Low	
16		SBM/QA (Region)	Low	
17		ICT/EMIS Advisor	Low	

18		Access/ADMs/ALS	Low	
19		Access Implementation Advisor for SOBE	Low	
20		M&E Adviser	Low	
21	SPRMP PRMF	Team Leader - Provincial Road Management Facility	High	TOR remain relevant; Commitment is based on contract of MC and Subsidiary Arrangement for PRMF; ongoing discussions re new position requirements
22		Road Engineering Coordinator	High	
23		HRMD/CB Coordinator	High	
24		M&E Coordinator	High	
25		Procurement Coordinator	High	
26		Provincial Coordinators	High	
27		Provincial Coordinators	High	
28		Provincial Coordinators	High	
29		Provincial Coordinators	High	
30		Provincial Coordinators	High	
31		Provincial Coordinators	High	
32		Provincial Coordinators	High	
33	HRDF	Team Leader - Human Resource and Organisational Development Facility	High	TOR remain relevant; Commitment is based on the Contract and the Subsidiary Arrangement for HRODF
34		Deputy Facility Director	High	
35		M&E Adviser	High	
36		OD Adviser	High	
37		Human Resource and Development Adviser	High	
38	Extension of support to Econ Governance Initiative (National Infrastructure Technical Assistance):	Independent procurement evaluation technical staff	Medium	TOR remain relevant; Commitment to funding these positions is based on the contract, and most of the contracts are ending in the next 2-3 months. Any additional inputs (related to the existing work) will be subject to a new contracting process.
39		International Financial Management Expert	High	
40		National infrastructure Adviser	Medium	

High priority positions	57.50%
Low priority positions	32.50%
Medium priority positions	10.00%

Annex 3 - B

Commitment to Adviser Positions - Specific notes from the review

Infrastructure Adviser (Post Thematic Adviser)

High Priority. Identified by AusAID Manila to support the AusAID management of the PRMF, engage meaningfully with government and donor partners, and to develop and monitor a range of infrastructure related programs. Position has provided advice and quality assurance to guide the implementation of the PRMF, largest standalone initiative; helped shaped a growing climate change adaptation/disaster risk management portfolio with a strong urban renewal focus; provided technical advice to guide the expansion of classroom construction initiative, and provide mentoring support to Program staff. The expertise is critical to inform next country strategy and key delivery strategies in sub-national engagement and climate change/disaster risk management.

Governance Adviser (Post Thematic Adviser)

High Priority. The position assists Post in the development and review of the CPS and development strategies relating to governance issues. The Adviser will assist program teams understand implications of using various govt systems and designing measures to manage risks. The contract is due to expire 20 May 2011. Contract will be renewed for another two (2) years with some minor amendments in the TOR.
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Social Development Adviser (Post Thematic Adviser)

High Priority. The Australian aid program is increasing its engagement with the Phil DSWD, building on our provision since 2008 of technical support to DSWD's conditional cash transfer program. This intensifying effort reflects the need to support robust programs capable of delivering benefits directly to poor Filipinos in a society where poverty is increasing. The program is also currently designing a new governance program focusing on facilitating civil society-government partnerships for pro-poor reform. The Adviser will provide advice, representation, strategic leadership and technical expertise to Post. The Adviser has a key role in shaping delivery strategies in sub-national engagement, such as Mindanao and climate change/disaster risk management.

Newly occupied position. Initial contract is one-year term. Then the position will be advertised early next year for a 1-2 year term.

Sr Education Adviser (Post Thematic Adviser)

High Priority. The sectoral expertise of this position provides for valuable inputs for better planning and decision making. It also provides credibility for high level discussions with partner government, other donors and major stakeholders in the sector. This position is enhancing AusAID's credibility as major bilateral partner. It is essential in keeping with the highly respect and recognition for AusAID as a lead donor in education development. It should continue especially as the program is gearing up for further expansion of support in the sector.

Ideally, the Education Thematic Group and the Education Resources Facility could provide the technical expertise as needed to country programs like the Philippines. However, in the context of the Philippines, it is far more beneficial to have an in-country Education Adviser who is immersed in the country context and can respond instantaneously to any immediate program needs.

An alternative is to have an Adviser working with local experts who can later on provide the technical expertise to Post and the government partner.

DSWD Social Protection expert (Directly procured by AusAID)

High Priority. The Phil govt is undergoing a significant social protection reform. The Adviser is crucial in helping the Philippine Government design and implement a crucial part of that reform agenda - CCT and Targeting System. The partner government and AusAID enjoys strong and harmonious relationship in this area. This position is highly strategic from DSWD's perspective.

The TA underpins the development of all CCT operational systems. The Philippine Government is highly receptive of the AusAID's TA. There is recognition from Philippine Government to support the work performed by this position. The Philippine Government is driving the process of developing a Technical Unit within the DSWD composed of 2 international experts and 1 national Adviser on convergence and capability building, to which the AusAID TA will form part of the unit. AusAID is supportive in this initiative, and is likely to commit to the renewal of this position. With the retention of the TA in DSWD, AusAID will continue to have increased influence in policy dialogue with the Philippine Government on social protection.

PFM Adviser to Department of Education (Directly procured by AusAID)

Medium Priority. TOR remain relevant. The need for this adviser position was explicitly articulated in the Basic Education Sector Reform Agenda joint implementation review. Hence, no alternative was scoped.

The PFM Adviser provides on-going strategic advice, mentoring and coaching at the Usec, Asec and staff level. In addition, the PFM Adviser has also assisted in undertaking the fiduciary risk assessment of DepED.

It is highly important as we are strongly advocating for whole-of-PFM reforms in the key departments where we work. This work is particularly important in DepED. The greater the improvement in budget planning and budget execution efficiency translates to likelihood for increased funding for education and better resource management. This will ultimately lead to improvements in basic education service delivery.

Strive Team (Managing contractor)

Low Priority. Based on the IPR of Sept 09, STRIVE has met/exceeded the process outcomes targeted in the AusAID Philippines Country Strategy Performance Assessment Framework. STRIVE has had a substantial impact in terms of the contribution of the initiative to the readiness for roll-out of SBM materials, school improvement plan manuals and tools.

The Adviser position finishes on 30 April 2010. It is currently being scoped as part of the Concept/Design process for new initiatives supporting DepED.

Retention of the positions until the STRIVE Project completion in April 2011, co-terminus with the life of the Project.

Project Director/ Deputy Project Manager - Beam ARMM Implementation Support (Managing contractor)

Low Priority. Phase-out, co-terminus to the contract completion of Managing Contractor on 30 November 2010

The positions contributed significantly in supporting the capacity building for ARMM. The Adviser's technical inputs and management support was recognized as an important factor for DepED ARMM's success in installing a number of innovations particularly on management system improvements. The support of the Adviser and his team to DepED ARMM resulted to awards in the implementation of the reading innovations in early grades, approval of the Basic Educ Law for ARMM, installation and operation of the radio station for the distance learning and improvements and establishment of community learning centers in remote villages. The Adviser contributed substantive technical inputs and excellent organization and management of both the field level and high level discussions with policy makers which contributed to the development of the design.

As part of the transition, new TOR are already in place for 3 new specialist positions: Community Development Specialist; Muslim Education Specialist and M&E Specialist - procurement is ongoing

PRMF Team (Managing contractor)

High Priority. The Adviser positions for PRMF have been identified through a comprehensive design process. The composition of the Team (and the associated qualifications) considered the potential work demands, given the design. There have been performance issues with the team, and part of this can be attributed to a lack of resources to simultaneously respond to issues in 7 different provinces. Nonetheless, there is recognition that the Team is key in the delivery of PRMF. Commitment is based on the Contract with Coffey Intl Development and the Subsidiary Arrangement for PRMF.

Given the amount of work involved, there are ongoing discussions between AusAID and Coffey re possible new positions (2 new Road Engineers, 2 new Capacity Building personnel).

HRDF Team (Managing contractor)

High Priority. The goal of the Facility is to enhance the effectiveness of selected programs and reform agenda under the DAS. It is therefore important the Facility is delivered by a competent team. The HRODF Team has just been mobilised (1 Oct 2010). It should be noted however that the current HRODF Team also managed HRDF.

NEDA (primary Philippine Government counterpart for HRDF, which is the predecessor of HRODF) indicated that Team was pro-active and demonstrated flexibility and responsiveness to stakeholders, which is key for a "service" Facility like HRODF/HRDF. NEDA particularly appreciated the work of the Team on monitoring and evaluation (comprehensive, clear objectives, was able to facilitate decision making, online/easily accessible). Note: taken from NEDA inputs to the Contractor Performance Assessment.

Commitment is based on the Contract with Coffey Intl Development and the Subsidiary Arrangement for HRODF.

Local Reconstruction Project Coordination Manager - Post Ketsana Recon and Reconstruction program (Directly procured by AusAID)

Medium Priority. Both the AusAID and Team have indicated that the Coordinator has been effective, particularly in terms of the liaison work. The Coordinator also ensures AusAID is informed of developments that may affect the initiative in general, and the design work, in particular, in a timely and efficient fashion. Commitment to position is based on the contract. TOR to be amended. Extension of contract for another year is currently being considered.

National Infrastructure Technical Assistance (various positions) - Extension of support to Economic Governance Initiative (Directly procured by AusAID)

Medium to High Priority. As per discussion with the Coordinator, we gathered feedback from DPWH and WB that these Advisers (and their work) have assisted the Department meet loan conditionalities (NRIMP 2) and has provided important foundation work for strengthening selected business processes within DPWH.

Commitment to funding these positions is based on the contract, and most of the contracts are ending in the next 2-3 months. Any additional inputs (related to the existing work) will be subject to a new contracting process.