

Philippines-Australia Human Resource and Organisational Development Facility



Annual Plan and Budget July 2011 – June 2012

October 2011

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Abbreviations

AusAID	Australian Agency for International Development
AA-DA	Australia Awards – Development Awards
ACIAR	Australian Centre for International Agricultural Research
ADS	Australian Development Scholarships
ALAS	Australian Leadership Awards Scholarships
ANU	Australian National University
AO	Administrative Officer
ARMM	Autonomous Region in Muslim Mindanao
ASEAN	Association of South East Asian Nations
AARES	Australian Agricultural and Resource Economics Society
ARTDO	Asian Regional Training and Development Organisations
AUD	Australian Dollars
ATEIM	Association of Teachers Education Institutes of Mindanao
AUD	Australian Dollars
BEAM	Basic Education Assistance for Mindanao
BOT	Board of Trustees
CID	Coffey International Development Pty Ltd
CCA	Climate Change Adaptation
CCT	Conditional Cash Transfer
CESB	Career Executive Service Board
CHED	Commission on Higher Education
COCOPEA	Coordinating Council of Private Education Association
CODE-NGO	Caucus of Development NGO Networks
CSC	Civil Service Commission
DAP	Development Academy of the Philippines
DAS	Australia-Philippines Development Assistance Strategy
DCCCII	Davao City Chamber of Commerce and Industry, Inc
DepEd	Department of Education
DENR	Department of Environment and Natural Resources
DOH	Department of Health
DSWD	Department of Social Welfare and Development
DILG	Department of the Interior and Local Government
DOJ	Department of Justice
DRRM	Disaster Risk Reduction Management
EFA	Education For All
FB	Facility Board
FCC	Facility Coordinating Committee
GAD	Gender and Development
GOP	Government of the Philippines
GPA	Grade Point Average
HROD or HR/OD	Human Resource and Organisational Development
HRD	Human Resource Development
HREC	Human Resource Ethics Committee

HRM	Human Resource Management
HRMD	Human Resource Management Development
IAMCR	International Association of Media Communications Research
ICC	Investment Coordinating Committee
ICSP	In-Country Scholarship Program
ICT	Information and Communication Technology
ICTD	International Conference on Information and Communication Technologies and Development
IDCB	Institutional Development and Capacity Building
ISDS-UP	Institute for Strategic Development Studies – University of the Philippines
IT	Information Technology
KM	Knowledge Management
KPO	Key Partner Organisation
KRA	Key Result Areas
LDP	Leadership Development Program
LEDAC	Legislative-Executive Development Advisory Council
LGU	Local Government Unit
LSP	Learning Service Provider
MC	Managing Contractor
MfDR	Managing for Development Results
M&E	Monitoring and Evaluation
MEF	Monitoring and Evaluation Framework
MFI	Metrobank Foundation, Inc
MGB	Mines and Geosciences Bureau
MINCODE	Mindanao Coalition of Development NGO
MinTVET	Mindanao Technical Vocation Education and Training Association
MRL	Mindoro Resources Limited
MSU-IIT	Mindanao State University – Iligan Institute of Technology
NAMRIA	National Mapping and Resource Information Authority
NCR	National Capital Region
NEDA	National Economic and Development Authority
OA	Organisational Assessment
OBS	Offices, Bureaus and Services
OCD	Office of Civil Defense
OD	Organisational Development
OPAPP	Office of the Presidential Adviser on the Peace Process
PA	Partnership Agreement
PAMANA	Payapa at Masaganang Mamayanan (Peaceful and Resilient Communities)
PDP	Philippine Development Plan 2011-2016
PPP	Public Private Partnership
PAGASA	Philippine Atmospheric, Geophysical and Astronomical Services Administration
PA3i	Philippine Australia Alumni Association, Inc.
PGAS	Provincial Government of Agusan del Sur
PAHRDF	Philippines Australia Human Resource Development Facility

PAHRODF or HRODF	Philippines Australia Human Resource and Organisational Development Facility
PAREEP	Philippines-Australia Resources Education Excellence Program
PDB	Pre Departure Briefing
PGS	Performance Governance System
PHIVOLCS	Philippine Institute of Vulcanology and Seismology
PRMF	Provincial Roads Management Facility
PQA	Philippines Quality Awards
PRIME	Philippine Response to Indigenous Peoples' and Muslim Education
PSTD	Philippine Society for Training and Development
RA	Republic Act
REAP	Re-entry Action Plan
SAP	Sustainable Action Plan
SCO	Student Contact Officer
SDC	Social Development Committee
SP	Strategy Paper
SPHERE	Support to Philippine Education Reform
SPO	Strategic Partner Organisation
SWIDB	Social Welfare Institutional Development Bureau
SWD	Social Welfare Development
SWD-LNET	Social Welfare and Development Learning Network
SY	School Year
TA	Technical Assistance
TAP	Technical Assessment Panel
TEI	Teacher Education Institute
TOR	Terms of Reference
UoN	University of Newcastle
UM	University of Mindanao
UP-NISMED	University of the Philippines – National Institute for Science and Mathematics Education Development
UQ	University of Queensland
WDO	Workplace Development Objectives

1 Overview

This is the first full Annual Plan and Budget of the Philippines Australia Human Resource and Organisational Development Facility (HRODF). It provides the following information:

a) *progress of implementation against the initial annual plan (October 2010-June 2011):*

- highlights achievements per component
- scholarships and alumni updates
- budget and expenditure report
- risks and issues that have arisen and management actions

b) *proposed HRODF activities and budget from July 2011 to June 2012:*

- strategic planning activities (Component 1)
- development and delivery of proposed HROD plans (Component 2)
- proposed research and knowledge synthesis activities (Component 3)
- scholarships activities, including pilot of local scholarships and short-course awards
- proposed budget and allocation of Imprest Account funds
- cross-program thematic capacity development projects

c) *updated risk management framework*

d) *change frame*

2 Background

The HRODF was mobilised in October 2010 as a follow-on program to the Philippines-Australia Human Resource Development Facility (PAHRDF) which was completed in September 2010. HRODF is a five-year (2010-2015) program designed to enhance the effectiveness of selected programs and reform agendas under the Australia-Philippines Development Assistance Strategy (DAS) and in support of the Philippine Development Plan (PDP).

The Facility's objective is to develop and strengthen capacities and competencies relating to human resource management and development (HRMD), policy & planning, management & leadership and administration (financial management, support service delivery). It also seeks to enable individuals and organisations to make better use of these competencies and capacities, including through building and maintaining relationships, sharing of experiences and lessons, research, and knowledge synthesis activities.

The Facility is also responsible for managing scholarships such as the Australia Awards – Development Awards (AA-DA) Scholarships and Fellowships, the Philippines Australia Resources Educational Excellence Program (PAREEP). The Facility is also charged with developing, piloting and delivering other scholarship schemes.

Facility Budget

HRODF has an Imprest Account of AUD 22.6 million (approximately P1,046,626,340) over five years for the implementation of activities. This amount excludes the in-Australia cost of scholarships.

The Imprest Account budget allocates approximately AUD5 to 6 million (Php231,511,000 - Php277,813,200) per year of operations, except for the first (nine months) and the last years of the Facility.

3 Implementation Progress against the October 2010 – June 2011 Initial Annual Plan

Below are the highlights of HRODF achievements per component against the objectives detailed in the Facility's proposed Monitoring and Evaluation Framework. The detailed accomplishments are attached in **Annex 5**.

3.1 Component 1 – Strategic Planning and Management

Objective 1.1: Provide sound criteria and mechanism for selection of KPOs and SPOs

KPOs

The Facility developed a Strategy Paper and an Initial Annual Plan (approved by the Facility Board in January 2011) that provided the basis for the Facility Board to determine the criteria and mechanism for the selection of KPOs and SPOs.

In line with guidance in the Facility Design and in consultation with AusAID, the Strategy Paper and Initial Annual Plan proposed that the Facility:

- adopt a definition of KPO as organisations whose “mandates are directly linked with DAS programs or whose mandates position them to contribute significantly to the institutionalisation of DAS reforms”
- concentrate on the following DAS priority areas: Basic Education, Social Protection (i.e. Conditional Cash Transfer (CCT) and 4Ps), Economic Growth (i.e. sub-national governance), CCA/DRRM, and Peace and Development.

Criteria for identifying KPOs were developed (and approved) in this context to ensure the efficient and effective targeting of organisations that would benefit from Facility support.

The criteria identified were: (1) alignment of an organisation's programs with DAS priorities and the GOP's PDP; (2) experience of the organisation in developing capacities related to HRMD, planning, management and leadership and administration; (3) presence of executive sponsorship; (4) presence of an organisational vision and change agenda; (5) absorptive capacity; (6) visible and functioning HR/OD systems and (7) other external factors that may affect HR/OD efforts.

The Facility identified five KPOs for 2011-2012 after multiple stakeholder consultations and the application of the targeting criteria outlined above. These KPOs are:

- (1) **Department of Education (DepEd)** in line with the DAS priorities on basic education, including school-based management and the K-12 transition;

(2) **Department of Social Welfare and Development (DSWD)** with a focus on the Conditional Cash Transfers and 4Ps programs as these relate to basic education priorities of the DAS;

(3) **Department of the Interior and Local Government (DILG)** as the oversight agency for sub-national governance and infrastructure priorities;

(4) **Office of Civil Defence (OCD)** in line with DAS priorities on national stability and human security. OCD has a fresh mandate under the Disaster Risk Reduction and Management Act of 2010; and

(5) **Office of the Presidential Adviser on the Peace Process (OPAPP)** in line with the national stability and human security priorities of the DAS and on-going Australian Government commitment to the peace process.

SPOs

In line with guidance in the Facility Design and consultation with AusAID, the Strategy Paper and Initial Annual Plan proposed that the Facility:

- adopt a definition of SPO as “strategically significant organisations that are aligned or associated with KPOs but not necessarily involved directly in AusAID sector initiatives themselves”
- concentrate in year two on four possible categories of SPOs: 1) enabling government offices, 2) implementing organisations, 3) policy research and advocacy organisations, and 4) learning & education organisations

Targeting criteria for SPOs were developed and approved within this context to ensure complementarities and synergies between KPOs and SPOs. The identified criteria were: (1) Identified and ranked by a KPO in consultation with AusAID; (2) Alignment of SPO's mandate with the KPO priority needs; (3) Willingness to work with a KPO; and (4) Extent of reach of SPO in terms of potential multiplier effects.

The Facility identified six SPOs for 2011-2012, including the Civil Service Commission and NEDA as enabling organizations, and NAMRIA, PHIVOLCS, MGB, and PAGASA as implementing partners of OCD.

The full criteria for selecting KPOs and SPOs are summarised in **Annex 2**.

The Facility Board agreed that flexibility will be accorded to the selection of SPOs to allow for compelling cases that the GOA and GOP may wish to support but that the authority to invoke flexibility will only be employed in exceptional cases, and that support will still be consistent with the five priority of areas of the Facility (i.e. human resource management/development, planning, leadership and management, administration and support systems for service delivery).

Overall, the Strategic Planning process helped the Facility identify and prioritise organisations whose current practices support the implementation of DAS programs and resulted in the development of sound criteria and mechanism for the selection of KPOs and SPOs.

The types of SPOs targeting/selection criteria served as a guide in identifying and prioritising SPOs during the stakeholder mapping exercise.

Objective 1.2: Map out HROD interventions responsive to the needs of KPOs/SPOs

The Facility's Organisational Assessment Framework and Tools were presented to the Facility Coordinating Committee (FCC) on 14 January 2011. These were used in the conduct of the organisational assessments to examine select capacity areas of KPOs and SPOs. The areas assessed were planning and policy, leadership and management, human resource management and development, knowledge management, stakeholder relations and gender and development.¹

Organisational assessments and HROD plans for KPOs and SPOs were completed and signed-off by partner organisations in May 2011, signifying agreement with the findings of OA and the proposed HROD interventions.

3.2 Component 2: Delivery of Human Resource and Organisational Development Support

Objective 2.1: Develop or strengthen HRD, HRM, planning, leadership and management, and administration (Finance) competencies of KPOs/SPOs

Competency ratings formed part of the OA baseline findings which were approved and signed off by all KPOs and SPOs. (Please see detailed results in **Annex 1**). Another round of competency assessment will be conducted for scholars before and after their scholarship programs in Australia.

January 2011 Intake (transition intake)

Mobilised 80 awardees for 2010-2011 from the transition organisations (Refer to **Annex 4A** for the List of ADS Awardees January 2011 Intake). Following is the distribution of awardees based on the DAS.

Table 1: Distribution of January 2011 ADS Awardees (Transition Intake)

Development Assistance Strategy (DAS) Priorities	Number of Awardees	
	F	M
Economic Growth	27	15
Human Security and National Stability	2	
Education	6	2
Cross-Cutting Sectors Climate Change Adaptation/Disaster Risk Reduction/Disaster Risk Management (CCA/DRR/DRM – 20; HR/OD – 4; Gender Studies - 3, Disability - 1)	15	13
TOTAL	50	30

¹ The elements are modified categories of the Philippine Quality Awards (PQA). The PQA is the highest level of national recognition for exemplary organisation performance in the Philippines. It has been institutionalized through a national law, RA 90130. The PQA, is modelled on the Malcolm Baldrige Framework, an internationally comparable framework and criteria for assessing organisational performance.

June 2011 Intake (Open Category)

40 awardees for June 2011 intake, all under the Open Category (**Annex 3** contains the list of the June 2011 Awardees). As this is the first time that an open category will be used (since 2005), priority study areas/sectors were identified to serve as the initial screen/filter in the assessment of applications. The following is the distribution of awardees based on study areas/sectors.

Table 2: Distribution of June 2011 Awardees (Open Category)

Study Areas/Sectors	Number of Awardees	
	F	M
Basic Education	3	7
Human Resource/ Organisation Development	5	2
Peace and Development	4	3
Foreign Relations	4	2
Disaster Risk Reduction Management	2	
Climate Change Adaptation		2
Social Protection/ Welfare	1	1
Trade	3	
Public Financial Management		1
Pandemics		
TOTAL	22	18

Feedback on Mobilisation Activities

Results of the survey on mobilisation activities showed generally high satisfaction ratings among awardees on the mobilisation process. Almost all (78 out of 80) of the awardees in January 2011 intake participated in the survey.

The respondents found the various pre-departure processes to be effective/extremely effective. Most of the respondents found the Pre-Departure Program as a whole very informative and useful. What they considered most helpful was the session on 'Living and Studying in Australia' where they interacted with past ADS awardees who shared their experiences while on award, and were able to respond to their specific questions.

Promotion of Australia Awards

A nationwide promotion was organised to reach out to as many quality applicants as possible. This included print ads and TV/radio guestings involving senior Embassy officials and alumni.

The Facility received 105 applications for the June 2011 intake. Of these 60 were assessed to be eligible for panel interview. Forty were awarded the scholarship.

Promotional activities for the 2012 intake commenced in April 2011.

Course Counselling

One-on-one course counselling sessions were conducted with the shortlisted candidates of the Open-Targeted Category after their interview to assist them in choosing the most appropriate programs and universities.

Pre Departure Briefing for Open Category

The Pre Departure Briefing (PDB) was organised back to back with the Mentoring workshop on 3-5 May 2011. Alumni who were chosen as mentors also served as resource persons during the workshop on 'Living and Studying in Australia' where they shared their experiences and responded to specific questions of the new awardees.

Mentoring for Open Category Scholars

The awardees under the Open Category will have two types of mentors. Mentor 1 are former awardees (have studied in Australia for a year) who will provide practical advice on living and studying in Australia, while Mentor 2 will provide guidance in the development and implementation of the REAP. A session on 'Personal Mastery and Mental Models' (Peter Senge) was included in the Mentoring Workshop to inspire and motivate volunteer mentors to ensure successful implementation of the REAPs.

Australian Leadership Awards Scholarships and Fellowships

Mobilised 18 ALAS awardees, with 15 leaving in January 2011 and the rest scheduled for the second semester (June 2011) intake. Following is the distribution of awardees based on the DAS.

Table 3: Distribution of 2011 ALAS Awardees

Development Assistance Strategy (DAS) Priorities	Number of Awardees	
	F	M
Economic Growth	3	6
Human Security and National Stability	4	3
Cross-Cutting Concerns	2	
Climate Change Adaptation/Disaster Risk Reduction/Disaster Risk Management (CCA/DRR/DRM – 20; HR/OD – 4; Gender-3, Disability 1)		
Education		
Total	9	9

On-award progress of ALAS awardees is detailed in **Annex 4B**.

Objective 2.2: Improve organisational capacities of KPOs (starting year three onwards after the provision of first set of HROD interventions in year two)

Targeted capacity areas have been identified and summarised in Objective 1.2. Improvements in these capacity areas will be determined after the HROD interventions have been undertaken.

Objective 2.3: Provide mechanisms for KPOs and prioritised SPOs to build and strengthen relationships towards the attainment of KPO reform/change agenda

The Strategy Paper identified four possible categories of SPOs, namely, (1) enabling government organisations; (2) implementing organisations; (3) policy research and advocacy organisations and (4) learning & education organisations.

All KPOs have identified their SPOs in a stakeholder mapping exercise conducted during the OA process. Common agenda will be identified and firmed up among KPOs and SPOs in the 3rd quarter of 2011-2012.

Table 4: KPOs & SPOs

KPO	Prioritised SPOs			
	Enabling	Implementing	Learning	Research/Advocacy
DepEd	DBM	CHED	DAP Philippine University UP NISMED	COCOPEA
DSWD	DBM NEDA	DepEd DOH DOJ LGUs	SWD L-NET	SWD L-NET
DILG	Congress	LGUs	DAP CESB	League of Municipalities, Provinces and Cities
OCD	DOH	NDRRMC CSCAND	Bicol University	Manila Observatory
OPAPP	Line agencies, DILG, DAR, PAMANA groups	LGU - Provincial and Municipal	ISDS-UP	CSO, Civil Society

Objective 2.4: Strengthen alumni groups

The PA3i BOT revised the vision and mission of PA3i which is expected to be ratified by the general assembly in July 2011. A more responsive organisational structure will also be discussed.

Leadership training was conducted as part of the Strategic Planning workshop of the PA3i BOT held on 18-19 February 2011.

Fund Support was provided to the following Chapters' General Assemblies: Davao, Los Banos, Northern Mindanao, Iligan, Caraga, Misamis Occidental, NCR and Bohol.

There are also enhancements being undertaken to the PA3i website.

Objective 2.5: Strengthen HRODF-accredited pool of Learning Service Providers (LSPs)

59 individual LSPs and 24 organisations (20 local and four Australian firms) have been accredited.

Several orientation sessions on the Facility, the OA Framework and templates/forms were conducted. This enhanced LSP appreciation of the components of the Facility and the capacities and competencies that need to be assessed. The sessions also levelled off the different interpretations of the indicators in the OA templates.

Two tender processes were conducted, one for the OA of partners and another for the Metrobank Foundation Educational Leadership program. Appropriate LSPs were selected based on the set criteria.

3.3 Component 3 : Research and Knowledge Synthesis, Management and Dissemination

Objective 3.1: Enable KPOs to share and build on enhanced competencies, capacities and lessons learnt from the implementation, monitoring and evaluation of HROD programs

This objective will be pursued after the completion of the individual HROD Plans for 2011-2012.

Objective 3.2: Share research findings and knowledge synthesis initiatives related to emerging practices in the implementation of HROD programs

Research will be conducted based on pre-determined approved research agenda which will be developed during the 3rd quarter of 2011.

HRODF Website Development

Development of the HRODF website is ongoing. The website will, among others, provide a platform for dissemination (as appropriate) of research findings and knowledge synthesis initiatives (in addition to assisting the efficient and effective management of the Facility).

To keep up with the emerging trends in online media, the public site of the HRODF (www.pahrodf.org.ph) has incorporated the popular Web 2.0 technology into the new site. This technology enables participatory information sharing, interoperability, user-centered design, and collaboration. The site allows users to interact and collaborate with each other in a social media dialogue as creators (prosumers) of user-generated content in a virtual community, in contrast to previous website where users (consumers) are limited to the passive viewing of content that was created for them. This technology also makes it easy to connect and interact with the partners and clients of the Facility as it has common features with social networking sites (such as Facebook). Since December 2010, the site has generated more than 50,000 page views and more than 800 individuals created their profiles and uploaded photos/videos/comments, an evidence of the level of usage of the site. Selected sections of the site may also be accessed via mobile phones to cater to partners and clients who are continually mobile.

Among the features of the HRODF public site that users can use to generate content are special interest groups (both moderated and publicly accessible), events, uploading of pictures/videos, blogs, discussion boards, downloadable forms, online submission of surveys, private messaging, individual profile pages, status updates, and others. Various Facility business operations such as the Australia Awards online application and other processes utilises the web for transparency and efficiency. These features have all been implemented on the HRODF website.

Remaining website development is now largely on the back-end database tables, monitoring and evaluation module, reports/data collection module, HROD program management module and enhancement of the tendering mode.

Attendance of selected partners to a national conference

Initial preparations are on-going for the attendance of selected key officials from the Provincial Government of Agusan del Sur (PGAS) at the 37th National Convention of the Philippine Society of Training and Development (PSTD). PGAS was one of the “high achievers” partners of PAHRDF. The presentation shall showcase the journey and lessons learnt of the province in initiating and institutionalising change in the organisation. PGAS has optimised the competencies of scholars by promoting them to Department heads of the organisation. HR officers of KPOs and SPOs were sponsored by HRODF to attend the PSTD National Convention. Two members of the FB were selected as Plenary Speakers – Mr. Titon Mitra, Minister-Counsellor of AusAID and Chair Francisco Duque of CSC.

3.4 Budget and Expenditure Report

The Initial Annual Plan allocated an estimated A\$1.3 million in funds for the first 9 months of operation. Of this budget, an estimated A\$850,000 will be spent by June 2011. Funding of the mobilisation of the ADS January and June 2011 intakes, the conduct of the Organisational Assessments and implementation of the Metrobank HROD intervention comprised the majority of expenditure for this period. The variation in expenditure was primarily due to the lower number of organisational assessments and HROD interventions implemented than was projected in the plan.

3.5 Challenges and Actions (Lessons Learned)

The Facility encountered a number of challenges in the implementation of the Initial Annual Plan. The challenges are presented according to the objectives in the Facility's Logical Framework/Theory of Change.

Table 5: Challenges and Actions on the Implementation of the Initial Annual Plan

Objective	Key Challenges	Responses
1.1	No rating scale in the targeting criteria. Initial rating was developed but was not used in the final presentation to the FB as the short-listed KPOs are current partners of other AusAID program initiatives. Time was a factor due to the late start of the Facility. The soundness of the targeting criteria can be fully tested if there is a rating per criterion.	A rating per criterion will be proposed in the updated targeting criteria for the updated Strategy Paper (SP).
1.2	Delay in the identification and approval of SPOs of the KPOs which could be a source for the targeted scholarship due to the late start of the Facility.	To be addressed in the work program in 2011-2012 in the preparation of the updated SP.
1.3	Inadequate understanding of the OA	Conducted an initial feedback survey from the

Objective	Key Challenges	Responses
	Framework and Tools with some stakeholders resulted in delays in completing the OA process.	LSPs engaged consultants as data for improvement. (Refer to Annex 6 for the LSP Team Members' Feedback on the Organisational Assessment Exercise). Conduct a more thorough and continuous orientation on the OA Framework to create a shared understanding among stakeholders.
1.4	The comprehensive OA process for SPOs created false expectations on the extent of HROD interventions to be provided to SPOs.	Develop appropriate OA tool for SPOs for 2011-2012.
1.5	Bureaucratic protocols of the stakeholders caused delays in the OA process.	LSPs and assigned HROD advisers have to work within the stakeholders' schedules. Clarification of the protocols with stakeholders will be undertaken before the next OA activities.
1.6	Unavailability of key informants and respondents to attend interviews focused group discussions on set dates resulted delayed in the data gathering and affected the quality of outputs.	Explain the timeframe and deliverables of the OA during the next update of the SP to potential KPOs. Ensuring availability of key informants in the OA will be one of the key responsibilities in the partnering engagement.
1.7	Lack of email addresses and internet access of respondents from KPOs for the OCS.	Educate through the Facility's web-based system as done during PAHRDF.
1.8	Limited subject matter experts in LSP Team composition contracted to do the OA.	Include experts in all capacity areas in the next round of OA activity.
1.9	Difficulty assessing competencies using the OA tool.	A more explicit progression is mapped out for each competency. This will facilitate the assessment of targeted job performers using self-assessment and supervisors' rating. The tool will be used for the first batch of AA-DA in January 2012 and the prospective participants of KPOs and SPOs targeted for HR interventions.
2.0	The inclusion of required 2.0 Grade Point Average (GPA) in the eligibility requirements limits the number of applicants for the scholarships.	In succeeding intakes, this will be removed as an eligibility requirement. However, the applicants will still be subjected to the HRODF screening process and criteria.
2.1	Confusion on the signatory for endorsement of scholarships from	Endorsements should come from the head of the agency or nominating authority of the organisation

Objective	Key Challenges	Responses
	candidates working in the public sector.	of the applicant.
2.2	No place to “house” REAPs of resigned private sector awardees of the Open Category.	The Facility has engaged professional associations to be “host/resident organisations” of the awardees not connected with any organisation at the time of their awards. The resident organisations provided mentors to guide in the preparation and implementation of the REAP of the awardees. Those who accepted are: the Philippines Society for Training and Development (PSTD), CODE-NGO, MINCODE, ATEIM and Davao City Chamber of Commerce and Industry, Inc. (DCCCII).
2.3	The long turn-around time of the Human Resource Ethics Committee (HREC) of the University of Newcastle delayed the conduct of data gathering activities of the scholars. This, in turn, affected the timeframe for completing write-up of manuscripts and the research.	In the next similar delivery mode, closer academic supervision of scholars’ research proposals by HREC needs to be closely monitored by the Australian universities.
2.4	Differences in school terms will always challenge a similar partnership, e.g. 1 year in Australia and .5 in local university.	This will form part of the discussion with succeeding partnerships.
2.5	Different expectations of sponsor companies with regard to reporting student progress.	Continuous dialogue with the schools and sponsoring organisations to develop a shared understanding.
2.6	Difficulty in attracting applicants for community development for scholarship under PAREEP.	Coordinate a more targeted communication strategy to attract potential scholars.
2.7	Limited time in the promotion of the AA-DA Open Category in consideration of the schedule of the English proficiency test. This limits the application period.	The timing of promotion will need to be discussed with AusAID. Indicate in the website notional opening dates and deadlines for AA.
2.8	Difficulty in coordinating a volunteer organisation without their own secretariat because they are dependent on paid staff to do the work of the alumni association.	The Facility engaged a short term staff member to act as their secretariat.
2.9	Variable capacity of LSPs on OD	Levelled off understanding on OD. In the next

Objective	Key Challenges	Responses
	and their approaches.	round of OA activity, a more comprehensive session on OD and OA Tools will be provided.
3.0	Limited time in the OA activity to generate the required research agenda of the KPOs.	A section on research agenda will be added as a feature in the OA tools.
3.1	Facility Concern: Absence of OD Adviser due to the employment market's inability to respond to the Facility's requirements.	Work was deployed among the current staff complement.

3.6 Residual Activities from PAHRDF

ADS 2009 Intake

REAP Progress Workshop. A REAP Progress Workshop for the ADS 2009 intake was conducted from 3-4 March 2011 in Davao City. The workshop was attended by 69 ADS awardees together with their respective supervisors and M&E team representatives. (Refer to **Annex 7A** for the Survey Results of the REAP Progress Workshop).

Mentoring Workshop for Supervisors

A Mentoring Workshop was conducted on 9-10 December 2010 at the Apo View Hotel in Davao City. This was attended by 39 supervisors of the January 2011 ADS intake, comprising mostly of first-time mentors. The Facility continued to emphasise the critical role of the organisation and the supervisors in coaching and monitoring the progress of scholars while on award, as well as in providing the necessary support in the REAP implementation and ensuring that REAPs contribute to desired organisational outcomes. The workshop helped strengthen the supervisors' REAP ownership.

ADS 2010 Intake

- An Academic Progress survey was conducted for the 78 ADS awardees of the FY 2009-2010 Intake with a 64% return rate. Generally, most of the respondents expressed high level of satisfaction with their academic program while on award.
- **REAP Conference.** A REAP Conference Workshop for the ADS January 2010 Intake was conducted from 3-4 February 2011 in Davao City. The conference was aimed to finalise the REAP of the awardees with their Supervisors and commence its implementation. (Refer to **Annex 7B** for the REAP Conference Survey Results)

Philippines Australia Resources Education Excellence Program (PAREEP)

The PAREEP is an industry-funded scholarship program supported by the Australian Government, originally under PAHRDF and now through PAHRODF. It aims to expand the pool of professionals in the Philippines and address the emerging needs of the local Minerals and Resources Industry. This was developed as a response to the agreement during the Philippines Australia Ministerial Meeting in

October 2008 to support the industry through capacity building and address certain skill shortages in the minerals and resources sector.

A total 38 scholarships have been awarded to Filipino students under PAREEP since its commencement in 2009. There are 26 existing scholars under PAREEP.

Every semester, PAREEP has been receiving new scholars and new sponsors. PAREEP now has nine company sponsors compared an increase from six companies when the scholarship program commenced. Further analysis is required to determine why the program is not attracting more sponsor mining companies (e.g. some have their own scholarship programs; some do not see PAREEP as relevant as they are still in the exploration stage of their operations). An Orientation Session for PAREEP scholars was conducted at the PAHRODF Office in Davao City on 31 March 2011. Attendees include the three new scholars, two representatives for both MRL Gold and GoldFern, and a representative from MSU-IIT.

Partnership Building between Australian and Local Educational Institutions

Twelve (12) scholars under the University of Mindanao-University of Newcastle partnership undertook their 3rd semester focused on thesis writing. The scholars, coming from eight Teacher Education Institutions (TEIs) across Mindanao regions, undertook research on local educational practices.

A Global Education Research forum focusing on “Ethics: Pressure or Pitfall” and “Getting Published” was conducted by UM and UoN on 24 February 2011. A total of 234 post graduate students and faculty members of UM as well as research practitioners from other schools in Davao city and nearby provinces participated in the forum. Another forum on Global Issues and Trends in Science Education was held on 28 April 2011 by UoN and ATEIM. This was participated in by 107 Science educators and pre service teachers.

The completion of the partnership is expected following evaluation of submitted research papers by a thesis Assessment Committee including a local expert to be engaged by UoN.

4 Key activities and outputs for July 2011 – June 2012

The HRODF work program for the period aims to efficiently and effectively implement, monitor and evaluate the prioritised HROD interventions.

In accordance with the Facility objectives and processes detailed in the Strategy Paper, proposed HROD interventions have been developed with the respective KPOs/SPOs based on the Organisational Assessments. These interventions target areas identified in the Organisational Assessments as competency gaps or priority HROD areas. The interventions have the overall objective of improving organisational capacity KPOs/SPOs to deliver DAS priorities.

4.1 Component 1: Strategic Planning

This component will focus on the formulation of the updated Strategy Paper for 2012 – 2013 in view of the new Statement of Commitment and its Delivery Strategies. It will also update the HROD plans of the current KPOs and SPOs.

The key activity under this component is the preparation of the second Strategy Paper that will inform the Annual Plan 2012-2013. The key lesson learned from the management of the Facility to date is that the next round of strategic planning and KPO-SPO selection process requires a longer timeframe

to ensure the quality of the selection of KPOs and SPOs. The Facility will undertake the stakeholder mapping exercise simultaneously with the targeting process to be able to better firm up the selection of SPOs and optimise programming of HROD interventions to both KPOs and SPOs at the start of every cycle of engagement. The proposed timeframe for the selection of KPOs and SPOs is September to November 2011. With a longer time frame, the quality of selection of KPOs can be enhanced with an increase in the number of organisations interviewed. However, as the timing of the release of the new DAS is unclear, there is a risk that the second Strategy Paper will encounter the same problems with respect to timing. As a mitigating measure, the Facility proposes to commence the updating of the OA results and HROD Plans of the current KPOs/SPOs simultaneously with the preparation of the SP. OAs for potential new partners, e.g. new PRMF LGUs, will be undertaken before the start of the SP. Another step that can be undertaken is to split the SP into two stages like was done in PAHRDF. The first stage would involve the updating and approval of the targeting criteria by the FB and the production of a long list of potential KPOs/SPOs that can undergo a rapid assessment using the targeting criteria. The long list can be generated from consultation with AusAID program managers and GOP agencies. This will be approved by the FB, either through a formal meeting or out of meeting approval. The formal meeting of the FB is for the approval of the recommendation of the FCC on the short-listed potential partner organisations. The approved organisations will then undergo a more comprehensive OA.

Table 6: Component 1 Schedule of Activities

Key activities	Proposed timing	Expected Outputs/ Outcomes
Updated Targeting Criteria and approved long list of potential partner organisations	2 nd week September – 1 st week October	<ul style="list-style-type: none"> Targeting criteria for 2012-2013 approved by FB Long list of potential partner organisations aligned to current DAS approved Rapid assessment of potential partners conducted
Complete Organisational Assessment of new SPOs of current KPOs	1 st – 4 th week October	<ul style="list-style-type: none"> OA framework and HR plan for the SPOs revised Areas of strength and opportunities for improvement determined HR Plan for the succeeding year determined Shared understanding of the OA framework
Complete updated Strategy Paper	October-December 2011	<ul style="list-style-type: none"> Potential KPOs and SPOs identified based on alignment to new DAS and PDP Priorities of AusAID programs in relation to the potential KPOs and SPOs shared
Approval of the Short list of partner organisations	November 2011	<ul style="list-style-type: none"> Short list of potential KPOs/SPOs for OA approved
Complete Organisational Assessment of potential	November 2011 – February	<ul style="list-style-type: none"> OA framework and HROD plan revised

Key activities	Proposed timing	Expected Outputs/ Outcomes
KPOs and SPOs for 2012-2013	2012	<ul style="list-style-type: none"> • Areas of strength and opportunities for improvement determined • OA Reports signed off • Shared understanding of the OA framework done among stakeholders
Develop and/ or update HROD Plans for KPOS and HR Plans for SPOs	February 2012	<ul style="list-style-type: none"> • Signed off HROD Plans
Complete annual plan for 2012-2013	March 2012	<ul style="list-style-type: none"> • Initial Quality Engagement of 2011-2012 KPOS and SPOs determined • Annual Plan approved and budget allocated
Signing of partnership agreements	July 2012 for current partners; May 2012 for new partners	<ul style="list-style-type: none"> • Signed Partnership Agreements for KPOs/SPOs

4.2 Component 2: Delivery of HROD Interventions

HROD interventions have been prioritised through a thorough assessment of the KPOs' and SPOs' capacities and competencies. This prioritisation is designed to deliver interventions in a natural sequence of: an entry point for change, contribution to improvements in practices and ultimately, contribution to improvements in service delivery of programs/reform agenda aligned to the DAS.

Planning and policy formulation Planning and policy formulation systems found in partners vary from being basic to functional. Some of the partners undertake planning to comply with budget formulation processes while others have fully functional and consistently implemented planning mechanisms and processes.

Leadership and Management. Strengthening leadership and management was identified as a priority by most partners. OA respondents described their leaders to be visionary, energetic, providing clear direction but also identified the need for collective leadership and team-based management. Respondents also identified the frequent change in leadership as a challenge for their organisations.

Human Resource Management and Development. More than half of the partner organisations have basic human resource management and development systems in place. A small number of partners have put in place competency enhancement programs, more mature performance management systems, workplace coaching mechanisms, and organisational leadership programs.

Knowledge Management. Initiatives on knowledge management are largely at the initiation stage for most partner organisations. In a number of partners, knowledge management is limited to ‘databasing.’

Stakeholder relations. Several partners are just starting to systematise stakeholder engagement mechanisms. A smaller group of partners have more established consultations systems but can be improved by strengthening inter-unit coordination when engaging external partners and by diversifying partnerships being pursued/maintained.

Gender and development. Gender and development systems are perceived to be in place but are not seen to be fully functional and effectively deployed.

Annex 1 presents the summary of the capacity ratings of partner organisations and the proposed HROD interventions.

The main activities under this component are:

- Implementation of year one HROD interventions prioritised in the HROD Plans
- Pilot implementation of the postgraduate local scholarship program – the In-Country Scholarship Program (ICSP). This provides wider opportunity for potential qualified individuals who wish to pursue post graduate studies along DAS-related areas in the Philippines
- Conduct of foundational courses (i.e., Leadership series, gender and development) that prepare the KPOs/SPOs to manage change that accompanies the HROD Plan implementation; and GAD focal points to respond effectively to related development issues
- Provision of assistance to accredited LSPs to ensure better understanding of HRODF standards in designing, managing and implementing HROD interventions
- Conduct of support activities to strengthen various alumni groups (e.g., PA3i) to enable these units to function better and meet respective target outcomes

The areas prioritised by partners for intervention are in the following table:

Table 7: Priority Areas for HROD Intervention

Capacity Areas/Competency	DILG	DepEd	DSWD	OCD	OPAPP	NEDA	CSC	CSCAND: PHIVOLCS, PAGASA, NAMRIA, MGB
Planning and Policy		✓		✓		✓		
Leadership and Management	✓		✓		✓		✓	
Human Resource Management/ Development				✓			✓	✓
Knowledge Management and Performance Improvement								

Stakeholders Relations						✓		
Administration (Finance/Internal Control)					✓			

As shown above, Leadership and Management and HRMD are the most common priority areas for development across the KPOs, followed by Planning and Policy. Although Gender and Development (GAD) was not ranked as a priority for year one, it will be addressed through the foundational course that the Facility will conduct during the period since GAD is a cross-cutting concern and the Facility is ensuring mainstreaming of GAD in all partner organisations.

Management of the Scholarship Programs

The scholarship programs will primarily be offered for post graduate programs both in-country and in-Australia. An undergraduate scholarship program is also available for undergraduate students in the minerals-related program.

Australia Awards - Australian Development Scholarship (ADS)

The KPOs and SPOs identified long term training through scholarship as one of the HROD interventions to address the competency gaps determined in their respective OAs. There are 120 slots for ADS in 2011-2012 and it is recommended that 90 slots be targeted to the KPOs and SPOs, and the remaining slots be allocated to the Open Category. The KPOs and SPOs will be ranked in relation to their respective significance to the DAS programs. Further, the following factors will be considered in the allocation of slots per KPOs/SPOs: absorptive capacity of the Organisation based on experience in PAHRDF, number of awardees currently in Australia (transition intake – January 2010), first time partners (have not previously availed of the scholarships), and Performance of REAP/Support by Management. (Refer to **Annex 8** for the list of recommended fields of study and number of slots for each per agency.)

The Facility will integrate a Leadership Development Program (LDP) and gender sensitivity session for returning awardees to complement their learning from Australia and ensure successful implementation of their respective REAPs. The LDP is also intended to develop (i) awardees' leadership in proactively influencing their respective organisations' change journey and (ii) a strong network of scholars in common areas of discipline that could influence government policy and provide a strong voice on development issues. Previous ALAS awardees will be tapped to share experiences.

The Facility will continue to broker partnerships for ALAF. Both ALAF and In-Australia Short Courses will form part of the menu of HROD interventions that partners can choose from.

Table 8: ADS/ALAS Schedule of Activities

Key Activity	Proposed timing	Expected Outputs/ Outcomes
Screening and Selection of candidates for open-targeted category for January 2012 intake	1 st – 4 th week of July 2011	<ul style="list-style-type: none"> Successful applicants determined ALAS nominees identified
Course Counselling	1 st week of	<ul style="list-style-type: none"> Programs and university offerings

Key Activity	Proposed timing	Expected Outputs/ Outcomes
	August 2011 February 2012	appropriately matched with identified needs of target organisations
Partnership Building with Australian Universities in Australia	3 rd -4 th week of September 2011	<ul style="list-style-type: none"> • Shared understanding of PAHRODF goals and programs • Value of partnering with local universities recognised by the Australian universities, such as the partnership between the University of Queensland with local universities with mineral related programs – UP, MSU IIT, MSU General Santos, USEP; ANU with UP in relation to policy research • Support to PAHRODF by the different Australian universities manifested
Mentoring Workshop	2 nd week of November 2011 2 nd week of May 2012	<ul style="list-style-type: none"> • Roles and expectations as mentors in the development and implementation of awardees' REAP defined
Pre Departure Briefing for January/June 2012 intake	2 nd week Nov 2011 2 nd week of May 2012	<ul style="list-style-type: none"> • Preparedness of awardees to study and live in Australia developed • Competency profile level of awardees determined
REAP Conference (for the June 2010 intake)	1 st week of Sept 2011	<ul style="list-style-type: none"> • REAPs finalised
REAP Conference (January 2011 Transition Awardees)	1 st week Feb 2012	<ul style="list-style-type: none"> • REAPs finalised
Leadership for Development Program (with Change Management and Gender Sensitivity components) <ul style="list-style-type: none"> • Batch One 2010 intake • Batch Two 2011 intake 	3 rd week Sept 2011 1 st week Feb 2012	<ul style="list-style-type: none"> • Level of commitment to ensure REAPs contribute to respective organisations' change agenda increased • Level of awareness on GAD enhanced
REAP Progress Update (2010 Awardees)	1 st week of March 2012	<ul style="list-style-type: none"> • Facilitating and hindering factors in the implementation of the REAP identified • REAP success stories as inspiration to

Key Activity	Proposed timing	Expected Outputs/ Outcomes
		continue institutionalising the REAP outputs shared

Table 9: ADS January 2013 Intake Schedule of Activities

Key Activity	Proposed timing	Expected Outputs/ Outcomes
Promotion of ADS Open 2013 Intake.	October 2011- April 2012	<ul style="list-style-type: none"> Attract the right applicants Reach to applicants from public and private sector including those from the ARMM, indigenous people, People with disability, among others.
Short listing based on eligibility criteria	1 st and 3 rd week June 2012	<ul style="list-style-type: none"> Successful applicants determined
Organise English Proficiency Review and Test (IELTS) for targeted candidates	1 st - 3 rd week of June 2012	<ul style="list-style-type: none"> Satisfy university requirements on English proficiency Mobilise individuals who can adopt to the Australian language

Philippines Australia Resources Education Excellence Program (PAREEP)

PAREEP aims to expand the pool of professionals in the Philippines and address the emerging needs of the local Minerals and Resources Industry. This year the Facility is proposing to transfer the management of the PAREEP to a recognised mineral-related association as originally planned after one year of implementation. Discussions with the target associations will be pursued in 2011-2012 in order to ensure a smooth transition. A review and transition plan will be developed with the Australian Mineral Group who initiated this scholarship program. **Annex 9** details the PAREEP Initial Review and Transition Plan.

Table 10: PAREEP Schedule of Activities

Key Activity	Proposed timing	Expected Outputs/ Outcomes
Conduct promotional activities for PAREEP for 2 nd semester SY2011-2012	1 st week Aug - 4 th week Sept 2011	<ul style="list-style-type: none"> Applications of qualified candidates increased New sponsors added and current sponsors retained
Selection of PAREEP Scholars for 2 nd semester SY2011-2012	1 st - 3 rd week Oct 2011	<ul style="list-style-type: none"> List of successful scholars for 1st semester of SY2011-2012 identified
PAREEP orientation session for new scholars	4 th week Oct 2011	<ul style="list-style-type: none"> Students of the program (requirements and entitlements) and their sponsors are better informed

Key Activity	Proposed timing	Expected Outputs/ Outcomes
Mobilisation of PAREEP scholars for 2nd semester SY2011-2012 with the association	1 st week - 3 rd week Nov 2011	<ul style="list-style-type: none"> Scholars mobilised
Review and Recommend mechanisms on the transfer of the management of PAREEP	April 2012	<ul style="list-style-type: none"> Tested management system on local undergraduate scholarship transferred

In-Country Scholarship Program (ICSP)

The proposed **In-Country Scholarship Program** will adapt the good practices of PAHRDF and operate as a pilot program targeted at a defined cohort within priority DAS sectors, including (i) those who are constrained to pursue studies in Australia for various reasons which include non-negotiable responsibilities at the home front and exigency of service in the workplace; (ii) persons with disabilities requiring extensive care/support; (iii) those who might find the academic and cultural transitions challenging.

In the initial phase, the ICSP will only be offered to:

Education and Social Protection

- School teachers from Strengthening Implementation of Visayas Education and Support to Basic Education Reforms-Basic Sector Reform Agenda priority divisions and schools;
- BEAM ARMM interlocutors (Bangsamoro Development Authority, DepEd ARMM and the ARMM Regional Planning and Development Office);
- Lead convergence officers from conditional cash transfers/convergence areas;
- Special Education/Inclusive Education Teachers/Practitioners (public and private schools).

Disaster Risk Reduction and Management/Climate Change Adaptation

- Staff of Highly Urbanised Cities in the Easter Seaboard occupying disaster-related positions.

Mindanao

- Mindanao Youth Leaders²

² Particularly those who are interested in pursuing development-related fields

Sub-National Governance

- Staff from Provincial Roads Management Facility (PRMF) provinces (Agusan del Sur, Bohol, Bukidnon, Guimaras, Misamis Occidental, Misamis Oriental, Surigao del Norte, Aklan, Lanao del Norte, Davao del Norte);
- Personnel of the Department of the Interior and Local Government (PRMF provinces and regions).

The 2009 Tracer Study commissioned by PAHRDF also found out that some in-Australia scholars experienced a certain degree of difficulty adjusting to a different cultural setting and a different academic environment. There have also been cases of homesickness among some scholars that affected their study in Australia. These experiences will obviously be avoided under the proposed program.

The ICSP will complement *Australia Awards* in developing and enhancing the capability of select Philippine institutions and civil society partners in key fields of current and emerging relevance. It will also operate in accordance with priority sectors and geographic location of the DAS.

Under ICSP, PAHRDF will design ADS-like scholarships in the Philippines guided by Australia-Philippines Development Assistance Strategies/ Statement of Commitment. The scholarships will be for Post Graduate programs but where there is a strong case, undergraduate scholarships may be considered.

A full ICSP concept note will be presented to the FCC for final approval.

Other plans for flexible delivery modes

Given the increasing interest in investigating flexible scholarship delivery modes to respond to the changing country needs, the Facility will assess the feasibility of various modalities in more detail. These assessments will determine the benefits and possible risks and administrative requirements associated with implementing such modalities before recommendations are made to trial any new approaches.

Table 11: ICSP Schedule of Activities

Activity	Next Step
AusAID's agreement to move forward the proposal (9 September 2011)	<ul style="list-style-type: none"> • Revise proposal if required • Submit to PAHRDF FCC/FB for approval
Promotion and marketing of ICSP (19-30 September 2011)	<ul style="list-style-type: none"> • Prepare promotion/marketing strategy • Arrange with AusAID Public Awareness Officer announcement of ICSP • Conduct targeted meetings/roundtable discussions with Project Team Leaders and their counterpart agencies/officials • Update website to include ICSP

Activity	Next Step
Application and Selection of Nominees (3-17 September 2011)	<ul style="list-style-type: none"> FCC to approve attached eligibility criteria Vet application forms Interview nominees Shortlist nominees
Identify partner academic institutions (9-16 September 2011)	<ul style="list-style-type: none"> Submit list to FCC for approval Establish partnership arrangements
Placement of nominations (17-21 October 2011)	<ul style="list-style-type: none"> Nominees to apply directly to identified partner academic institution for admission³
Offer of award (24-31 October 2011)	<ul style="list-style-type: none"> On academic institution's admission of nominee, offer of award
Pre-course briefing (30 November 2011)	<ul style="list-style-type: none"> Conduct pre-award briefing/s to discussion awardees' entitlements, privileges and obligations including the preparation of Re-Entry Action Plans at the completion of their awards
Commencement of semester two (1 st -2 nd week of November 2011)	<ul style="list-style-type: none"> Note that application for admission start as early as August for some academic institutions
Monitoring of scholars (throughout the semester)	<ul style="list-style-type: none"> Identify Student Contact Officers (SCO) Agree on SCO's duties and responsibilities including reporting requirements
Re-Entry Action Plans	<ul style="list-style-type: none"> Ensure awardees prepare REAPs
Report on progress of ICSP (every end of semester)	<ul style="list-style-type: none"> Report to FCC as part of the FCC meeting agenda

Partnership between Australia Universities and Local Universities

The Facility will continue to promote and support partnership between Australia and Local Universities. Several initiatives have been initiated but are all pending formal agreement between the concerned universities. These include a partnership between ANU and UP related to research and post graduate degrees on policy, and between the UQ and several local universities offering minerals-related programs. The Facility will also explore how other Australian Government agencies (e.g. AusTrade) can be brought in to assist in this initiative.

The plan period will also see the conclusion of the pilot combined scholarship program through a partnership between the University of Newcastle and the University of Mindanao. For this program, the Facility will undertake an assessment and documentation of process/practice and lessons learned in

³ PAHRODF has been liaising with key officials of proposed partner universities to accommodate the placement of ICSP scholars outside the usual deadlines.

managing and implementing the pilot UM-UoN-HRODF partnership under a scholarship delivery mode. To formalise the completion, a graduation ceremony will be held to indicate successful accomplishment of the 12 scholars. Necessary coordination activities with UM and UoN will be undertaken to ensure smooth implementation of these support activities.

Table 12: UoN-UM Partnership

Key Activity	Proposed timing	Expected Outputs/Outcomes
Complete pilot program under the partnership agreement among UoN, UM and PAHRODF	4 th week November 2011	<ul style="list-style-type: none"> Lessons learned and recommendations for succeeding partnerships documented
Graduation Ceremonies for the 12 successful awardees under the Partnership Agreement	1 st week February 2012	<ul style="list-style-type: none"> Degree programs completed Unpublished research papers of the scholars shared

Future plans for partnerships

Ongoing opportunities for building partnerships between Australian and local universities are currently being explored by the Facility. RMIT and Miriam College (Social Work), and the University of South Australia and UP-SURP/CSWCD have on-going discussions regarding potential partnerships. It should be noted that the Facility's role is to encourage and broker these partnerships with the Australian universities playing a major role. The universities have also noted that they have their own bureaucracy and "commercial interests" that must be taken into account when considering such partnerships.

Management of HROD Interventions

Priority HROD interventions detailed in the respective KPOs and SPOs HROD plans will be implemented during the period (see list at Table 13). KPOs/SPOs and AusAID program teams will be engaged in designing the HROD interventions. Each activity design will underscore how the respective Workplace Development Objectives (WDOs) will be addressed by the HROD interventions. The KPOs and SPOs recommended the following HROD interventions to address gaps in capacity and competency areas:

Table 13: List of Proposed Specific HROD Interventions per KPO and SPO

Partner Organisation	HR/OD Intervention
Department of Education	Re-engineer DepEd's Strategic Planning and Budget Process (Central to Division Levels)
	Redesign the DepEd's Performance Management System
	Change Management Assistance
Department of Interior and Local Government	Leadership Development for Cluster Leaders in Local Governance and Technical Assistance on Support Mechanisms
	Improve Internal Communication System in support of Change Agenda

Partner Organisation	HR/OD Intervention
Department of Social Welfare and Development	Leadership Series
	<ul style="list-style-type: none"> Human Resource Management and Development/ Institutional Development and Capability Building (HRMD/IDCB) Planning Competency Modelling Strengthening the Recruitment, Selection and Placement System
	Leadership Management and Cascading OCD's Change Agenda
	Enhancing OCD's Recruitment, Selection, Placement and Induction Process
Office of the Presidential Adviser for the Peace process	Program on Leadership Development Towards Empowerment in the Midst of Change
	Reengineering of Financial and Internal Control Systems of OPAPP
Civil Service Commission	<ul style="list-style-type: none"> Cascading the CSC Roadmap (including PGS) to transform CSC Development and Institutionalisation of Competency-Based Human Resource Systems in the Public Sector Develop a CSC Leadership Brand including Coaching Practices Benchmarking on Australia's Public Sector best Practices (upon invitation of AusAID)
	Development of the required competency and analysis of performance / competency gaps
National Economic Development Authority	Enhancing the Capacity to Sustain HRMD Reforms
	Enhancing NEDA's Capacity in coming up with a prioritized project list ("PPP-able") and Appraisal of PPP projects
NAMRIA	Aligning the Strategic Planning to RA10121
PhiVOLCS	Aligning the Strategic Planning to RA10121
Mines and Geosciences Bureau	Aligning the Strategic Planning to RA10121
PAGASA	Leadership Management for Middle Management

Table 14: Component 2 Schedule of Activities

Key Activity	Proposed timing	Expected Outcomes
Design of HROD interventions	July 2011 - March 2012	<ul style="list-style-type: none"> HROD design specs (TORs) signed off
Tender of HROD interventions	July 2011 - March 2012	<ul style="list-style-type: none"> HROD design specs (TORs) signed off
Manage HROD interventions approved in the 2011-2012 Annual Plan	August 2011 – April 2012	<ul style="list-style-type: none"> Quality of implementation monitored Target deliverables completed Risks managed and addressed

Assistance to Philippine - Australia Alumni Groups (e.g. Philippine Australia Alumni Association Incorporated Inc – PA3i)

The Facility will continue to support organisational strengthening activities of PA3i through a project management approach where PA3i chapters and affiliates submit proposals for implementation. Refer to **Annex 10** for the PA3i Chapter Proposals. These proposals were selected based on the following criteria: responsiveness to the problem/opportunity being addressed by the project, alignment with PA3i strategic directions, use of scholar's expertise and promotion of Australian education. These projects will provide opportunities for the different chapters to work together, learn to manage more resources better, tap own chapter talents and be more conscious of achieving outcomes rather than activities. In addition, projects proposed were relevant to the local needs of the chapter members and will motivate them to be active in the alumni activities. The proposed projects will improve visibility of PA3i in the various regions and also highlight the value of Australian education through the demonstration of these acquired knowledge and skills learned by our awardees from their one-year scholarship in Australia.

Invitations will be extended to other Australian Alumni groups (both scholars and private funded) to participate in the PA3i National Convention in July 2011 and in the other major activities of PA3i (e.g. PAARALRun) as the Facility targets to provide opportunities for the different Australian alumni (such as ACIAR and Endeavour) groups to work together. A TA consultant will be engaged to review and develop critical business processes, such as project accounting and reporting, election guidelines and process, among others. This will facilitate the professionalisation of the Alumni Association.

Table 15: PA3i Chapter Proposals

Chapter/s	Title of Projects
1. Bohol	Bringing the Australian Training to the Municipal Level
2. Cebu	Workshop on Safety and Risk Management in the Workplace
3. Davao	21st Century Continuing Education Centre, Bringing Philippine Educators' and Teachers' Instructional Methods in the Information Age
4. Iligan	Forum on Good Governance : transparency and Accountability in

Chapter/s	Title of Projects
	government
5. Los Banos	Training Workshop on Robotics for High School Students
6. NCR	Good Governance towards Institutional Transformation in the Philippine Setting: A Trainer's Module
7. Northern Mindanao	Disaster Risk Reduction and Preparedness Info Caravan in Selected Flood-Prone and Land Slide-Prone Barangays of Cagayan de Oro City
8. Zamboanga	Enhancement, Management and Maintenance of the Chapter Website.
9. National	PA3i National Assembly, HROD Colloquium and Awards ceremonies
	Support to Secretariat (Executive Director and Admin Officer)
	Professional Development of alumni in the areas of project management, simple bookkeeping and project monitoring

Funds will be released to chapters in tranches upon compliance with requirements. An external audit will be undertaken prior to the release of the last tranche. The Facility will continue to provide professional development support to PA3i in the following areas: project management, leadership and simple bookkeeping. M&E training will also be provided to improve the capacity of PA3i to monitor their respective project implementation.

A Fun Run called "PaaralRUN" will be organised in May 2012 in partnership with World Vision. This activity aims to generate funds to support the local scholarship program of World Vision, as well as promote Australian higher education (see PaaralRun Concept Paper at **Annex 11**). Around 1000 participants from PA3i and potential alumni are expected to attend. As the timing coincides with the annual IDP Education Exhibition, it is expected that some Australian institution representatives will also join the Fun Run.

Table 11: Support to Alumni Groups Schedule of Activities

Key Activity	Proposed Timing	Expected outputs/outcomes
Provide support to the National Convention activity of PA3i where Endeavour and ALA alumni will also be invited	1st week July 2011	<ul style="list-style-type: none"> New set of officers for PA3i and their updated plan, strategies and achievable activities identified Endeavour and ALA alumni interested to form their own alumni groups or join the PA3i established
Conduct of approved projects and capacity development (training) of PA3i Chapters including BOT National	July 2011- June 2012	<ul style="list-style-type: none"> PA3i Chapter projects successfully implemented
Develop critical business	October – December	<ul style="list-style-type: none"> Financial management manual

Key Activity	Proposed Timing	Expected outputs/outcomes
processes	2011	<ul style="list-style-type: none"> implemented Improved election guidelines and processes approved Project management manual used by chapters
Training of alumni	September 2011– January 2012	<ul style="list-style-type: none"> Improved project management and financial management (bookkeeping) of projects
Enhancement of website	September – November 2011	<ul style="list-style-type: none"> Features of the PA3i website membership database and monitoring of projects improved
Conduct of Fun Run “PaaraIRUN”	May 2012 (to coincide with the IDP exhibition so that the Australian universities can participate)	<ul style="list-style-type: none"> Visibility of Philippine Australia alumni groups increased.

Support to Learning Service Providers (LSP)

The accreditation of Learning Service Providers (LSPs) will be a continuing activity. Newly accredited LSPs will undergo orientation sessions to assist them to develop and submit quality proposals and, if successful, to manage HROD interventions more effectively. Learning sessions on the enhanced organisational assessment framework and tools and on the cross cutting themes of the Facility, particularly on gender will also be conducted.

Table 17: LSPs Schedule of Activities

Key Activity	Proposed timing	Expected Outputs/Outcomes
Continue LSP accreditation Processes: acceptance, review, approval of application and sending out of notice of accreditation	July 2011 – December 2012	<ul style="list-style-type: none"> LSPs – Individuals and Organisations accredited
HR Activities for LSP : <ul style="list-style-type: none"> Training on enhanced OA Orientation on M&E and the LSP scorecard Training on OD Training of mainstreaming GAD in HR and OD 	4 th week of August 3 rd week August 1 st week of Dec 2011 3 rd week of January 2012	<ul style="list-style-type: none"> Standards of HRODF accepted by LSP Criteria for Quality of Engagement understood and accepted Shared understanding of OD concepts and principles discussed

Key Activity	Proposed timing	Expected Outputs/Outcomes
		<ul style="list-style-type: none"> GAD in tender proposals and implementation is mainstreamed

4.3 Component 3: Research and Knowledge Synthesis, Management and Dissemination

For this period, the activities in Component 3 will focus on the maintenance of the new e-business and KM portal; conduct of research colloquium for the pioneering research students under the Partnership Agreement of UoN, UM, and PAHRODF and other high performing ADS and ALAS awardees; facilitate attendance of selected partners/ alumni to national and international conferences held in the Philippines; and conduct of HROD/KM Symposium.

Conduct of research colloquium

This gathering is intended to provide a venue for the 12 pioneering students under the University of Newcastle, University of Mindanao and PAHRODF partnership, and select ADS/ALAS awardees. This event will showcase the top-rated papers of awardees and will be packaged to as well promote Australian education. External experts of the research study areas shall be invited to review the findings and recommend other areas of future study.

Conduct of HROD Researches

The Facility will fund analytical papers/researches on HROD issues. The researches will inform the operations of the Facility and contribute to HROD policies/practices in the Philippines.

For 2011-2012, the proposed research topics are:

- Professionalisation of the HRMD Functions in LGUs (Review of CSC MC 19, s.1992 and the Generic AO Position Titles)
- Exemplars in Public Sector HR and OD in Singapore, Malaysia, Philippines and Australia

Attendance of selected partners to conferences

HRODF shall facilitate and fund the attendance of selected partners/alumni in national/international conferences that will be held within the Philippines, e.g. Asian Regional Training and Development Organisations (ARTDO), Philippine Society for Training and Development (PSTD), among others. This is intended to give recognition to partner organisations/alumni who were able to maximise the assistance provided to them by the Australian Government.

Conduct of HROD/KM Symposium

Every year, the Facility provides a venue for its partners to come together and share experiences, discuss trends and challenges in the areas of human resource management and development (HRMD) and organization development (OD). Aimed at keeping partners abreast of HR concerns and facilitating continuous learning, these opportunities complement priority HROD activities conducted by the Facility for its partner organisations. The symposium shall present best practices of the successful organisations. It is proposed that "Knowledge Management in relation to Organisational Development" will be the theme of the 2011-2012 HROD Symposium.

Following is the summary of the different activities and their proposed timing.

Table 18: Component 3 Schedule of Activities June 2011 – June 2012

Key Activity	Proposed timing	Expected Outcomes
Conduct of research colloquium	4 th week November 2012	<ul style="list-style-type: none"> Level of awareness of education practices in Mindanao Increased
Conduct of HROD/KM Symposium	May 2012	<ul style="list-style-type: none"> Lessons learned and emerging practices in HROD/KM shared to various stakeholders identified

5 Implementation Schedule (Gantt chart)

A detailed Implementation Schedule for these activities is contained as **Annex 15**.

6 Cross Cutting issues

Coffey International Development's policy is to ensure the mainstreaming of 'cross-cutting issues' at Program and Project level. Specifically, cross-cutting issues include gender equity, disabilities, anti-corruption and environment. The MC has developed HRODF's Gender Strategy and Disability Strategy with the input of its GAD specialist, Kate Nethercott. The strategy has the following objectives:

- supporting the Philippines to achieve a public service which promotes equal opportunities for men and women and people with disabilities and is free from discrimination;
- building the capacity of KPOs to deliver services that explicitly addresses the different needs, interests, priorities and roles of women and men and people with disabilities;
- ensuring that women, men and people with a disability have equitable access to HROD opportunities through the Facility and ADS, ALAS and other scholarship programs managed by the Facility and to improved technical and leadership skills; and
- supporting the implementation of the Philippines and AusAID gender equality and disability policies,

and contains identified areas of support under each of the Facility's three components in order to position the Facility to meet these objectives

The MC will fund a visit by Kate Nethercott to the Philippines in the first half of the plan period to conduct GAD training sessions and further refine the GAD Strategy.

Gender and development is a system assessed using the HRODF assessment framework. It is defined as "processes, mechanisms and plans to identify and respond to GAD issues and concerns in the organisation." Some performance indicators examine effectiveness of the GAD focal point, responsiveness of GAD Plan, effectiveness of GAD mainstreaming process, quality of updated sex-disaggregated data base, responsiveness of GAD programs, quality of benefits of programs and projects for men and women. All KPOs/SPOs demonstrated a highly compliant behaviour particularly in designating GAD focal persons/units, spending GAD budget on programs related to conduct of gender sensitivity training and women-related activities. The extent of sex-disaggregated databases remains limited. Implementation, monitoring and evaluation of programs and projects are not analysed

with a gender lens. It is also pertinent that while GAD is assessed to be major area for improvement, none of the partners prioritized this capacity area as entry point for HR/OD intervention in 2011-2012. For the implementation of the HROD interventions 2011-2012, building GAD awareness and sensitivity will be foundational courses in addition to mainstreaming of GAD in targeted capacity areas of the partner organisations, even if this is not prioritised as an entry point for HROD intervention. GAD mainstreaming will also be done in all HROD intervention as a requirement. The proposed GAD strategies will build awareness on the importance of identifying and addressing GAD issues in the workplace.

The Facility is guided in its GAD mainstreaming by the laws and national policies related to GAD, particularly the Magna Carta of Women (RA 9710), and the *Harmonized Gender and Development Guidelines*. The Facility supports the aim of achieving gender equality and empowered women in partner organisations through HROD interventions, systems and processes. These are developed to promote gender equality through access and participation of women, and ensure they receive the benefits. GAD is mainstreamed in all HROD designs and implementation, as done in PAHRDF. Even when the KPOs/SPOs do not prioritise GAD in their HROD Plans, the Facility will conduct GAD HR interventions, (e.g., GAD sensitivity, GAD Planning and GAD Mainstreaming) as part of the foundational courses. The Facility's M&E will also study and document the differentiated impact of the HROD interventions to men and women.

The Facility is not expected to have a significant environmental impact. However, activities will continue to be assessed for potential environmental effects, as appropriate.

7 Communications Plan

The MC is developing an HRODF Communications & Publicity Strategy to advertise and promote the activities, objectives and impacts of the Facility to *inter alia* GOP agencies, prospective scholarship recipients and prospective KPOs and SPOs and thereby contribute to enhancing the reputation of AusAID and the Australian Government as an effective and efficient development partner. The Strategy has the following objectives:

Objective 1: promoting HRODF as the Australian Government's primary HROD intervention in the Philippines, which embodies AusAID's aid philosophy of:

- responding to partner's needs
- use of partner's systems and strengthening their capacities and capabilities

Objective 2: promoting Australia Awards

- consistent with branding guidelines
- demonstrating the quality and benefits of Australian education
- as an effective development tool
- as a valuable credential

Objective 3: showcasing HROD activities and progress of partners through:

- success stories
- KPOs/SPOs as models
- HRODF tools
- research outputs

Initiatives the Facility will adopt to achieve these objectives include:

- Ensuring all information for GOP agencies, actual and prospective KPOs, SPOs and scholarship recipients, and all other key stakeholders and the general public clearly conveys the linkage between the Facility's objectives and the priority thrusts under the DAS/ Statement of Commitment (and the PDP). This will ensure clarity of the focus of the Facility and should attract applicants who clearly align to the prioritised target areas of the Facility
- Utilising the Facility's re-designed website as the primary channel of communication with the aim of drawing as many visitors as possible to this single information point to ensure that comprehensive, up-to-date, timely and accurate information is available at all times. Other priority sites such as the AusAID site and specific implementing partners will be linked to this site. Social media will also be used to facilitate the fast and effective exchange of information
- Utilising the Facility's re-designed website as the primary channel for the lodgement of scholarships applications (and LSPs etc) to ensure applicants are provided with every opportunity to submit high quality applications for processing, as well as understand the selection procedures applying to evaluate and rank submissions
- Capturing and communicating good news stories about what the learning experience has meant to successful alumni – to both promote how access to an Australian and local post graduate education can be a positive experience from both an educational and cultural exchange perspective and also the contribution they have been able to make to their organisations as a result of the scholarship awards
- Capturing and communicating good news stories about how the HROD plans facilitated and supported by the Facility identified and addressed partner organisations' needs
- Capturing and sharing as part of the Facility's research, knowledge synthesis, management and dissemination objectives the findings of the Facility with respect to successfully undertaking HROD activities
- Capturing and sharing good practice examples of scholarships management to other AusAID posts

The table below summarises methods the Facility will adopt to effectively communicate with its key stakeholders and promote the successes of the Facility.

Table 19: HRODF's Methods for Effective Communication with Key Stakeholders

Audiences	Proposed vehicles
Potential applicants / General populace)	Press releases (focused on education sections, if available), website, promotional literature, and Information Session (via invitation only); social media (e.g. Facebook)
Stakeholders / Third Party Operatives relevant events	Newsletter, workshop, an evening reception, website, promotional literature, regional seminars / meetings, co-hosting / participation
AusAID	Website, newsletters, meetings, etc
Representatives from Implementing partners	Website; newsletters; specific mail-outs; email alerts etc; ad-hoc telephone, face to face; etc

The Strategy will include a number of evaluation processes and performance indicators to measure the success of the Strategy including monitoring response rates, surveys, on-line questionnaires, informal feedbacks and the number of website visitors

8 Monitoring and Evaluation

The M&E process focuses on the installation and implementation of the M&E system in the KPOs/SPOs, LSPs and alumni groups for 2011-2012. See **Annex 12** for the *Monitoring and Evaluation Matrix*. The HRODF M&E process goes through the following cycles: (1) design; (2) data collection and (3) evaluation. The **design phase** establishes the performance monitoring and evaluation frameworks for KPOs, SPOs, LSPs, alumni groups and their alignment with the HRODF M&E framework. The **data collection phase** provides snapshots of actual performance and capacity data using various data collection tools. This will be undertaken after the implementation of an HROD intervention. The **evaluation phase** summarises the performance evaluation results annually and cumulatively.

The table below summarises the M&E schedule of activities for 2011-2012.

Table 20: M&E Schedule of Activities

Key Activity	Proposed timing	Expected Outcomes
Form M&E Teams in KPOs. Orient KPO counterpart teams on the need for M&E	3 rd – 4 th week October 2011	<ul style="list-style-type: none"> Level of understanding on the composition, roles and deliverables of M&E teams enhanced; Level of understanding of the workplace development objectives (WDO)
Train M&E Teams on design of KPO Performance M&E Framework	3 rd - 4 th week November 2011	<ul style="list-style-type: none"> Understanding of the KPO storyboard enhanced. Buy-in and ownership of the KPO performance targets, M&E tools and process improved
Complete the first M&E Report	4 th week August 2011	<ul style="list-style-type: none"> Facility baseline data requirements completed
Conduct workshop on HRODF M&E tools for SPOs, LSPs and PA3i	3 rd week November 2011	<ul style="list-style-type: none"> Understanding on HRODF M&E process and tools enhanced.
Train KPO M&E Teams on use of capacity and competency monitoring tools	March 2012	<ul style="list-style-type: none"> Guided capacity and competency performance monitoring data integrated
Submit second M&E Report	April 2012	<ul style="list-style-type: none"> Facility/KPO/SPO progress reports completed
Pilot test linked and aligned HRODF scorecards	1 st week May – 4 th week June 2012	<ul style="list-style-type: none"> Targeted levels of results aligned with HRODF

9 Fraud and Corruption

The MC has the overall responsibility and accountability for the operation of the Imprest Account. The operation is guided by the Imprest Account Manual of Operation, and managed according to Coffey's stringent internal controls. The Imprest Account will be subject to annual independent audit.

A zero tolerance fraud control strategy for the Facility, documented in the Facility's Anti-Corruption Strategy, is being implemented. The Strategy contains appropriate fraud prevention, detection, investigation and reporting processes and procedures that comply with the Commonwealth Fraud Control Guidelines. In addition, the Strategy details the approach the MC will adopt in promoting good anti-corruption policies and practices to its PAHRODF partners and incorporating anti-corruption policies and practices in PAHRODF activities. As part of risk management of fraud and corruption, the MC has established Imprest procedures for the HRODF Imprest Account. In the event that fraud is suspected, Coffey has qualified staff to investigate – this will be undertaken in accordance with Coffey's Fraud Awareness and Control Strategy, the Facility's Anti-Corruption Strategy and in consultation with AusAID.

The MC has recently revised its Group-wide Fraud Awareness and Control Strategy and provided a copy to all its operations including HRODF and an accompanying Fraud Awareness presentation will be delivered to Facility personnel in the 1st quarter of the plan period to complement the Fraud Awareness Training module delivered to Facility personnel during the Facility's establishment phase. The Facility's Anti-Corruption Strategy reflects the Group-wide policy.

Procedures have been established between Manila and Adelaide for the ongoing financial management of the Facility.

10 Review of Resource Requirements

The MC has undertaken a review of the resource requirements of the Facility following the completion of the first seven months of the Facility. The review examined, in light of its experiences to date, the Facility's current resources, in number, nature and location, and its requirements going forward having regard to the nature, scope and demands of the Facility (and the desire for the Facility to continue to be an innovator). In particular, it looked at pressure points around effective engagement with multiple stakeholders and the expanding scholarship programs.

As a result of that review, the MC submits that the experiences of the Facility to date in operationalising the Design and Scope of Services and the resulting workload pressures substantiate the need for the following personnel:

HRD Associate and M&E Associate

In addition to providing technical input in their specialist or "portfolio" area(s), the Associates are assigned one or more partner organisations and act as the relationship manager to ensure deep, focussed and effective engagement.

HR Associate (Scholarships)

The HR Associate provides technical assistance and support to the Facility in relation to the management of the scholarship programs. The position addresses the current and emerging workload in the scholarships area.

11 Contributions and Budget

The Subsidiary Agreement estimates the GOA contribution to be up to AUD 65 million for the five-year period of the Facility. This contribution covers in-Australia scholarships and the Facility activities and operations.

The GOP will make counterpart contributions to the Facility as follows:

- i. Salary costs for all GOP (national offices and local government units) staff during HROD activities;
- ii. Provision of venues, local resource persons, course presenters and/or administrative support for the in-Philippines HROD activities, as negotiated for each activity;
- iii. Pre-departure and documentary requirements of trainees; and
- iv. GOP participation in FB and FCC meetings and other relevant fora.

It is understood that the GOP contribution will mostly be in-kind. These above will be recorded in the partnering agreements among AusAID, NEDA, the CSC (as the Facility Board) and the KPOs/ SPOs.

HRODF has an Imprest Account of AUD 22.6 million (approximately P1,046,626,340) over five years for the implementation of activities. This amount excludes the in-Australia cost of scholarships.

The Imprest Account budget allocates approximately AUD5 to 6 million (Php231,511,000 - Php277,813,200) per year of operations, except for the first (nine months) and the last years of the Facility.

The estimated Imprest Account expenditure for 2011-2012 is AUD 6.6 million.

Annex 13 contains the details of the proposed Imprest Account Budget for 2011 – 2012.

Annex 14 contains details of costs incurred to date for Facility activities against the 2010-2011 budget.

Annex 15 contains the Implementation Schedule of activities for 2011 – 2012.

12 Milestones

In the period July 2011 - June 2012 there are five Milestones due as detailed below. The Change Frame in **Annex 16** details the proposed changes to certain submission dates.

Table 21: Milestones and Due Dates

No.	Milestone	Current Due Date	Proposed Due Date (from change frame)
1	Draft six-monthly M & E Reports	At least two weeks prior to submission of Final M&E Reports to FCC Therefore, August 2011 (for the period January to June 2011) and	April 2012 (for the period from July to December 2011) as an exemption for this AP.

No.	Milestone	Current Due Date	Proposed Due Date (from change frame)
		February 2012 (for the period from July to December 2011)	
2	Six-monthly M&E Reports	Within 2 months of the end of each 6 month period (from July to December and from January to June) Therefore, August 2011 (for the period January to June 2011) and February 2012 (for the period from July to December 2011)	April 2012 (for the period from July to December 2011) as an exemption for this AP.
3	Annual Plan (FY12/13)	March 2012	
4	Updated Strategy Paper	September 2011	November-December 2011
5	Annual Thematic Evaluation	As directed by the FCC and approved in the Annual Plan	

Progress payments will be made against submission and approval of Milestones and Operating and Imprest Account Invoices and substantiating documents in accordance with the head contract.

13 Risk Management

The HRODF team has undertaken a risk assessment of the activities to be undertaken in the plan period (taking into account experiences in managing the Facility to date) and **Annex 17** contains the Facility's Risk Management Plan in relation to those activities.