

# Philippines-Australia Human Resource and Organisational Development Facility



## Initial Annual Plan and Budget

October 2010 – June 2011

January 2011

DCR 59741 FINAL



**Australian Government**  

---

**Aid Program**

# CONTENTS

<b>1</b>	<b>Overview</b>	<b>1</b>
<b>2</b>	<b>Background</b>	<b>1</b>
	Introduction to PAHRODF	1
	Provision of funding	1
	Contractor mobilisation	2
	Mobilisation period achievements	2
<b>3</b>	<b>Review</b>	<b>2</b>
	Highlights of October – December 2010 activities	2
	Component 1: Strategic Planning	2
	Component 2: Delivery of HR/OD Support	3
	Component 3: Research and Knowledge Synthesis, Management and Dissemination	7
<b>4</b>	<b>Key activities and outputs for January – June 2011</b>	<b>7</b>
	Work program	7
	Component 1: Strategic Planning	8
	Component 2: Delivery of HR/OD Interventions	9
	Component 3: Research and Knowledge Synthesis, Management and Dissemination	15
	Implementation Schedule	17
<b>5</b>	<b>Cross cutting issues</b>	<b>17</b>
<b>6</b>	<b>Monitoring and Evaluation</b>	<b>18</b>
<b>7</b>	<b>Fraud and corruption</b>	<b>19</b>
<b>8</b>	<b>Contributions &amp; Budget</b>	<b>19</b>
<b>9</b>	<b>Milestones</b>	<b>20</b>
<b>10</b>	<b>Risk Management</b>	<b>20</b>

# CONTENTS

## Tables

Table 1	DAS-Related Program Studies & Awardees
Table 2:	Component 1- Schedule of Activities
Table 3:	Component 2 - ADS Open Category June Intake Schedule of Activities
Table 4:	Component 2- ADS January 2012 Intake Schedule of Activities
Table 5:	Component 2- ALAS and ALAF Schedule of Activities
Table 6:	Component 2- PAREEP Schedule of Activities
Table 7:	Support to UoN-UM Partnership
Table 8:	Component 2 – HR/OD Interventions Schedule of Activities
Table 9:	Component 3 Schedule of Activities
Table 10:	M&E Schedule of Activities

## Annexes

Annex 1	Pre Departure Results
Annex 2	Academic Survey Results
Annex 3	Implementation Schedule (Gantt Chart)
Annex 4	Costs incurred to date for Facility Activities
Annex 5	Proposed Imprest Account Budget for January – June 2011 and Estimated Imprest Account Budget for 5 year life of Facility Budget
Annex 6	Risk Management Plan

## ABBREVIATIONS

<b>AusAID</b>	Australian Agency for International Development
<b>AusAID-ODSU</b>	Australian Agency for International Development-Organisational Development and Scholarship Unit
<b>ACT</b>	Australian Capital Territory
<b>ADS</b>	Australian Development Scholarships
<b>ALAS</b>	Australia Leadership Awards Scholarships
<b>CID</b>	Coffey International Development Pty Ltd
<b>CCA</b>	Climate Change Adaptation
<b>CSC</b>	Civil Service Commission
<b>DAS</b>	Australia-Philippines Development Assistance Strategy
<b>DepED</b>	Department of Education
<b>DSWD</b>	Department of Social Welfare and Development
<b>DILG</b>	Department of the Interior and Local Government
<b>DRR/DRM</b>	Disaster Risk Reduction/Disaster Risk Management
<b>FB</b>	Facility Board
<b>FCC</b>	Facility Coordinating Committee
<b>GPF</b>	Galing Pook Foundation
<b>HR/OD</b>	Human Resource and Organisational Development
<b>HRD</b>	Human Resource Development
<b>HRM</b>	Human Resource Management
<b>ICT</b>	Information and Communication Technology
<b>KM</b>	Knowledge Management
<b>KPO</b>	Key Partner Organisation
<b>LGU</b>	Local Government Unit
<b>LSP</b>	Learning Resource Provider
<b>MC</b>	Managing Contractor

## CONTENTS

<b>M&amp;E</b>	Monitoring and Evaluation
<b>MEF</b>	Monitoring and Evaluation Framework
<b>MGB</b>	Mines and Geosciences Bureau
<b>MinTVET</b>	Mindanao Technical Vocation Education and Training Association
<b>NAMRIA</b>	National Mapping and Resource Information Authority
<b>NEDA</b>	National Economic and Development Authority
<b>OCD</b>	Office of Civil Defense
<b>OD</b>	Organisation Development
<b>OPAPP</b>	Office of the Presidential Adviser on the Peace Process
<b>PA</b>	Partnership Agreement
<b>PAGASA</b>	Philippine Atmospheric, Geophysical and Astronomical Services Administration
<b>PA3i</b>	Philippine Australia Alumni Association, Inc.
<b>PAHRDF</b>	Philippines Australia Human Resource Development Facility
<b>PAHRODF or HRODF</b>	Philippines Australia Human Resource and Organisational Development Facility
<b>PAREEP</b>	Philippines-Australia Resources Education Excellence Program
<b>PDB</b>	Pre Departure Briefing
<b>PHIVOLCS</b>	Philippine Institute of Vulcanology and Seismology
<b>PRMF</b>	Provincial Roads Management Facility
<b>REAP</b>	Re-entry Action Plan
<b>SPO</b>	Strategic Partner Organisation
<b>TAP</b>	Technical Assessment Panel
<b>UoN</b>	University of Newcastle
<b>UM</b>	University of Mindanao
<b>WDO</b>	Workplace Development Objectives

## 1 Overview

This Initial Annual Plan and Budget covers the period 1 October 2010 to 30 June 2011 and includes, among others, the following:

- activities and outputs undertaken by the Facility from inception to the date of this document;
- strategic planning activities for Component 1 including the preparation of the Strategy Paper, conduct of organisational assessments and development of HR/OD plans;
- HR/OD plan covering the proposed interventions for Component 2;
- research and knowledge synthesis activities to be undertaken on Component 3;
- cross-program thematic capacity development projects that the Facility is to facilitate, manage or conduct;
- costs incurred to date for Facility activities; and
- a detailed budget for the period of the Annual Plan for activities financed through the Imprest Account.

## 2 Background

### Introduction to PAHRODF

The Philippines Australia Human Resource and Organisational Development Facility (HRODF) is a five-year (2010-2015) Australian Agency for International Development (AusAID) program that builds on the Philippines-Australia Human Resource Development Facility (PAHRDF) which ended in September 2010. HRODF seeks to enhance the effectiveness of selected programs and reform agendas under the Australia-Philippines Development Assistance Strategy (DAS) and in support of the Medium Term Philippine Development Plan (MTPDP).

The Facility's objective is to develop and strengthen competencies relating to human resource management and development (HRM/D), policy & planning, management & leadership and administration (financial), as well as organisational capacities and systems to support service delivery. It also seeks to enable individuals and organisations to make better use of these competencies and systems, including through building and maintaining relationships, and sharing the experiences and lessons from research and knowledge synthesis initiatives. The Facility is also responsible for managing the Australian and local scholarship programs, such as the Australia Awards, including the Australian Development Scholarships (ADS) the Australia Leadership Awards Scholarships (ALAS), and the Philippines Australia Resources Educational Excellence Program (PAREEP) and other scholarship programs to be piloted. The Facility will seek to adopt flexible modes of delivering local and Australian scholarships.

### Provision of funding

The total approved Imprest Account budget for the five- year Facility is AUD 22.6 million. The expected Imprest Account budget and expenditure is approximately AUD 4-5 million for each financial year, except for the first year of operation (9 months).

## **Contractor mobilisation**

The Facility Team was mobilised immediately after the head contract with AusAID was signed on the 23 September 2010. Initial mobilisation commenced with the Coffey International Development (CID) corporate support team travelling from Adelaide, contracting core team members and assisting in setting up functional offices in both Manila and Davao. An initial meeting was held with AusAID Manila on 7 October 2010. Attended by AusAID officers and the team, the activity served as a contractor briefing where expectations and context were stressed, i.e., consolidation of country program, focus on performance and effective engagement, branding and pursuance of innovation in implementing the program. The meeting also dealt with contract handover issues and other operational and management arrangements.

## **Mobilisation period achievements**

During the mobilisation period, induction activities were undertaken by the CID support team. These activities included sessions on the Commonwealth Procurement Guidelines and their application to HRODF, Fraud Awareness and CID's Financial Management Systems, Information and Communication Technology systems and cross cutting themes (gender, disability, environment, and anti-corruption).

A number of contract milestones and activities were also completed by the HRODF team including communication protocols, Inception Report, Imprest Account Manual of Operations, Strategy Paper and the draft Quality Systems Manual. Two (2) offices have been established (Manila and field office in Davao) and fully staffed.

The Inception Report submitted to AusAID on 15 November 2010 contains detail on a number of these activities.

## **3 Review**

### **Highlights of October – December 2010 activities**

Simultaneously with the mobilisation activities, the HRODF team continued working on activities for the transition partner organisations (ADS 2011 intake) and performed monitoring of the on-award awardees of the 2010 intake. The highlights are presented per component below for easy reference.

#### **Component 1: Strategic Planning**

**PAHRODF Launch.** AusAID formally launched the Facility on November 15, 2010 at the Crowne Plaza Hotel, Ortigas Center, Pasig City. The launch was attended by AusAID Officials, headed by Mr Richard Moore, Deputy Director General of AusAID, Asia Division; NEDA Officials headed by Director General Cayetano W. Paderanga, Jr., Chair Francisco T. Duque III of CSC, and other officials of government organisations, officials and heads/representatives of the 20 transition partner organisations and the ADS January 2011 Intake awardees, among others. The launch officially introduced the new Facility to its new partners and to the public in general. It has also presented the Facility's directions and new focus.



**Development of the Strategy Paper (SP).** The purpose of the SP is to guide implementation of Facility activities for the following year. The first SP for HRODF, covering the initial year of the Facility's activities (FY 2011-2012), was submitted to AusAID in December 2010 and will be presented for endorsement by the FB at its first meeting in January 2011. The SP identified:

- priority DAS programs requiring human resource and organisational capacity development support;
- types of organisational capacity (in broad terms) that need to be developed to support implementation of particular DAS programs and the wider DAS agenda;
- potential Key Partner Organisations (KPOs) and types of Strategic Partner Organisations (SPOs) that may be supported by the Facility;
- potential areas of support for the Philippines-Australia Alumni Association (PA3i); and
- the expected budget to achieve Facility objectives for FY 2011-2012.

## Component 2: Delivery of HR/OD Support

### **Management of Scholarships:**

#### **Australian Development Scholarship (ADS)**

**ADS Transition Intake:** For the January 2011 intake, only 79 of the 80 candidates were placed on time due to inability of one candidate to submit the necessary documentation in time for placement to the preferred Australian Institution. A second semester mobilisation is possible for this candidate. Supervisors of the nominated candidates were involved in the selection of the study programs and the preferred universities. The workplace development objectives (WDO) served as the guide in this process, as well as the basis for the awardees' Re Entry Action Plan. REAPs are now being finalised before the awardees' uplift.

The table below shows the DAS distribution of study programs of the awardees:

**Table 1: DAS-Related program Studies & Awardees**

Development Assistance Strategy (DAS)	Number of Awardees
Economic Growth	39
Human Security and National Stability	2
Education	11
Cross-Cutting Concerns	28
Climate Change Adaptation/Disaster Risk Reduction/Disaster Risk Management (CCA/DRR/DRM – 20; HR/OD – 4; Gender- 3, Disability 1)	
TOTAL	80

**ADS Pre-Departure Workshop:** A Pre-Departure Briefing for the ADS January 2011 Intake was conducted from November 16-17, 2010 at the Crown Plaza Hotel, Ortigas Center, Pasig City, which coincided with the PAHRODF launch. This briefing was attended by all 80 ADS awardees together with their respective HR heads who are expected to provide support to the awardees before leaving for, and while in, Australia. The two-day event provided awardees with relevant information to prepare them to successfully complete their program. The REAPs of awardees were also finalised for



submission to their supervisors. It was also emphasised that the REAPs will guide the awardees in selecting their electives when they meet with their program faculty advisers in Australia during the introductory academic program (IAP).

Members of the PA3i were invited to serve as resource persons during the pre-departure briefing. Major topics included Living and Studying in Australia, Visa Application and Re-Entry Action Planning among others. It also provided opportunity for new scholars to interact with alumni and learn from their experiences while in Australia.

Feedback was sought from the awardees on the mobilisation activities of the Australia Awards program including course counselling, University placement, pre departure briefing sessions, medicals, IELTS and assistance provided by supervisors in the selection of courses and universities and in preparing the awardees' REAPs. 78 of the 80 awardees for the ADS 2011 intake responded to the survey for a high 98% return rate. Results of the survey showed generally high satisfaction ratings among awardees on the Australia Awards mobilisation process.

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 and answered the awardees' questions.

Please refer to Annex 1 for the details of the Pre Departure Survey results.

**Profiling of ADS Awardees:** An innovation has been introduced in the management of the ADS. The Facility has conducted a profiling assessment of the ADS awardees of the January 2011 intake which provides 180 degree baseline data (awardees and supervisors) on the awardees before undertaking their placements. It is expected that the same supervisors will answer the same questionnaire when the awardees have returned and transferred their learning in the workplace after one year. Four competencies for optimal performance were identified based on the results of previous PAHRDF Tracer Studies. These are: Critical Thinking, Results Orientation, Influencing Skill and Adaptability.

**ADS Mentoring Workshop for Supervisors:** A Mentoring workshop was conducted on December 9-10, 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 will contribute to desired organisational outcomes. The workshop helped strengthen the supervisors' REAP ownership. The individual mentoring plans produced by the superiors indicated the activities they will pursue to assist and support their respective scholars.

HRODF has also initiated a series of dialogues with the Provincial Roads Management Facility (PRMF) team, particularly the provincial coordinators, to discuss how the REAPs of the awardees from their partner LGUs will be able to substantially contribute to the PRMF target outcomes.

**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.

For details of the Academic Progress Survey, please refer to Annex 2.

### **Australian Leadership Award Scholarships (ALAS)**

**On-award Progress:** Current ALA awardees from the 2010 intake who have achieved significant accomplishments while on- award are:

- Maria Frenchie Carreon (PhD in Peace and Conflict Studies, University of Sydney). Ms. Carreon represented the University of Sydney when she spoke on Peace Journalism on 5 Nov 2010 during the Mindanao Media Summit in Davao City. Her topic was, "Reporting the U.S. Military Presence in Southern Philippines vis-a-vis Peace Journalism". AusAID and UniSyd jointly funded her travel. She will speak again on a similar topic in Istanbul, Turkey in July 2011 with Jake Lynch of the Peace and Conflict Centre of UniSyd. She is now writing freelance with different media organisations as her way of promoting peace journalism, such as the Peace and Conflict Journalism Network, The PhilSouth Angle and MindaNews.
- Jaime Manalo IV (Master of Communication, University of Queensland). Mr. Manalo presented his research during the International Conference on Information and Communication Technologies and Development (ICTD) in London on 13-16 December 2010. The Conference was sponsored by the UNESCO Chair in ICTD. It was the fourth and the largest ICTD Conference with participants from all over the world, most of them from African countries. Mr. Manalo presented a paper under the International Network for Postgraduate Students on the ICTD (IPID) session with the topic "Assessment of E-readiness of the five top rice-producing provinces of the Philippines".
- Francis de Guzman (Master of Climate Change, Australian National University). Mr. De Guzman represented the international students of the Australian Capital Territory (ACT) in the International Education Association Conference in Melbourne this December. He has been elected as one of the General Representatives of the ANU Postgraduate and Research Students Association (PARSA) and is currently the President of the Council of International Students Australia (ACT Division).

**Pre-Departure Briefing:** The Pre-Departure Briefing for the ALAS January 2011 intake was conducted on December 3, 2010 at the Australian Embassy, Manila and was attended by 18 awardees. The workshop clarified expectations of the program and assisted awardees to be better prepared for their study in Australia.

One outcome of the PDB is the creation of a Facebook closed group moderated by one of the awardees. This facilitates constant communication among the awardees and provides additional information such as tips on finding accommodation, "techie tips," and other practical matters relative to their stay in Australia.

### **Australian Leadership Awards Fellowships (ALAF)**

The ALAF proposal submitted by the Australian Council of Private Education and Training (ACPET) with the Mindanao Technical Vocational Education Training (MinTVET) for ALA Fellowship Program - Round 8 (Dec 2010) was recently approved by AusAID Canberra. PAHRDF originally brokered the partnership between MinTVET and ACPET for the ALAF Round 7, but unfortunately, the application was not completed due to some challenges. The persistence of both organisations led to the successful submission of the application in time for the 11 December 2010 deadline. Details of the arrangement are now being planned out by the two organisations.

The ALA Fellowship Program - Round 7 between the University of Newcastle and the Association of Teacher Education Institute in Mindanao (ATEIM) was successfully completed in October 2010. Twenty (20) fellows from the 12 local educational institutions in Mindanao which are all active members of ATEIM participated in the program. Nine (9) presidents/heads of institutions joined the first component of the program, while the rest of the components were completed by other high ranking officials, e.g., Vice Presidents and Deans of their respective Colleges of Education.

Feedback during the debriefing session with the local participants of the University of Newcastle and ATEIM showed that the partnership provided the local participants with cutting edge research-informed knowledge on school leadership and management; and provided them with opportunities to benchmark quality performance and practices across different educational institutions in New South Wales.

### **Philippines Australia Resources Education Excellence Program (PAREEP)**

The PAREEP has slowly been gaining recognition with the addition of more sponsoring companies expressing commitment to fund the local mining scholarships. The PAREEP website ([www.pareep.org.ph](http://www.pareep.org.ph)) is fully operational and provides information for potential sponsors and interested applicants to the program.

A total of thirty-eight (38) scholarships have been awarded to Filipino students under PAREEP since its commencement in 2009. Three (3) have graduated from their respective programs, and another 3 new scholars have been confirmed by two new sponsors to start their scholarships the 2nd semester of 2010. Two (2) new firms, MRL Gold and the Goldfern companies, have been added to the list of PAREEP sponsor companies.

The PAREEP is an industry-funded scholarship program supported by the Australian Government Aid Program originally under PAHRDF and now managed by PAHRODF.

### **Management of HR/OD Intervention**

**Learning Service Providers' Accreditation:** The Facility conducted two (2) LSP Orientations. The first was attended by fifty eight (58) former and new Learning Service Providers and held at the Astoria Plaza in Manila on 13 December 2010, and the second was attended by 19 LSPs in Davao on 20 December 2010. Through these orientations, both new and previous LSPs gained a common understanding of the goal and feature of the new Facility as well the LSP accreditation processes and requirements. The Facility also briefed the attendees on the roles, involvement and technical services that the LSPs are expected to provide to the implementation of the program.

Notices of the call for LSP accreditation were also sent via e-mail to other service providers both in the Philippines and in Australia.

### **Partnership Building between Australian and Local Educational Institutions**

Meetings with different institutions from Australia and the Philippines for possible new partnerships/twinning arrangements are still on-going:

- PAHRODF recently met with Ms Billie Headon of the Crawford School of Australian National University (ANU) to update progress on its dialogue with the (1) University of the Philippines for an Articulated Program of Graduate Studies, and (2) Philippine Institute of Development Studies

(PIDS) for a Collaboration on PhD Training Program. The three institutions are now drafting and reviewing separate Memorandum Agreements.

- Prof. David Mulligan of the Centre for Mined Land Rehabilitation Sustainable Minerals Institute of the University of Queensland reported that a possible consortium with UP, USEP and MSU is now in the process. The signing of MOUs is scheduled for the first quarter 2011.
- Communication with Charles Darwin University is on-going, and a visit to Ateneo de Davao has been scheduled for the first quarter of 2011 to continue the previous general agreement of the partnership between the 2 universities.

### **Component 3: Research and Knowledge Synthesis, Management and Dissemination**

**HRODF Website Development:** An E-business site and KM portal have been established to support the current work of the Facility and currently contain information on the Facility, LSP accreditation forms, ADS application forms for the open targeted June 2011 intake, message boards for ADS and LSP concerns respectively and news on Mindanao.

The development of the new website is on-going and functionalities are being implemented in phases including – public site; database functionality and migration of existing PAHRDF database; inter-connectivity, access systems and back-up; and software application and configuration.

## **4 Key activities and outputs for January – June 2011**

### **Work program**

Overall, the HRODF work program for the interim period (January – June 2011) aims to develop a good working partnership between the Facility, the potential partner organisations (KPOS/SPOs) and learning service providers (LSPs). Specifically, the key activities in the work program are:

- to facilitate the organisational assessment for potential KPOs/SPOs
- to develop and agree the HR/OD Plan for each of the KPOs that details the various HR/OD interventions for the FY 2011-12
- to operationalise the e-business systems and KM portal to support the various partnerships and implementation of the HR/OD interventions
- to enable Learning Service Providers to respond to tendering requirements and subsequent implementation of HR/OD interventions
- to finalise M&E parameters (and indicators) and organisational arrangements with the partners

In addition, the work program shall continue to manage the mobilisation of the Australia Awards-ADS transition intake and ALA 2011 intake as well as management of the 2009-2010 awardees. Further, monitoring and evaluation of previous intakes (2008 to 2009) will also be undertaken during the period.

The implementation of the key activities will be guided by the Quality Systems Manual (QSM) processes and procedures. HRODF will ensure that the provisions in the Imprest Account Manual of Operations and other standards are observed and complied with in the conduct of the work program.

## Component 1: Strategic Planning

This component will focus on the conduct of organisational assessments, development of HR/OD plans and the completion of the Annual Plan FY11-12. It will culminate in the signing of Partnering Agreements between FB members and the selected KPOs/SPOs.

**Organisational Assessments.** The Facility will undertake an organisational assessment of each of the approved KPOs and SPOs. The assessment results will be the basis of the HR/OD plans for the KPOs and SPOs.

**Consolidation of the HR/OD Plans and Completion of the Annual Plan 2011 - 12.** The HR/OD Plans (with their corresponding budgets) will be consolidated within the Annual Plan for the year. The completed Annual Plan will also include strategic planning activities, flexible delivery modes for ADS and short term course awards, research, knowledge and synthesis projects for component 3, and cross program thematic capacity development projects that the facility is to facilitate, manage and conduct.

Monitoring and Evaluation training will make use of data generated by the Organisational Assessment and Partnering process.

**Table 2: Component 1 Schedule of Activities**

Key Activity – Output 1	Proposed Timings	Expected outcomes
<b>Strategic Planning</b>		
Seek approval of the Strategy Paper from the Facility Coordinating Committee (FCC) and Facility Board (FB)	2 <sup>nd</sup> week of January 2011 (FCC), and 3 <sup>rd</sup> week of January 2011 (FB)	<ul style="list-style-type: none"> <li>KPOs/SPOs identified and informed about possible engagement and conduct of organisational assessment;</li> </ul>
Seek approval of the Initial Annual Plan from the FCC	2 <sup>nd</sup> week January 2011	<ul style="list-style-type: none"> <li>Prioritised Activities are allocated with budget</li> <li>Operationalised IMPREST Account</li> <li>Implemented scheduled activities for Jan-June 2011 efficiently and effectively</li> </ul>
<b>Organisational Assessment</b>		
Orient approved KPOs & SPOs on the organisation assessment process.	3 <sup>rd</sup> Week of February 2011	<ul style="list-style-type: none"> <li>Shared understanding on the Organisational Assessment and HR/OD planning processes between MC and approved SPOs/KPOs</li> <li>Increased motivation and ownership on the part of the KPOs/SPOs on the Organisational Assessment and HR/OD planning process</li> <li>Expressed commitment by</li> </ul>

Key Activity – Output 1	Proposed Timings	Expected outcomes
		KPOs/SPOs on the HRODF processes
Contracting and conduct orientation with preferred LSPs	2 <sup>nd</sup> week of February 2011	<ul style="list-style-type: none"> <li>• Approved TOR of organisational assessment</li> <li>• Shared common understanding between the MC and the LSP/Consultants on the framework, deliverables, time lines of the Organisational Assessment and development of HR/OD Plans.</li> </ul>
Conduct Organisational Assessment for KPOs and SPOs and develop HR/OD Plans	3 <sup>rd</sup> week of February – 1 <sup>st</sup> week of April 2011	<ul style="list-style-type: none"> <li>• Signed off Organisational Assessment Reports by KPOs/SPOs</li> <li>• Respective organisations of the FCC consulted on the result of the organisational assessment</li> <li>• Signed off HR/OD Plans by KPOs</li> </ul>
<b>Annual Plan</b>		
Complete the FY 2011-12 Annual Plan	3 <sup>rd</sup> week of April 2011	<ul style="list-style-type: none"> <li>• Integrated Plans, Activities, Schedules and budget for the annual plan</li> </ul>
Submit Annual Plan to the FCC	29 April 2011	<ul style="list-style-type: none"> <li>• Approval of the FY 2011-12 annual plan by FCC</li> </ul>
<b>Partnering Agreements</b>		
Draft Partnering Agreement for KPOs/SPOs and subsequently brief KPOs/SPOs on conditions of the Partnering Agreement	3 <sup>rd</sup> week of May 2011	<ul style="list-style-type: none"> <li>• Shared understanding of engagement terms</li> <li>• Signed Partnership Agreement by KPOs and SPOs</li> </ul>

## Component 2: Delivery of HR/OD Interventions

Component 2, which is concerned with the delivery of HR/OD support, will be engaged in implementing activities relating to the following: uplift of Australian Development Scholarships (ADS) and Australia Leadership Awards Scholarships (ALAS); Philippines-Australia Resources Education Excellence Program (PAREEP) promotions, screening and mobilisation of scholars; and arrangements for HR/OD interventions for KPOs/SPOs particularly in the designing of specifications and the tendering process. The component will also conduct support assistance for the PA3i and pursue preparatory tasks to improve the readiness of LSPs to respond to HRODF standards/requirements for tenders.

## Management of the Scholarship Programs

The Facility will organise the uplift of the 2011 intake of the ADS and ALAS programs awardees. For ADS, it is expected that 120 awardees will leave from January to June 2011 – with 80 scheduled for January and the other 40 scheduled for the June intake (second semester) since the Facility is currently involved in promotion activities and subsequent screening and selection. For ALAS, a total of 18 awardees will pursue studies – with 16 leaving in January-February 2011 and the remaining two (2) scheduled to leave in June 2011.

PAREEP will continue its promotion for possible sponsorships from private industry. Parallel to this, the Facility will conduct dialogue with other educational institutions offering Community Development programs to join PAREEP.

The promotional activities for the ADS 2012 intake will run from late January 2011 until February 2011. These activities will include print media advertisements, road shows and institutional visits, letters to potential partner organisations, e-mail blasts and posting on social networking site like Facebook.

A REAP Conference will be conducted in February 2011 to assist the fifty-two (52) 2010 intake returnees in finalising their Re-entry Action Plans. The respective supervisors of the awardees will also participate in this activity to ensure that the support of the organisations in terms of resources and assistance is provided to the awardees' implementation of REAPs.

PAHRODF will commence on-shore, on-award management of the 12 awardees under the partnership agreement with the UoN, UM and PAHRODF (previously with PAHRDF) including provision and management of the Contribution to Living Expenditures (CLE) when awardees commence the 3<sup>rd</sup> semester in Mindanao, including travel and accommodations (for awardees living outside Davao City), and research assistance fund. There will be two visiting professors in the third semester for one week to provide support to the Research Advisers based in UM, and to conduct seminars or fora for UM and other ATEIM institutions.

In addition, the Facility will continue exploring possibilities of other partnerships, in particular with the Sydney Medical School of University of Sydney, La Trobe University, Australian Catholic University, and Charles Darwin University following recent meetings.

Below are tables illustrating the various activities for the scholarship programs:

### Australian Development Scholarship (Open Category, June 2011 Intake)

**Table 3: ADS Open Category-June Intake Schedule of Activities**

Key Activity – Output 2	Proposed timing	Expected Outcomes
Continue to conduct promotional activities for ADS Open Targeted Category for the June 2011 Intake	1 <sup>st</sup> week January 2011	<ul style="list-style-type: none"> <li>Increased awareness about the ADS program</li> <li>More interested and qualified candidates will apply</li> </ul>
Coordinate schedules of IELTS examinations with IDP Australia	1 <sup>st</sup> and 2 <sup>nd</sup> January 2011	<ul style="list-style-type: none"> <li>Interested applicants will undergo IELTS in time for submission of applications</li> </ul>



Key Activity – Output 2	Proposed timing	Expected Outcomes
Accept all applications (online and hard copy)	1 <sup>st</sup> week January – 7 <sup>th</sup> February 2011	<ul style="list-style-type: none"> <li>List of applications received for eligibility check</li> </ul>
Short listing based on eligibility criteria	2 <sup>nd</sup> week February 2011	<ul style="list-style-type: none"> <li>List of eligible and ranked candidates for short listing for the Panel.</li> </ul>
Release of results of successful and unsuccessful candidates (stage 1 or 2)	3 <sup>rd</sup> week February 2011	<ul style="list-style-type: none"> <li>List of candidates for interview</li> </ul>
Conduct of panel interview for successful candidates	3 <sup>rd</sup> week – 4 <sup>th</sup> week February 2011	<ul style="list-style-type: none"> <li>List of successful candidates interviewed</li> <li>Encoding to OASIS the details of the successful ADS candidates for 2<sup>nd</sup> sem 2011</li> </ul>
Release of panel interview results.	1 <sup>st</sup> week March 2011	<ul style="list-style-type: none"> <li>Successful and unsuccessful candidates are informed of the final results</li> </ul>
Medical examinations of successful candidates.	2 <sup>nd</sup> to 4 <sup>th</sup> week of March 2011	<ul style="list-style-type: none"> <li>Candidates issued medical clearance for visas.</li> </ul>
Conduct Course Counselling that will guide awardees in selecting appropriate program studies	2 <sup>nd</sup> week March 2011	<ul style="list-style-type: none"> <li>Matched preferred program and workplace development objectives;</li> </ul>
Finalise placement of awardees in their selected universities and program studies	2 <sup>nd</sup> week March 2011	<ul style="list-style-type: none"> <li>Awardees are accepted in their preferred programs and universities</li> </ul>
Conduct Pre-departure Briefing	1 <sup>st</sup> week May 2011	<ul style="list-style-type: none"> <li>Awardees are better prepared to manage their academic, personal and social concerns in Australia.</li> </ul>
Submit Visa Application	2 <sup>nd</sup> -4 <sup>th</sup> week May 2011	<ul style="list-style-type: none"> <li>All awardees issued student visa in time for their uplift.</li> </ul>
Organise uplift of scholars	1 <sup>st</sup> -4 <sup>th</sup> week June 2011	<ul style="list-style-type: none"> <li>Timely departure of awardees for Australia</li> </ul>

### Australian Development Scholarship (January 2012 Intake)

**Table 4: ADS –January 2012 Intake Schedule of Activities**

Key Activity – Output 2	Proposed timing	Expected Outcomes
Review the HR/OD Plans of the KPOs/SPOs requirements	1 <sup>st</sup> week May 2011	<ul style="list-style-type: none"> <li>Number of targeted ADS slots met</li> </ul>
Promotion of ADS Open Targeted 2012 Intake.	1 <sup>st</sup> week March– 4 <sup>th</sup> week June 2011	<ul style="list-style-type: none"> <li>Increased awareness about the ADS program</li> </ul>

Key Activity – Output 2	Proposed timing	Expected Outcomes
		<ul style="list-style-type: none"> <li>More interested and qualified candidates will apply</li> </ul>
Accept all applications (online and hardcopy)	1 <sup>st</sup> week – 4 <sup>th</sup> week week May 2011	<ul style="list-style-type: none"> <li>Assessed eligible candidates</li> </ul>
Short listing based on eligibility criteria	1 <sup>st</sup> and 2 <sup>nd</sup> week June 2011	<ul style="list-style-type: none"> <li>List of shortlisted candidates for 2012 mobilisation</li> </ul>
Organise English Proficiency Test (IELTS) for shortlisted candidates	1 <sup>st</sup> - 3 <sup>rd</sup> week of June 2011	<ul style="list-style-type: none"> <li>Received Satisfactory English proficiency test result</li> </ul>
On – award administration of the ADS awardees who are still in Australia	1 <sup>st</sup> week Jan – 4 <sup>th</sup> week of June 2011	<ul style="list-style-type: none"> <li>Ensured successful completion of the programs</li> </ul>

**Table 5: ALAS and ALAF Schedule of Activities**

Key Activity – Output 2	Proposed timing	Expected Outcomes
Preparation and uplift of ALAS 2011 intake for 1st semester	1st week January to 4th week March 2011	<ul style="list-style-type: none"> <li>Timely departure of awardees for Australia</li> </ul>
On – award administration of the ALAS awardees who are still in Australia (2007 onwards)	1st week Jan – 4th week of June 2011	<ul style="list-style-type: none"> <li>Ensured successful completion of the programs</li> </ul>
Documentation of the ALA Fellows-Round 8 between ACPET and MinTVET	1st week April - 4th week of May 2011	<ul style="list-style-type: none"> <li>Documented highlights of the Fellowships including lessons learned, areas for improvements, and REAPs</li> </ul>
Conduct broker activities for ALAF succeeding Rounds applications	1st week May to 4th week June 2011	<ul style="list-style-type: none"> <li>Increased awareness about the ALAF program</li> <li>Partnership agreement established between the Australian and local organisations</li> </ul>
Uplift of ALAS 2011 intake for 2nd semester	1st week to 4th week June 2011	<ul style="list-style-type: none"> <li>Timely departure of awardees for Australia</li> </ul>

**Table 6: PAREEP Schedule of Activities**

Key Activity – Output 2	Proposed timing	Expected Outcomes
PAREEP orientation session for new scholars	3 <sup>rd</sup> week March 2011	<ul style="list-style-type: none"> <li>Students are better informed of the program (requirements and entitlements) and their sponsors.</li> </ul>
Conduct promotional activities for PAREEP for 1 <sup>st</sup> semester SY2011-2012	3 Jan-30 April 2011	<ul style="list-style-type: none"> <li>More qualified candidates will apply.</li> <li>Retained existing sponsors and new sponsors added</li> </ul>
Selection of PAREEP Scholars for	1 <sup>st</sup> and 3 <sup>rd</sup> week May	<ul style="list-style-type: none"> <li>List of successful scholars for</li> </ul>

Key Activity – Output 2	Proposed timing	Expected Outcomes
1 <sup>st</sup> semester SY 2011-2012	2011	1st semester of SY 2011-2012.
Mobilisation of PAREEP scholars for 1 <sup>st</sup> semester SY2011-2012	1 <sup>st</sup> week to 3 week June 2011	<ul style="list-style-type: none"> <li>Signed scholarship contracts, finalised financial arrangement with schools and scholars.</li> </ul>

**Table 7: Support to UoN-UM Partnership (ADS)**

Key Activity – Output 2	Proposed timing	Expected Outcomes
See academic performance from UoN of the 12 awardees under the partnership agreement	1st week January 2011	<ul style="list-style-type: none"> <li>Identified the individual academic profile of the 12 awardees; and the status of their research projects</li> </ul>
Mobilisation of the successful ADS awardees under the partnership agreement	2nd week Jan 2011	<ul style="list-style-type: none"> <li>Provided administrative and logistical support</li> <li>Agreed timetable on the implementation of the 3rd semester 2011</li> </ul>
Monitoring of the implementation of the 3rd semester 2011	1st week Feb – 4th week June 2011	<ul style="list-style-type: none"> <li>Documented implementation of the 3rd semester covering highlights, lessons learned, areas for improvement and recommendations.</li> <li>Finalised REAPs</li> </ul>

### **Management of HR/OD Interventions**

Similar to the scholarships, HR/OD interventions come from the approved HR/OD Plans of the partner organisations. For the period of this plan, activities will centre on discussions with the KPOs/SPOs to review the approved FY 2011 – 2012 HR/OD plan and finalise the sequence of interventions for the year. A critical step is the review of the Work place Development Objectives (WDO) and the formulation of design specifications for the HR/OD interventions to confirm that these respond to achievement of the WDO targets. The design specifications, when finalised, will be posted for tenders on the HRODF website.

During the period, the Facility will also mobilise outstanding teacher awardees of Metrobank Foundation, Inc. in April-May 2011 as a form of HR/OD support to the Foundation.

### **Support to Learning Service Providers (LSP)**

The accreditation of Learning Service Providers (LSPs) will be a continuing activity. Accredited LSPs will undergo orientation sessions that will prepare them to develop and submit proposals/tenders and, subsequently (if successful), to manage HR/OD interventions. Learning session on the cross cutting themes of the Facility (gender, disability, anti-corruption, environment) will also be conducted for the LSPs to ensure common understanding on these development concerns and that they are consistently mainstreamed in the various HR/OD interventions.

### **Assistance to Philippine Australia Alumni Association, Inc. (PA3i)**

The Facility will provide assistance to the Philippine Australia Alumni Association, Inc. (PA3i) in terms of re-visiting/clarifying their strategic directions and identifying concrete strategies and activities to pursue their goals and strengthen their organisation. Capacity development proposals and project proposals from the chapters will be reviewed by HRODF. When approved, the proposals/projects will be integrated in the Annual Plan FY11-12. In addition, enhancements of the PA3i website will be undertaken to ensure its responsiveness to the requirements of the organisation. These enhancements will include additional modules to track payment members' dues and registration of members in the chapters as well as monitoring and evaluation of projects and activities.

**Table 8: Management of HR/OD Interventions Schedule of Activities**

Key Activity – Output 2	Proposed timing	Expected Outcomes
<b>HR/OD Interventions for KPOs/SPOs</b>		
Conduct of meetings/workshops with KPOs/SPOs and completion of design specifications for prioritised HR/OD interventions.	1 <sup>st</sup> – 2 <sup>nd</sup> week June 2011	<ul style="list-style-type: none"> <li>Approved design specifications</li> </ul>
Posting of tenders online for the HR/OD interventions. The documents for posting include Scope of Services, information on timelines, design specifications and templates.	4 <sup>th</sup> week of June	<ul style="list-style-type: none"> <li>Uploaded tender documents in the website for reference by LSPs</li> </ul>
Conduct of pre-bid conference with interested LSPs for better understanding of the tender processes, the WDO and other HR/OD intervention requirements	4 <sup>th</sup> June 2011	<ul style="list-style-type: none"> <li>Clarified tender requirements of all HR/OD interventions among the LSPs</li> <li>Develop a common understanding on the web-based tender mechanics and procurement guidelines</li> </ul>
Facilitate arrangements for the short term course in Australia of Metro Bank Foundation teacher awardees Development of specifications with Metrobank Foundation and tendering Assessing tenders, awarding and contracting LSP Uplift of interns and internship program implementation	3rd week February 2011  4 <sup>th</sup> week March 2011 4 <sup>th</sup> week April to 3 <sup>rd</sup> week of May 2011	<ul style="list-style-type: none"> <li>Successful conduct of the short term course.</li> <li>Increased knowledge base and enhanced mindsets on education practices among the participants</li> </ul>
<b>LSP Accreditation</b>		

Key Activity – Output 2	Proposed timing	Expected Outcomes
LSP accreditation Processes: acceptance, review, approval of application and sending out of notice of accreditation.	Ongoing : 2 <sup>nd</sup> week January 2011 1 <sup>st</sup> week February, March, April, May, June	<ul style="list-style-type: none"> <li>Accredited LSPs – Individuals and Organisations</li> </ul>
Capacity Development Activities for LSP focusing on HRODF standards, use of web-based business process, among others	1 <sup>st</sup> week June 2011	<ul style="list-style-type: none"> <li>Tender documents submitted are compliant with HRODF requirements</li> </ul>
<b>PA3i Assistance</b>		
Provide support to Annual planning activity of PA3i	1 <sup>st</sup> week February 2011	<ul style="list-style-type: none"> <li>Updated plan, strategies and achievable activities</li> </ul>
Review of proposed projects and capacity development (training) and incorporate these in HRODF Annual Plan including maintenance of PA3i website	1 <sup>st</sup> and 2 <sup>nd</sup> weeks March 2011	<ul style="list-style-type: none"> <li>HRODF Plan includes PA3i approved projects and training activities</li> </ul>
Enhance PA31 website	1 <sup>st</sup> week of March to 1 <sup>st</sup> week of May 2011	<ul style="list-style-type: none"> <li>Improved features of the PA31 website - membership data base and capacity to track projects.</li> </ul>

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

One of the important design changes introduced in PAHRODF is the inclusion of a separate component on research, knowledge synthesis, management and diffusion as one of the core functions of the Facility. This component will focus on synthesis of learning, management and diffusion of research and knowledge relating to HR/OD activities as well as supporting research institutions to conduct research or undertake policy analysis on issues relevant to PAHRODF's mandate.

For the interim period, the activities in Component 3 will focus on the establishment of the new e-business and KM portal; meeting/consultation with various research groups; facilitate attendance of selected partners to a national conference; and conduct of a research study on local government transformation.

#### **Website Development**

It is recognised that the old website of PAHRDF, though still functional, may no longer be the ideal platform to respond to the demands of the new Facility. This is partly because the old website was first developed using old technology available in 2004. Therefore, a new PAHRODF e-business site and KM portal will be established. The information contained in the old PAHRDF website, including the KM products, will be migrated and reorganised into the new PAHRODF portal. The new portal adopts and enhances most of the existing functionalities of the PAHRDF website but, at the same time, incorporates a new look and improved contents and accessibility.

### ***Meeting/consultation with various research groups***

These meetings/consultations are intended to continue to build the Facility's network with stakeholder groups and to develop activities and proposals to support research organisations, think tanks and academic institutions. Initial meeting conducted during the formulation of the strategy paper will be expanded in scope during the interim period to cover areas such as research groups and academic institutions in Mindanao.

### ***Attendance of selected partners to a national conference***

PAHRODF will facilitate and fund the attendance of selected partners who will present and share their institution's capacity development journey and lessons learned at a national conference of the Philippine Society of Training and Development (PSTD). This will also give due recognition to partner organisations who were able to optimise the assistance from the previous Facility (PAHRDF). In addition, sharing of the journey and lessons learned will also serve as a means for knowledge diffusion. Selected key officials from the Provincial Government of Agusan del Sur (PGAS) are being considered to present a paper on managing/sustaining capacity development gains and outcomes at the conference. PGAS was one of the "high achiever" partners of PAHRDF.

### ***Conduct of a research study on HR/OD issues***

This activity will involve the strengthening of Filipino organisations as researchers, knowledge brokers and in policy engagement. Towards this objective, the Facility will support research organisations, think tanks, universities or government agencies with the capacity, or potential, to conduct research, undertake policy analysis, facilitate sharing of learning experiences or promote policy dialogue on issues related to HRODF's mandate. Organisations receiving support in this area would be treated as SPOs and be subject to the same targeting criteria as other SPOs sponsored by HRODF.

Support provided in this area from HRODF will be in various forms: research grants allocated on a merit-based system with proposals being subject to the endorsement of the FCC; conferences or workshops (domestic or international); academic exchanges; post-doctoral fellowships; book-writing projects, or; support for Australian academics committing to a semester of relevant teaching or research at a university in the Philippines. In addition, a call for research proposals will be issued to ensure equal opportunity to all interested groups.

Investments in this area are likely to be relatively modest in FY 2010-11 as the Facility gears up its programming activities in other areas. At this stage, the Facility proposes to carry out a follow on activity from the HR Policy Review completed in August 2010 by PAHRDF which focused on the "*Mapping of HRMD Practices in LGUs*". The purpose is to formally introduce the findings and reform actions associated with this study to the Heads of the oversight agencies (DBM, CSC, DILG), Leagues and concerned LGUs. The Facility also proposes further studies building on the results of the HR Policy Review. Possible topics include: a) How generic AO position titles contribute to the 'invisibility' of the HR function, and; b) A review of CSC MC 19, s.1992 and examination of policy instruments required to advance professionalization of the HRMD function in LGUs, particularly to scale up "strategic functions." These topics will be discussed further with stakeholders to determine the focus and scope. It is expected that priority research activity/ies will be proposed in the 2011-12 annual plan.

Below is the summary of the different activities planned for the period:

**Table 9: Component 3 Schedule of Activities**

Key Activity	Proposed timing	Expected Outcomes
Establish the new e-business site and KM portal to support the operation of the Facility.	1st week January 2011 – 4th week June 2011	<ul style="list-style-type: none"> <li>Different systems up and operational and can be accessed by different stakeholders depending on access roles: Public site containing information about PAHRODF is operational as well as KM portal; e-business processes of the Facility; monitoring and evaluation system in the web</li> </ul>
Meet/consult with stakeholder groups and develop activities and proposals (as SPOs or as LSPs) to support research organisations, think tanks and academic institutions.	3rd week February – 4th week May 2011	<ul style="list-style-type: none"> <li>Initial network of research groups established; activities to support the group identified</li> </ul>
Facilitate attendance of selected partners to present and share their institution journey and lessons learned in a national conference	3rd week May 2011	<ul style="list-style-type: none"> <li>Organisational change journey and lessons learned shared in a national forum, i.e. PSTD National Convention</li> <li>Partner organisation is recognised for its achievements</li> </ul>
Incorporate in the Annual Plan the prioritised research agenda based on the recommendations from the Strategy Paper.	1st week April 2011	<ul style="list-style-type: none"> <li>Activities and budget incorporated in the annual plan</li> </ul>

## Implementation Schedule

A detailed Implementation Schedule for these activities is contained as Annex 3.

## 5 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 is currently developing HRODF's Gender Strategy and Disability Strategy. HRODF's Gender Strategy will reflect the Philippines Magna Carta for Women, promoting gender equality in the delivery and management of Facility activities. It will include, among other things, special measures to ensure women secure access to HR/OD opportunities through the Facility. It will also seek to mainstream gender in PAHRODF strategies and activities. Other areas likely to be addressed in the strategy include, incorporation of gender mainstreaming-related questions in organisational assessments, consideration of the extent to which HR/OD proposals will enhance



capacities and competencies to identify and address issues relating to gender equality or equity, and ensuring learning materials are free of gender-biased stereotypes and respect gender equality (as well as cultural and religious diversity).

With the release of *Development for All: Towards a Disability-Inclusive Australian Aid Program* in 2008, the Australian Government expressed its commitment to extending the benefits of development to all, and to promoting the dignity and well-being of people with disability. In line with this policy, the AusAID Philippines Program is developing an action plan to address and mainstream disability concerns in the overall country strategy. Engaging the MC's Gender & Social Inclusion Specialist to assist in the development of PAHRODF's Gender Strategy and Disability Strategy will help ensure that the Facility is actively addressing GOP and GOA's priorities with respect to disabilities.

Consistent with the Philippines Australia Anti-corruption Action Plan (2008-2011), the Facility will also strengthen efforts to combat public sector corruption and reduce the corruption risks to Australia's aid program. The Facility will minimise corruption risks to Australian funding by relying on transparent and merit-based scholarship selection processes and providing payments for scholarship tuition fees directly to Australian universities.

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

## 6 Monitoring and Evaluation

The Monitoring and Evaluation activity for the plan period focuses on validating the Facility M&E framework and building on the M&E tools. The M&E Manual will be submitted in April 2011 and will build on the draft Monitoring and Evaluation Framework (MEF) reflected in the Scope of Services, the Logical Theory of Change Framework in the Facility design and the PAHRDF M&E framework. The M&E framework will provide the tools and mechanisms for identifying and monitoring and evaluating the quality of implementation of HR/OD reforms by stakeholders, including KPOs/SPOs, LSPs and HRODF in general. AusAID program managers, Managing Contractors and M&E advisers will be consulted in operationally defining the Facility indicators and firming up the Facility Performance Monitoring and Evaluation Framework.

**Table 10: M&E Schedule of Activities**

Key Activity – Output 2	Proposed timing	Expected Outcomes
Validate M&E framework with AusAID program managers and Managing Contractors;	3 <sup>rd</sup> week January 2011	<ul style="list-style-type: none"> <li>Gain a shared understanding of HRODF M&amp;E principles, logical framework, strategies and phases of implementation among key stakeholders;</li> </ul>
Finalise M&E templates and database requirements with service providers;	1 <sup>st</sup> week – 2 <sup>nd</sup> week February 2011	<ul style="list-style-type: none"> <li>Agreements on basic statistical reports to be generated finalised;</li> </ul>
Finalise REAPs of ADS intake 2009-2010;	1 <sup>st</sup> week February 2011	<ul style="list-style-type: none"> <li>Targeted levels of results, performance indicators, and activities to be undertaken by the scholars are mapped out for the</li> </ul>

Key Activity – Output 2	Proposed timing	Expected Outcomes
		next two years.
Submit M&E Framework for approval by FCC.	2 <sup>nd</sup> week of April 2011	<ul style="list-style-type: none"> <li>Agreements on the Facility M&amp;E levels of results, performance indicators and tools finalised;</li> </ul>
Finalise M&E Manual for use by LSPs, KPOs and SPOs;	2 <sup>nd</sup> week of April 2011	<ul style="list-style-type: none"> <li>Manual for M&amp;E training and coaching used.</li> </ul>
Validate outputs completed and organisational outcomes generated by ADS 2008 intake	May 2011	<ul style="list-style-type: none"> <li>Updated REAP vignettes and storyboards captured for PAHRODF M&amp;E Report #1</li> </ul>
Prepare M&E Report #1	1 <sup>st</sup> week to 4 <sup>th</sup> week June 2011	<ul style="list-style-type: none"> <li>Survey results processed and analysed</li> <li>Initial lessons learned from Components 1 and 2 identified and integrated</li> </ul>

## 7 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 (submitted October 15, 2010). The account will be managed according to Coffey's stringent internal controls and will be subject to an annual independent audit.

A zero tolerance fraud control strategy for the Facility is being implemented. This will contain appropriate fraud prevention, detection, investigation and reporting processes and procedures that comply with the Commonwealth Fraud Control Guidelines. As part of risk management of fraud and corruption, the MC has already established Imprest procedures for the HRODF Imprest Account. In the event that fraud is suspected, Coffey has qualified staff to investigate – this will be done in accordance with Coffey's Fraud Control Policy and in consultation with AusAID.

Fraud Awareness training was undertaken during the inception period.

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

## 8 Contributions & Budget

The Subsidiary Agreement estimates the GOA contribution to be up to AUD65M for the five –year period of the Facility. This contribution will cover the counterpart costs related to the implementation, management and monitoring of the activity and related activities, and provide budget resources to enable counterparts to participate fully in the activity and related activities such as staff, office and other administrative costs, necessary for efficient implementation.

The total approved Imprest Account budget for the five year Facility is AUD 22.6 million<sup>1</sup>. The expected Imprest Account budget and expenditure is approximately AUD 4-5 million for each financial year, except for the first year of operation (9 months).

The Facility has incurred certain costs to date that would, in the normal course, be funded out of the Imprest Account. These costs are detailed in Annex 4 and are proposed to be treated as reimbursable items to be reimbursed upon their incurrence.

Annex 5 contains the proposed Imprest Account Budget for the period January – June 2011 for the activities detailed in section 3 and in the Implementation Schedule contained as Annex 3. Annex 5 also contains the estimated Imprest Account Budget for the 5 Years of Facility Operations

## 9 Milestones

In the period October 2010– June 2011 there are 4 Milestones due as detailed below

**Table 9: Milestone and date due**

No.	Milestone	Due Date
1	Inception Report	After six (6) weeks from full mobilisation
2	Strategy Paper and Final Initial Annual Plan (FY10/11)	After three (3) months from full mobilisation
3	Revised M & E Framework	March 2011
4	Annual Plan (FY11/12)	April 2011 <sup>2</sup>

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.

## 10 Risk Management

The HRODF team has undertaken a risk assessment of the activities to be undertaken in the plan period and Annex 6 contains the Facility's Risk Management Plan in relation to those activities.

<sup>1</sup> It is noted that this amount will reduce by the amount paid by AusAID to the MC for the reimbursement of the cost of activity incurred prior to the approval of the Initial Annual Plan that would in the normal course have been funded out of the Imprest Account

<sup>2</sup> As agreed between AusAID and the MC