

ANNEXES

- A List of Original End of Program Outcomes***
- B Monitoring and Evaluation Framework and Plan***
- C Progress to Date***
- D Reimbursable Expenditures***
- E Sustainability Strategy***
- F Risk Management Plan/Matrix***
- G Status of Mainstreaming of Gender, Poverty and Disability into Key Areas of the PRIME Program***
- H Status of Grants Management***
- I Grants Audit Report***
- J Status of Operationalizing the Information, Advocacy and Communications Plan***
- K Safety and Security Plan***
- L Financial Management Manual***
- M Operations Manual***
- N Most Significant Change Stories***
- O Plans for the Next Period***

Annex A

List of Original End of Program
Outcomes

ANNEX A List of Original End of Program Outcomes

End of Program Outcomes (EoPOs)	Component 1 IP Education	Component 2 Muslim Education	Component 3 Capacity building	GPDA
Supply Side				
Strengthened DepED capacity in the management/implementation and monitoring and evaluation, particularly in the area of grants			✓	
A system in place for collecting and reporting better and relevant basic education data on IP and Muslim populations for basic education in the nine regions	✓	✓		✓
Key enabling policies and guidelines for adopting appropriate basic education pedagogy, content, and assessment	✓	✓		✓
Enabling guidelines for providing adequate and culturally-appropriate learning resources and environment to IP learners;	✓			
Enabling policies and guidelines synergising collaborative mechanisms for Madrasah education and PRIME Muslim education		✓		
Strengthened policies and guidelines on hiring, deployment, and continuous development of teachers and learning facilitators in the implementation of IP Education Program	✓			✓
Strengthened capacity of appropriate multi-level units within DepED responsible for planning, implementing, and monitoring IP and Muslim education interventions	✓	✓	✓	✓
Mechanisms and institutional arrangements that will ensure coordination, knowledge sharing and sustainability of IP programs among various civil society and education partners	✓		✓	
Institutionalised mechanisms for providing alternative delivery modes of learning for IP and Muslim basic education learners	✓	✓	✓	✓
Enhanced and strengthened capacity in executing, managing/implementing and coordinating program to support IP and Muslim education	✓	✓	✓	
Demand side				
370 PRIME schools/cluster of schools/community learning centres (within the PRIME Divisions) actively engaged in community-school-based activities to support projects to improve access to quality education	✓	✓		✓
Increased number of RO interventions planned, managed/implemented, monitored and evaluated to improve IP and Muslim access to quality education	✓	✓		
Increased number of DO interventions planned, managed/implemented, monitored and evaluated to improve IP and Muslim access to quality basic education	✓	✓		
Increased percentage of community-school interventions planned, managed, monitored and evaluated	✓	✓		✓
Increased multi-stakeholders' participation in PRIME-supported interventions such as planning, implementation and M&E	✓	✓		✓
Increased percentage of internal and external stakeholders (education leaders, managers, school heads, teachers) trained on the management of various interventions including implementation of indigenised education/learning materials and instructions as well as enhancing capacity to effectively implement IP and Muslim education in communities.	✓	✓	✓	✓
Increased percentage of teachers trained and capacitated for effective IP and Muslim education program implementation	✓	✓		
Documentation of desirable and good practices in IP and Muslim Education;	✓	✓	✓	✓
Positive change/s in behavior, attitudes, perception among internal and external stakeholders towards IP and Muslim Education.	✓	✓	✓	✓

Annex B

Monitoring and Evaluation Framework and Plan (MEFP)

Annex B PRIME M&E Framework and Plan (MEFP)

1 Introduction

1.1 Purpose of the Document

This Document describes the revised Monitoring and Evaluation Framework and Plan (MEFP) of the PRIME Program. This version integrated the content of the initial MEF found in the Program Design Document, the MEFP submitted in February 2012 and the results of a series of consultations with Program implementers. Specifically, this document describes the three major outcomes of PRIME and the corresponding financing scope or outputs that will bring about each outcome. Also covered in this document are the strategies and activities PRIME will implement in the next three years.

1.2 Background and Status of the PRIME MEFP

The September 2008 AusAID PRIME Program Design Document (PDD) included a draft Monitoring and Evaluation Framework (MEF). During the PRIME Inception Phase (March-September 2011), the Managing Contractor updated and expanded the MEF to include an implementation plan. The combined framework and plan was submitted as part of the first Annual Plan (AP) in October 2011. This combined framework and plan has become the Monitoring and Evaluation Framework and Plan (MEFP). As a result of comments received from AusAID on the draft MEFP, an external M&E consultant reviewed the MEFP and recommended a number of changes, including separation of the revised MEF and the operational M&E Implementation Plan (MEIP).

The MEF is presented separate to the MEIP to more clearly articulate the distinction between the background theory of M&E for the PRIME Program from a description of the practical issues and details of how the MEF will be implemented.

In the process of updating the MEFP, one of the Program's considerations has been to ensure engagement of the various levels of the Department of Education (DepED) including:

- i. the Office of the Planning Service - Project Development and Evaluation Division (OPS-PDED);
- ii. the National Quality Management Team (NQMT); and,
- iii. Key staff performing M&E functions in the nine (9) target regional offices and initial ten (10) priority Divisions.

This engagement facilitated DepED's ownership and adoption of the MEFP. DepED's high level of involvement and participation demonstrated early uptake of the proposed system and enabled these units/offices to participate in the shaping of the MEFP. The Managing Contractor (MC) ensured that DepED staff remained involved in the review and revalidation processes, with adjustments and enhancements prepared by the PRIME M&E Team together with members of the NQMT (with participation of Bureau representatives) and OPS-PDED. The PRIME M&E Team also consulted with key M&E staff at the region and division levels during a series of M&E workshops.

By April 2012, the MEFP was reviewed and enhanced based on the comments and suggestions from the AusAID review. The enhancements considered the following principles important in M&E: (i) hierarchy of results which clearly defined and distinguished the Program's impact, outcome and output results; and, (ii) establishing a clear link between outcomes and outputs. Each outcome was reviewed vis-a-vis the validated menu of outputs; (iii) classifying indicators using the hierarchy of results into output indicators, outcome progress markers, Program success indicators and impact

indicators; (iv) and, the establishing the link between indicators and the process and/or sources of verification. This latest version was presented in a meeting with AusAID and OPS in May 2012.

2 PRIME M&E System

2.1 Description of the PRIME M&E System

The Monitoring & Evaluation System is a critical support mechanism of the Program that will facilitate the efficient and effective implementation of access strategies of DepED for disadvantaged IP and Muslim communities by providing decision makers, partners and stakeholders with timely and accurate information on the accomplishments, implementation progress and issues affecting the sustainability of the Program. The M&E System organizes the Program's data collection strategies, database management, verification and feedback processes, data analysis and reporting into one cohesive and holistic process of producing timely and accurate information and reports for use by Program implementers and decision makers.

Specifically, the PRIME M&E System will allow the DepED implementers to:

1. Document and verify the projects and initiatives funded by PRIME and implemented by the schools, communities, divisions, regions and central office units. The System will allow DepED to efficiently track the implementation of these projects and initiatives.
2. Ensure the PRIME Fund is fully allocated, managed, and efficiently utilized in order to generate the highest returns in terms of improving access to boys and girls belonging to disadvantaged IP and Muslim communities.
3. Assess and document the benefits, changes and improvements in the Program's main target groups, the boys and girls belonging to disadvantaged IP and Muslim communities. The M&E scheme provides the processes that will be used to assess the initial gains of the Program during the implementation years, and the success of the Program after six years.
4. The M&E system will track the availability and quality of critical support services like technical, administrative, finance and logistics to facilitate timely response to implementation issues and coordination difficulties that may hamper the Program implementation.
5. For a more sustainable implementation, the Program through the M&E system will keep track and evaluate the participation of communities, local government units and other stakeholders in the provision of basic education services to the disadvantaged IP and Muslim communities. This includes assessing the efficiency of DepED units to mobilize and generate support from partners and other stakeholders and assess the quality of their participation to provide basic education services;
6. The M&E System will also be the main strategy for synchronizing the PRIME's reporting process with the planning process and decision making requirements of DepED. Linking the processes will facilitate adjustments or enhancements in the policies, guidelines and decisions of the different governance level in DepED. The information and insights collected, collated and analyzed will be used as the main input to improve Program design and implementation, formulation of new policies and/or adjustment of existing policies by providing critical learnings from the implementation of PRIME program; and,

7. Operationally, the M&E System provides the platform for Program implementers to do completed staff work (CSW). The focus of the evaluation is not limited to the outcomes but also on the critical support processes and arrangements of the Program. It will allow the DepED staff to examine the accomplishments, progress and processes, and the external factors contributing or hindering the Program and provide suggestions or alternatives to improve Program implementation.

The scope of the PRIME M&E System is defined by the Monitoring and Evaluation Framework (MEF). The MEF outlines the Program's desired end of program outcomes, indicators and/or progress markers that will be used to track Program achievements and gains, and the range of interventions the Program will support. The System's data collection strategies, database requirements, reporting and feedback processes were designed using the MEF.

2.2 Purpose and Objectives of the PRIME M&E Framework

The PRIME MEF is the integrating framework for the M&E strategies and activities of PRIME and puts into context the validation techniques and tools PRIME will use in determining efficiency of Program implementation and in measuring the effectiveness of the Program.

The MEF will facilitate program management by providing a clear, coherent and logical presentation of the Program scope. This will enable Program implementers and stakeholders to have uniform understanding of Program outcomes and strategies and help facilitate, integrate and complement the different efforts of the Department in addressing the basic education needs of boys and girls belonging to disadvantaged IP and Muslim communities.

Operationally, the PRIME MEF will help the Program implementers define the following:

- Priority investment areas. It will facilitate identification of priority investment areas where the PRIME funds will be allocated and distributed. This will allow for systematic assessment of the Program priorities and will help determine the efficiency of program implementers;
- Outcome progress markers. The MEF outlines the progression of outcomes the Program is expected to achieve during and after program implementation. It describes the changes in the target groups' behavior, their responses to the initiatives and how these are used to leverage and influence secondary stakeholders, policies, systems and processes.
- Contribution to the big picture. The Framework provide the context why the Program is being undertaken. It connects the Program to the thrusts and priorities of the Department stipulated under the Philippines' commitment to the Education for All and Millennium Development Goal.
- Success conditions. Defines the desired changes or the end of Program outcomes PRIME is expected to achieve through provision of access to basic education services to boys and girls belonging to disadvantaged IP and Muslim communities.
- Design of the verification process. The Framework outlines the primary and secondary means of verifying achievement of outputs, outcomes and goals. It contains the reports that will be produced by the M&E system.

3 The PRIME M&E Framework

The MEF outlines the PRIME's desired program results into three different levels: Goal; Objectives; and, Outputs. These results will be realized under different time intervals and different context. The MEF integrates these results into one coherent and continuous process of change initiatives.

3.1 Program Goal

PRIME is one of the support programs of the Department of Education aimed at achieving the country's commitment to the Education for All (EFA) and Millennium Development Goals (MDG). Specifically, the Program is being implemented within the context of MDG goal #2 which is to achieve universal primary education. By 2015, the DepED aims to (i) improve the net enrollment ratio in primary education for boys and girls; (ii) increase the percentage of pupils in grade 1 reaching grade 5 for boys and girls; and, (iii) improve primary completion for boys and girls.

The PRIME Program focuses on disadvantaged IP and Muslim communities where deteriorating education achievement and declining numbers of children starting and staying school have been observed. Program interventions are targeting specific areas and specific target groups. These includes provinces with high number of children of school age not in school and have a high incidence of drop out. PRIME is a sharply focused program designed to address the unique linguistic, cultural, religious identity of IP and Muslim communities within the overall education framework of fast tracking improvements in access and quality of basic education services.

The goal of the Program is to improve equitable access to and quality of basic education for boys and girls in disadvantaged IP and Muslim communities. Specifically, Program aims to:

- Increase the net enrollment ratio in primary education for IP and Muslim boys and girls;
- Increase the percentage of IP and Muslim pupils in grade 1 reaching grade 5 for boys and girls; and,
- Increase primary completion for IP and Muslim boys and girls.

3.2 Objectives and End-of-Program-Outcomes

The PRIME end of Program outcomes (EoPOs) are classified into three objectives¹ which include:

- Demand-side EoPOs. At the end of the Program, there is an increased demand for educational services in disadvantaged IP and Muslim communities. The EoPOs for this objective are as follows:
 - Increased in number of IP and Muslim girls and boys who:
 - (i) are in school;
 - (ii) stayed in school; and,
 - (iii) completed schooling; and,
 - Increased engagement of IP and Muslim communities in education planning and involvement in the delivery of of basic education services to IP and Muslim girls and boys.
- Supply-side EoPOs. At the end of the Program, DepED is able to continuously provide accessible, culturally and linguistically appropriate, policy driven, sustainable and quality education to girls and boys in the IP and Muslim communities. The EoPOs for this objective are as follows:

¹ The original MEF submitted as part of the first Annual Plan in October 2011 presented eleven EoPOs for the supply side and nine of the demand side. See Annex B.

- Relevant IP and Muslim curriculum, instructional guides and learning materials are being used in the teaching and learning process;
- Policies and strategies on IP and Muslim education continuously implemented by schools, communities and divisions;
- IP and Muslim education concerns and issues are reflected in the education plans of DepED (School Improvement Plan or SIP, Division Education Development Plan, or DEDP, Region Education Development Plan or REDP, and National Plan) with specific strategies and/or programs for addressing their needs; and,
- Increased in education investments for disadvantaged IP and Muslim communities and learners.
- Enabling EoPOs. At the end of the Program, there are positive changes in the attitudes and perceptions among internal and external stakeholders towards (a) IP and Muslim identity and cultures; and (b) IP and Muslim education. The EoPOs for this objective are as follows:
 - Increased net satisfaction orating of IP and Muslim boys and girls about their identity and culture; and,
 - Improved attitude and perception of DepED officials on the beliefs, practices and learning needs of IP and Muslim children.

In order to ensure Program success, the achievement of the three objectives and EoPOs will be verified during and after Program implementation. The tracking and documentation of outcomes during implementation will enable the program management to make critical adjustments in the design and scheme of the Program that will increase the implementability of Program interventions and sustainability of desired outcomes.

3.3 Program Financing Scope

Following the three objectives and EoPOs, the Program outputs covered are as follows:

1. Demand-side EoPOs. In order to achieve Objective 1, the Program will support the initiatives listed below:
 - Output 1.1. School and community projects for boys and girls belonging to disadvantaged IP and Muslim communities on access to basic education services.
 - Output 1.2. Tested models of structures, system and mechanisms for increased multi-stakeholder demand for improved access among IP and Muslim groups to culturally appropriate basic education. Specifically, these include:
 - Enhanced school improvement plans (SIPs) reflecting situation, issues and strategies for the disadvantaged IP and Muslim communities;
 - Developed community education improvement plans (CEIPs);
 - Support program for IP and Muslim education leaders, managers, practitioners and other stakeholders developed;
 - Access programs in selected IP and Muslim communities designed and implemented; and,
 - Public-private partnership program on IP education established.
2. Supply-side EoPOs. The Program will support the outputs listed below:
 - Output 2.1. System and mechanisms in placed to review, formulate and implement policies to support inclusive IP and Muslim education. Specifically, these include:
 - IP education policy framework and strategies adopted and implemented;

- Existing policy on muslim education reviewed and enhanced;
 - Curriculum, instructional guides and learning materials indigenized and adopted;
 - Education and training programs for IP and non-IP teachers enhanced and implemented;
 - Education and training programs for Muslim and non-Muslim teachers enhanced and implemented; and,
 - Regional IP education centers and Regional Muslim education centers established.
- Output 2.2. System for planning, budgeting and program implementation in place that is responsive to the demands of IP and Muslim education.
 - Monitoring, evaluation and plan adjustment (MEPA) process in place and operational at Central, Region and Division level;
 - Capability building program on planning, implementation, and monitoring and evaluation developed and implemented.
 - Output 2.3. System in place for gathering feedback on the delivery of basic education services to disadvantaged IP and Muslim communities. These include outputs on:
 - Program coordination and management systems effectively established and implemented; and,
 - Documented and replicated desirable practices.
3. Enabling EoPO. The Program will support outputs on:
- Output 3.1. Advocacy programs and distribution of advocacy materials on IP and Muslim education; and,
 - Output 3.2. Implemented community engagement and immersion programs for DepED staff.
4. Cross-cutting concerns: Gender, Poverty Inclusion and Disability Awareness (GPIDA)
- GPIDA analysis undertaken and checklists used during planning/design of component activities;
 - GPIDA is reflected in SIPs, access programs;
 - GPIDA sensitive Arabic Language Islamic Values Education (ALIVE) models developed and implemented in target areas;
 - GPIDA sensitive IP (indigenized) curriculum developed and implemented in target areas; and,
 - Qualitative data from target group surveys (M/F) on their satisfaction with service delivery, including GPIDA issues.

The MEF Matrix is presented in Annex A of this Plan.

4 M&E Progress Markers

In order to facilitate the operationalization of the MEF, the outputs and outcome indicators found in the MEF will be organized into progress markers to help the Program implementers and evaluators as well in verifying the progress of the Program in achieving its desired outcomes and goals.

The M&E Progress markers will be broadly classified into:

- Changes in perception, attitudes and/or increase in awareness. To ensure the Program interventions are achieving the desired effects to the Program beneficiaries and stakeholders that increases the likelihood of achieving the desired outcomes. These include the changes in the beneficiaries' perception, attitudes and beliefs towards disadvantaged IP

and Muslim communities as well as increase in awareness and understanding of the social, economic and political barriers affecting participation.

- Application and utilization. Another outcome milestone that will be tracked is the ability of the Program beneficiaries, especially the teachers, school heads, community members and other DepED staff to correctly apply the learning and/or utilize the outputs provided for by the Program in their work environment.
- Influence. The ability of the primary beneficiaries to influence their environment is one of the markers that will be tracked. This means transfer of ‘technology’ or to introduce understanding, awareness, and competencies to other beneficiaries (secondary stakeholders) and effect change.
- Adoption and integration. This looks into the capability of the Program’s recipients to apply, improve, and indigenize the ‘technologies’ introduced by the Program.
- Escalation. This marker looks at the ability of the Program beneficiaries to generate resources that will help sustain the practices or changes introduced by the Program’s stimulus. Resource generation is an important sustainability indicators.
- Changes in situation. The terminal marker that will be used is the improvement in the situation of boys and girls belonging to the disadvantaged IP and Muslim communities. These include increase in enrollment, reduction in drop out and increase in completion.

These progress markers classification will be used as the roadmap for conducting the evaluation to be undertaken during Program implementers. Specific progress markers for PRIME’s stimulus will be formulated later in the implementation.

5 Operationalizing the MEF

5.1 Guiding Principles and Approach of PRIME to M&E

The following guiding principles and approach will be used by the PRIME in the implementation of M&E strategies and activities:

- Alignment with other systems. The PRIME M&E strategies, activities, tools and techniques will be designed around the existing M&E system or practices of the Department, specifically its link to the planning system and to the decision-making requirements of DepED senior management. This backward and forward link will help ensure seamless integration of PRIME reports including data, information and insights to the mainstream reporting requirements of DepED. The PRIME M&E is expected to contribute to DepED in (i) baseline situation of disadvantaged IP and Muslim communities; (ii) quarterly reporting of progress; (iii) the use of progress markers to track progression of outcomes; and, (iv) the use of most significant change technique in gathering promising practices.
- Holistic Capacity Building. A successful M&E system hinges heavily on the ability of the staff to manage and maintain the M&E system. The capacity building PRIME will be providing to DepED staff will not just focus on training on M&E especially preparation of data gathering tools and techniques but will cover the critical areas of strategic and detailed implementation planning, principle of completed staff work (CSW) and on decision making. Such approach will provide DepED M&E staff with a holistic understanding of M&E which will guide them in the (i) establishment or setting up of the M&E system; (ii) managing or

operationalizing the system; and, (iii) maintaining or keeping the system relevant to meeting the decision making requirements of implementers and management.

- **Managing for results.** The PRIME MEF defines the different level of results the Program is expected to generate during, at the end and immediately after Program implementation. This will help ensure a holistic focus of M&E effort by integrating monitoring inputs, activities and outputs to results. This will allow Program implementers to reflect and gain insights on the effectiveness of the Program design and/or interventions.
- **Sustainability.** The use of progress markers illustrating the desired changes such as (i) improvement in awareness; (ii) application or utilization; (iii) influence; (iv) assimilation, (v) escalation; and, (vi) improvement in the situation.
- **Integration into existing system.** The PRIME M&E design considers the existing and emerging practices of DepED in program and project reporting. Program will make use of planning, monitoring and evaluation forms currently being used by DepED and those required by oversight agencies. For value adding practices, the PRIME will ensure these are replicable and implementable within the current system requirements and inherent limitations in DepED operations.
- **Balancing learning and accountability.** Premium will be placed in meeting the information and decision making requirements of schools, divisions, regions and central office units. This means prioritizing the data, information and insights needed by Program implementers before the needs of oversight and funding agencies. Such approach will increase the likelihood of making the right decisions when needed.
- **Simplicity and practicality.** The PRIME M&E will make use of generally accepted and tested planning, monitoring and evaluation techniques.
- **Gender and poverty inclusive approach.** The MEF supports the Program's Gender and Poverty Inclusive approach. This will help ensure all important gender and poverty inclusive data and information are available, collected, collated and utilize for making decisions and corrective adjustments. Operationally, this means the GPI indicators will be highlighted during (i) appraisal of project proposals and work programs using a GPI checklist; (ii) progress monitoring to assess if GPI principles are applied; and, (iii) evaluation of outcomes in terms of GPI objectives.

5.2 The PRIME M&E Strategies

The Program goal, outcomes, outputs and corresponding indicators will be operationalized and validated through the following strategies: (i) baselining; (ii) progress M&E; (iii) initial gains evaluation; , (iv) outcome evaluation; and, (v) the capability building of DepED staff on M&E.

5.2.1 Baselining

The scarcity of information on disadvantaged IP and Muslim communities is a big challenge to the Program and to DepED. This will hinder the ability to provide interventions relevant to the issues affecting these target groups and compromises the effectiveness of such interventions due to inappropriateness to the sector's practices, beliefs, and attitudes.

In this regard, the Program will undertake two major baselining effort focusing both on the demand-side (IP and Muslim profile and requirements) and on the supply-side (DepED's capacity or readiness

to provide appropriate basic education services and support). These will be used as input to formulation of Program strategies and to the design of interventions. This will help Program implementers design interventions that are technologically, sociologically and organizationally acceptable to the target groups.

The baseline study on demand-side will provide basic demographic information about disadvantaged IP and Muslim communities. These studies may include profiling of disadvantaged IP and Muslim communities, their perception of the quality of basic education services (pre-Program), determinants of IP and Muslim participation to schooling, and documentation of their practices, beliefs and barriers to access to basic education services.

The baselining effort will include both obtaining quantitative information about the disadvantaged IP and Muslim communities focusing on the demographics and documenting qualitative information such as their practices, beliefs, issues affecting their participation and their perception of the basic education services.

The program will also conduct a baseline study on the readiness of the DepED, from schools to, divisions, regions, and central office units, to provide basic education services (schools and divisions) and basic education support services (regions and central office units). This includes assessment of competencies, mechanisms and systems critical to sustaining support to disadvantaged IP and Muslim communities. The study also seeks to determine the perception of DepED staff regarding IP and Muslim practices, beliefs and challenges.

5.2.2 Progress M&E

One of the critical strategies to be employed in PRIME Program is strengthening its ability to track, assess and make timely adjustments in the implementation process. The Program will set up a Progress M&E strategy. Progress M&E is a first level monitoring mechanism that will track the performance of program implementers in managing Program activities and utilization of resources. It is a systematic and objective assessment of the PRIME's on-going implementation. The objective is to steer the program's implementation as efficiently as possible based on empirical facts determined through a systematic observation and documentation process and through a verifiable assessment process. Specifically, Progress M&E measures physical progress against plans and work schedules and financial progress against cash flow and budget allocations. It is a mechanism established to assess the quality of outputs delivered, early warning signs for implementation problems and to identify external factors affecting delivery of outputs.

The main objective of the Progress M&E is to provide timely and accurate information to the program's decision makers to steer implementation as efficiently as possible. Specifically, the Progress ME enables decision makers, managers and staff to:

- compare planned and actual performance
 - actual accomplishment versus planned targets
 - efficiency in use of resources
 - actual expenditures versus budget
- assess quality of services and products delivered
- detect and minimize scope creep.
- make corrective actions and adjustments on the targets, time/schedule, resources and budget, and
- track external factors that may affect Program implementation and achievement of EoPOs

Progress monitoring involves monthly and quarterly reporting of accomplishments, funds utilization and issues encountered. Implementation status will be discussed in the quarterly M&E, Plan Adjustment (MEPA) and in the Six-Monthly Progress Report (SMPR).

5.2.3 *Initial Gains Evaluation*

Initial gains evaluation will keep track of achievement of initial benefits and outcomes during program implementation. In this context, the PRIME M&E effort will focus on the achievement of outcome progress markers. Since their realization of these markers will take place in different time horizon, these will allow program implementers to track the changes or improvements taking place providing them with critical information in enhancing the program strategies and the design of their interventions. These markers will help provide an indication that the PRIME Program is proceeding as planned or needs to be adjusted.

Documentation of initial gains will make use of rapid appraisal technique, process documentation and longitudinal study. The PRIME Program will also introduce and make use of the Most Significant Change (MSC) technique to generate positive and promising stories happening at the community, schools, divisions and regions. The same will be used to validate the progress markers or theories of change outlined in the MEF.

5.2.4 *Outcome Evaluation*

Outcome evaluation will focus on the achievement of the three EoPOs - demand-side, supply-side and enabling mechanism. This will be undertaken immediately after Program implementation by the OPS. Specifically, this will cover improvements in the situation of the disadvantaged IP and Muslim communities and the improvements in the capability of DepED to provide relevant and appropriate services to the IP/Muslim communities.

5.2.5 *Capability Building Program on M&E*

The capability building program on M&E is an enabling and sustaining mechanism of the four strategies described above. The PRIME Program will conduct 'just in time' training programs to DepED staff tasked to do the M&E function. The capability building program involves, (i) basic planning skills; (ii) establishing and managing a M&E system; (iii) facilitating the M&E and planning adjustment process; (iv) MSC; and, (v) outcome evaluation.

6 **Key Evaluation Questions**

In order to facilitate evaluation and validation of results, the following evaluation questions will be used to document results at all Program levels to determine whether PRIME has:

- Achieved the intended outcomes at the end of PRIME Program implementation or at a certain stage when an evaluation of program progress markers;
- Determine if the requirements for sustaining program gains are present or absent;
- Accomplished the desired outputs as per plan (scope, time, cost); and,
- Determine if planned inputs to support program activities are sufficient and well utilized.

Recognizing the different results and risks involved in the Program's implementation timeline, different evaluation questions will be asked.

6.1 End of Program Outcome Questions

Evaluation questions at the end of program includes:

- Has access to quality basic education improved in targeted IP and Muslim communities? How? What are the determinants to IP/Muslim children's participation? What interventions contributed to such increase?
- Can the schools and communities catering to disadvantaged IP/Muslim communities sustain the increase in participation? What are the critical elements necessary for replication?
- Is there a positive change in the perception and attitudes of IP/Muslim girls and boys about their identity and culture? What interventions and/or factors contributed to improvements in perception?
- Is there an improvement in the perception of disadvantaged IP and Muslim communities in the quality of basic education services in the public sector? What services have improved?
- Is there an increase in the involvement of disadvantaged IP and Muslim communities and stakeholders in education planning and in the delivery of basic education services? What factors contributed to their involvement? How can their involvement be sustained? Are the sustainability mechanisms in place?
- Are the issues, needs and opportunities for disadvantaged IP/Muslim communities reflected in the education plans (school, community, division and region)? Are the strategies or programs addressing the unique situation of disadvantaged IP/Muslim communities?
- Is there an improvement in the planning, tracking, feedback and reporting process in DepED in terms of handling issues and programs concerning disadvantaged IP and Muslim communities? What policies, systems, mechanisms and training programs contributed to the improvement? Can these be replicated in other regions/divisions?
- Are the mechanisms and processes installed by the Program able to highlight and respond to the unique requirements of disadvantaged IP and Muslim communities? What are these mechanisms and processes? What needs to be sustained? What needs to be enhanced?
- Is there an increase in investments for disadvantaged IP/Muslim communities? What resources have improved? What are the sources of increased investments? How can these be sustained?
- Is there an improvement in the perception of DepED officials and staff towards IP and Muslim education? What are the manifestations of improvements? What factors and/or interventions contributed to the change in perception?

6.2 Initial Gains' Level Questions

The evaluation questions listed below will be used to track the initial gains of the PRIME Program.

Specifically, these questions will be used to assess the realization of the outcome progress markers:

- Is there an improvement in the perception, awareness and appreciation of issues, culture and beliefs of IP and Muslim communities among DepED staff?

- If yes, were they able to apply the competencies learned from Program initiatives and/or utilize the services and outputs under PRIME to their local settings?
- If yes, were they able to influence the perception and practices of other individuals?
- If yes, were they able to assimilate their new learning and /or or systems introduced to their current beliefs, practices?
- If yes, were they able to generate resources and link with other interest groups?
- If yes, were they able to achieve the desired situation or outcome?

6.3 *Output Level Questions*

Evaluation questions at the Output Level will be used as to determine the relevance; sustainability of program interventions; and, efficiency of program implementation. These questions include:

- Relevance and appropriateness
 - Are the school/community projects addressing the issue of participation or access of children belonging to disadvantaged IP and Muslim communities? Are they implementable?
 - Are the systems, mechanisms and processes being introduced through the program appropriate to the demands of DepED operations? Are they building on current strengths of DepED?
 - Are the advocacy programs addressing the key opportunities and issues involving disadvantaged IP and Muslim communities?
- Sustainability of program interventions
 - Is there a documentation of the benefits and challenges encountered in implementing the project?
 - Can the school and community sustain the operation or utilization of outputs delivered under Prime?
 - Is there a proper turn-over of accountabilities and documentation of the outputs?
 - Are there terms of reference for the process owner and staff who will be involved in using the outputs?
 - Are the outputs accepted or acceptable to the stakeholders?
 - Is there a policy supporting the operationalization of the systems and mechanisms?
 - Is there a proper turn-over of accountabilities and documentation of the systems and mechanisms?
 - Are the outputs accepted by the DepED operating unit?
 - Is there a documentation of the systems including the processes and challenges encountered in operating the system?
 - Are the recipient units ready to accept and use the strategies and materials on advocacy programs?
 - Are the accountabilities, roles and responsibilities clear? Are there terms of reference?
 - Are the DepED staff who will be using the systems trained and prepared for managing and enhancing the systems?
 - Is there a policy supporting the continuous implementation of the advocacy programs?
 - Is there a proper turn-over of accountabilities and documentation of the IP/Muslim advocacy programs?
- Efficiency of implementation
 - Is the school grant efficiently utilized by the school/community?
 - Is there a documentation of the processes and challenges encountered in delivering the outputs?
 - Are the outputs delivered on time?
 - What were the challenges encountered in delivering the outputs?

6.4 *Input Level Questions*

Input level questions will facilitate the management of resources to ensure its availability. These questions include:

- Did the funds arrive on time?
- What is the utilization rate?
- What are the factors that affect utilization of funds?

The responses to the evaluation questions listed above can be verified in the program's Means of Verification.

7 **Means of Verification**

The EoPOs, progress markers and evaluation questions will be verified through the following reports and documents.

- Program Scope Documents
 - Work and Financial Plan (WFP). Also called as the Program Implementation Plan or PIP, this document outlines the activities and outputs, targets, schedules and cost requirements. This will be used to monitor progress of implementation.
 - Catch up Plan. Contains strategies and activities to be undertaken by DepED implementers to address the delays, issues and difficulties encountered in the implementation of program activities outlined in the WFP.
 - Baseline Reports. Contains pre-program implementation about the demand-side and supply-side of the PRIME Program. These documents will be used as reference in the formulation of strategies, programming of activities and targets and also as one of the main reference materials in the conduct of Outcome Evaluation.
- Status/Completion Reports
 - Progress or status report which includes information on the actual accomplishments of targets, cost and utilization of resources. These information will be used to determine the operational efficiency of the DepED implementing units. It also includes information about issues, problems that contributed or affected accomplishments. This will be accomplished periodically and will be used in the quarterly and bi-annual meet as reference of program updating and decision making. Specifically, the following are types of progress reports that will be generated:
 - Monthly and Quarterly Report. Contains physical accomplishment and fund utilization;
 - Six Monthly Progress Report. Documents the major outputs delivered in six months of implementation as well as documents the progress towards achieving the desired EoPOs.
 - Activity Completion Report or ACR. Provides a documentation of the results and proceedings of activities conducted through the program. The ACR will be submitted after every completion of program activities.
 - Project Logbook contains the documentation of projects funded by PRIME in schools and communities. This document contains the school/community profile, desired objectives of the project, target groups, implementation milestones and project results or outcomes. This will be used by both DepED Division to monitor implementation of the school/community projects.
 - Issue log. A matrix to be used for documenting issues, challenges and difficulties encountered by the DepED implementers.

- PRIME Completion Report. This will be prepared by the Managing Contractor and submitted to AusAID at the end of program implementation in June 2014. This report summarizes all the major program activities implemented and outputs delivered, the initial benefits or outcomes, implementation challenges encountered and recommendations for sustaining the program gains.
- Tracking Outcome Progress Markers
 - Documentation of significant stories which include significant changes brought about by program interventions and challenges encountered which will provide key insights and learning for program designing. Specifically, these will be used to track the realization of initial benefits and outcomes (outcome progress markers).
- Evaluation reports
 - Mid-term or post implementation review reports which will document and communicate the results of the interventions and provides analysis on how results are achieved. These reports provide the link between implementation, ensuring continuity of effective practices and lessons learned from difficulties are inputted to the next implementation cycle.
 - Conduct of a longitudinal study to comprehensively document, through case studies the impact of Indigenous People's and Muslim Education program in terms of manifest changes in knowledge, attitudes, practices, and skills of learners, learning facilitators, and among community stakeholders, towards education in general and education services facilitated through the DepEd and other providers in both schools and community-based contexts.

The PRIME M&E Team together with the OPS will be conducting M&E process audit in the participating divisions and regions to validate the quality and accuracy of data and information being provided by DepED implementers at the school, division and region level.

Further validation of EoPOs, progress markers and evaluation questions will be undertaken during program implementation through the following:

- Site visits or site inspection to validate the outputs at the schools and communities;
- Interviews and Focus Group Discussion (FGD) to document perceptions, awareness and understanding, and insights from primary and secondary stakeholders; and,
- Interviews

In order to further communicate program gains, PRIME has set up a website <<http://prime.deped.gov.ph>> and Facebook account <<http://www.facebook.com/depedprime>>. These mechanisms are expected to generate more interests and interaction with the majority of its stakeholders, specifically those from DepED.

8 The M&E Teams

In order to facilitate the implementation of the M&E strategies, ensure the timely conduct validation or verification process and make certain the submission and proper documentation of accomplishments and achievements, the DepED will constitute the M&E Team at the following levels:

- National level The National Quality Management Team (NQMT) of the Quality Assurance and Accountability/M&E Technical Working Group (QAA/M&E TWG) will serve as the National M&E Team of PRIME. The Office of the Planning Service-Project Development and

Evaluation Division (OPS-PDED) will serve as the chair of the team. The Team consists of personnel from the bureaus of elementary education, secondary and alternative learning system and from the Research and Statistical Division (RSD) and Program and Planning Division (PPD) of the OPS. The NQMT will track the overall implementation of the program, track the efficient and effective use of Central Office grants given to external stakeholders and provide program updates. The NQMT will also design and implement a capability building program on M&E for region and division M&E teams.

- Regional level. The Regional Monitoring and Evaluation Group (RMEG) operationalize the M&E strategies at the region level. The Regional Planning Division will serve as the chair of the team at the Regional level. The RMEG will oversee the implementation of program activities at the region level and provide technical assistance to the DMEG. The RMEG will conduct a quarterly MEPA to ensure efficiency of program implementation.
- Division level. The Division Monitoring and Evaluation Group (DMEG) led by the Division Planning head will serve as the M&E team at the division level. The DMEG will oversee the implementation of program activities at the division level and track the efficiency and effectiveness of school and community grants implementation at the field level. The DMEG will interact and submit regular updates to the RMEG.

9 M&E Implementation Plan

This section integrates and operationalizes the concepts, scope and requirements described from sections two to eight.

9.1 *The PRIME Monitoring Plan*

The following monitoring activities that will be undertaken to validate the accomplishments of Output level indicators.

Output 1.1 School & Community Projects - project activities in disadvantaged IP and Muslim communities. The DMEG will track the implementation of projects at the school and community level. These activities include validation visits at the start-up, mid-term and at the end of project implementation to ensure proper technical assistance are provided to schools and communities by the division. The schools and divisions will make use of the School Project Logbook as the main reference material for documenting and tracking progress.

Output 1.2 Tested models for increasing stakeholder demand which include the establishment of enhanced SIPs and CEIPs, partnership (non-DepED partners) on IP/Muslim education. Monitoring activities include document review (for SIP and CEIP) to ensure IP/Muslim concerns are embedded in the plans, and conduct of interviews and FGDs. The DMEG will be responsible for collecting and collating these information through process documentation and MSC techniques. These will be incorporated in the Regions' quarterly progress report and in PRIME's SMPR.

Output 2.1 System and mechanisms to review, formulate and implement policies which includes enhanced policies, enhanced IP and Muslim curricula, enhanced teacher training programs and enhance regional IP/Muslim education centers. Verification of these outputs will be jointly undertaken by DMEG, RMEG, OPS-PDED, and RSD. Content validation will be undertaken by bureaus, Indigenous Peoples Executive Office and Office of Madrasah Education. Accomplishments of these outputs will be reported in the SMPR.

Output 2.2 System for planning, budgeting and program implementation which include the MEPA, capacity building program on planning implementation and M&E trainings for CO, Region, and Division staff on SIP and CEIPs. These outputs will be verified through submission of the Activity Completion Report and SMPR. The OPS-PDED with the NQMT will conduct a process validation on the application and utilization competencies provided to be provided by the training programs under this Output.

Output 2.3 System in place for gathering, feedback on the delivery of basic education services. The accomplishment of these outputs will be verified through a system review and/or process audit to be conducted by the NQMT. Updates on the delivery of the output will be contained in the SMPR.

Output 3.1 Advocacy programs will be documented and reported through the PRIME website and facebook page. The stories that will be uploaded will be collected through the use of MSC technique.

Output 3.2 Community engagement programs for DepED staff. The validation of outputs and its effects will be undertaken through surveys and MSC stories. The change in perspectives and increase in awareness will be collected from schools, communities, divisions, regions and central office.

The PRIME Monitoring Plan Matrix is found in **Annex B**.

9.2 The PRIME Evaluation Plan

The following evaluation activities of PRIME will be conducted to provide data, information and insights on the effectiveness of the PRIME program:

- Longitudinal study to comprehensively document, through case studies the impact of Indigenous People's and Muslim Education program in terms of manifest changes in knowledge, attitudes, practices, and skills of learners, learning facilitators, and among community stakeholders, towards education in general and education services facilitated through the DepEd and other providers in both schools and community-based contexts.
- Baseline Survey on Demand-side. This survey was undertaken to provide the needed quantitative and qualitative data and information about the situation of disadvantaged IP and Muslim communities. The survey is divided into two: (i) quantitative survey to get the profile of the target groups and the determinants to participation of the IP and Muslim boys and girls, and (ii) qualitative survey to focus on the practices, experiences, beliefs and perceptions of disadvantaged IP and Muslim communities. The results of the baseline survey will be used as input to the Outcome evaluation to be undertaken by DepED at the end of the PRIME Program.
- Baseline Survey on Supply-side. This survey will be undertaken to assess the readiness of the DepED to provide relevant and culturally appropriate programs and projects to the disadvantaged IP and Muslim communities. The assessment will cover the (i) appropriateness of the DepED structure and systems to efficiently provide basic education services, (ii) the competencies or skills of DepED staff to address IP/Muslim learning deficiencies, and (iii) to determine the DepED' awareness to issues affecting the sector as well as their perception of the beliefs and practices of the disadvantage IP and Muslim communities.

- Most Significant Change (MSC) stories. This will be undertaken to track the progress towards achieving the desired outcome of the program. The DepED will be equipped to apply the MSC technique in order to generate change stories from the field and used them as basis for improving the program strategies and design of the interventions. The stories will help track the progress markers the program will establish.
- Perception Survey on the changes or improvements in the perception and/or awareness of DepED officials and staff towards IP and Muslim education. This survey seeks to determine the factors that contributed to the improvement in perception.
- Evaluation of DepED's Readiness. This evaluation activity will focus on the improvements in the capacity of DepED in responding to the unique requirements of disadvantaged IP and Muslim communities. The evaluation will focus on the improvements in the planning, tracking, monitoring and evaluation mechanisms of DepED and its responsiveness to the said sector. The evaluation will also assess if there will be increase in education investment for the disadvantaged IP and Muslim communities.

The evaluation activities and the evaluation questions they seek to answers are found in the **Annex C**.

9.3 M&E Activities (2011-2014)

The following timeline is proposed for the M&E Plan

Act Code	Activity	2011	2012		2013		2014
			1 st Semester	2 nd Semester	1 st Semester	2 nd Semester	1 st Semester
1	Prepare MEFP						
2	Conduct baseline survey - demand side stage 1						
3	Conduct baseline survey - demand side stage 2						
4	Conduct baseline survey - supply side						
5	MEPA						
6	SMPR						
7	Most Significant Change stories documentation						
8	Longitudinal Study						
9	Perception survey - DepED						
10	Outcome Evaluation - Improvements in DepED						
11	Course on Managing M&E						
12	Course on Qualitative Evaluation (MSC)						
13	Program Completion Report						

Annex A PRIME Monitoring and Evaluation Framework (MEF)

Objectives	Indicators	Source of Verification	Type of M&E / Timing
Program Goal: MDG Goal #2 Achieved universal primary education	Ensure that by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling. Includes: Net enrollment ratio in primary education for boys and girls. Percentage of pupils in grade 1 reaching grade 5 for boys and girls. Primary completion for boys and girls.	DepED Basic Education Information System (BEIS) DepED Annual Report	Impact Evaluation/ Post program (2 years after)
Intermediate Goal: Improved equitable access to and quality of basic education for boys and girls in disadvantage IP and Muslim communities	Net enrollment ratio in primary education for IP and Muslim boys and girls. Percentage of IP and Muslim pupils in grade 1 reaching grade 5 for boys and girls. Primary completion for IP and Muslim boys and girls.	DepED Basic Education Information System (BEIS) DepED Annual Report	Impact Evaluation/ Post program (2 years after)
Objective #1 Increased demand for educational services in disadvantaged IP and Muslim communities	Demand-side End-of-Program-Outcomes (EoPOs) O1.1 Increased in number of IP and Muslim girls and boys who: are in school; stayed in school; and, completed schooling. O1.2 Increased engagement of IP and Muslim communities in education planning and involvement in the delivery of basic education services to IP and Muslim girls and boys.	DepED Basic Education Information System (BEIS) DepED Annual Report Most Significant Change (MSC) stories Longitudinal study Six Monthly Progress Report (2013, 2014)	Results Monitoring & Evaluation; Initial Gains Evaluation / End of Program & during Implementation

Objectives	Indicators	Source of Verification	Type of M&E / Timing
Objective #2 Enable DepED to continuously provide accessible, culturally and linguistically appropriate, policy driven, sustainable and quality education to girls and boys in the IP and Muslim communities.	Supply-side End-of-Program-Outcomes (EoPOs): O2.1 Relevant IP and Muslim curriculum, instructional guides and learning materials are being used in the teaching and learning process. O2.2 Policies and strategies on IP and Muslim education continuously implemented by schools, communities and divisions. O2.3 IP and Muslim education concerns and issues are reflected in the education plans of DepED (SIP, DEDP, REDP, National Plan) with specific strategies and/or programs for addressing their needs. O2.4 Increased in education investments for disadvantaged IP and Muslim communities and learners.	Longitudinal study Six Monthly Progress Report (2013, 2014) Review of Education Development Plans GAA, WFP	Results Monitoring & Evaluation; Initial Gains Evaluation / End of Program & during Implementation
Objective #3 Positive changes in the attitudes and perceptions among internal and external stakeholders towards (a) IP and Muslim identity and cultures; and (b) IP and Muslim education	Enabling End-of-Program-Outcomes (EoPOs): O3.1 Increased net satisfaction rating of IP and Muslim boys and girls children about their identity and cultures. O3.2 Improved attitude and perception of DepED officials on the learning needs of IP and Muslim children.	Satisfaction survey Baseline Survey Report on Demand side Perception study of DepED officials and staff on learning needs of IP and Muslim children	Results Monitoring & Evaluation; Initial Gains Evaluation/ End of Program & during Implementation
PRIME Financing Program Scope for Objective 1. Increase Demand Output 1.1 School and community projects for IP/Muslim girls and boys	1.1.1 Schools and communities started projects for IP/Muslim on access to basic education services for IP and Muslim boys and girls.	School Project Implementation Logbook	Progress Monitoring & Evaluation

Objectives	Indicators	Source of Verification	Type of M&E / Timing
Output 1.2 Tested models of structures, system and mechanisms for increased multi- stakeholder demand for improved access among IP and Muslim groups to culturally appropriate basic education	1.2.1 Enhanced school improvement plans (SIPs) reflecting situation, issues & strategies for the disadvantaged IP/Muslim communities. 1.2.2 Developed community education improvement plans (CEIPs). 1.2.3 Support program for IP/Muslim education leaders, managers, practitioners and other stakeholders developed. 1.2.4 Access programs in selected IP/muslim communities designed and implemented. 1.2.5 Public-Private Partnership Program on IP education established.	Quarterly Progress Report - Division and Region Activity Completion Reports - ACRs Baseline Survey Report on Supply side	Progress Monitoring & Evaluation/ During Implementation (every 6 months & quarterly). At beginning of program (baseline)
PRIME Financing Program Support for Objective 2. Enabling DepED	2.1.1 IP education policy framework and strategies adopted and implemented.	Baseline Survey Report on Supply side	Progress Monitoring & Evaluation/
Output 2.1 Systems and mechanisms in placed to review, formulate and implement policies to support inclusive IP and Muslim education	2.1.2 Existing policy on muslim education reviewed and curriculum enhanced.	Activity Completion Reports Six Monthly Completion Reports	During Implementation (every six months & quarterly) At beginning of program (baseline)
	2.1.3 Curriculum, instructional guides and learning materials indigenized and adopted.		
	2.1.4 Education and training programs for IP and non-IP teachers enhanced and implemented.		
	2.1.5 Education and training programs for Muslim and non-Muslim teachers enhanced and implemented.		
	2.1.6 Regional IP education centers and Regional Muslim education centers established.		
Output 2.2 System for planning, budgeting and program implementation in placed that is responsive to the demands of IP/Muslim education	2.2.1 Monitoring, evaluation and plan adjustment process in placed and operational at Central, Region and Division level.	Process Observation Report by National M&E Team	Progress Monitoring & Evaluation/
	2.2.2 Capability building program on planning, implementation, monitoring and evaluation developed and implemented.	Document Review - CapB Program on M&E Activity Completion Reports Six Monthly Completion Reports	During Implementation (every six months & quarterly) At beginning of program (baseline)

Objectives	Indicators	Source of Verification	Type of M&E / Timing
Output 2.3 System in placed for gathering feedback on the delivery of basic education services to disadvantaged IP and muslim communities	2.3.1 Program coordination and management systems effectively established and implemented. 2.3.2 Documented and replicated desirable practices.	Process Audit Report of National M&E Team M&E System Documentation Six Monthly Completion Reports	Progress Monitoring & Evaluation/ During Implementation (every six months & quarterly) At beginning of program (baseline)
PRIME Financing Program Scope for Objective 3. Changes in Attitudes & Perceptions Output 3.1 Advocacy programs	3.1.1 Advocacy programs on IP/Muslim education implemented and advocacy materials distributed. 3.1.2 Community engagement and immersion programs for DepED staff implemented.	Activity Completion Reports Advocacy Program Design and materials PRIME Website Process Documentation - Most Significant Change stories	Progress Monitoring & Evaluation/ During Implementation (every six months & quarterly) At beginning of program (baseline)
Output 3.2 Community engagement and immersion program			

Annex B PRIME Monitoring Plan

Indicator	Data Collection Method	Means of Verification	Responsibilities for Collection	Timeframe: July 2012 - June 2013
1.1. Schools & community projects Project activities in IP & Muslim communities	<ul style="list-style-type: none"> Validation visit at school/community Progress (milestone) reporting 	School Project Completion Report (School Project Logbook)	Division M&E Group (DMEG)	Quarterly & At End of Project completion (varies from project to project)
1.2. Tested models for increasing stakeholder demand Enhanced SIPs and CEIPs Partnership (non-DepED partners) on IP education established	<ul style="list-style-type: none"> Documents (SIP/CEIP) Review Interview and Focus Group Discussion (partners) 	Quarterly Progress Report - Division & Region Six-monthly Progress Report (SMPR-National level)	Division M&E Group (DMEG)	Quarterly - March, June, September & December
2.1 System and mechanisms to review, formulate and implement policies Enhanced policies, enhanced IP & Muslim curricula, enhanced teacher training programs, enhanced regional IP/Muslim education centers	<ul style="list-style-type: none"> Survey Documents Review (policies, curricula, training programs) Validation visit 	Quarterly Progress Report - Division & Region Baseline Survey Report - Supply side Six-monthly Progress Report (SMPR-National level)	DMEG Region M&E Group (RMEG) Office of Planning Service - Project Development & Evaluation Division (OPS-PDED), Research & Statistics Division (OPS-RSD)	July 2012 & Jan 2013

Indicator	Data Collection Method	Means of Verification	Responsibilities for Collection	Timeframe: July 2012 - June 2013
2.2 System for planning, budgeting and program implementation MEPA, capacity building program on planning implementation and M&E, M&E trainings for CO, Region & Division staff on SIPs, CEIPs	<ul style="list-style-type: none"> Process Observation - actual MEPA Document Review of CapB Program and training designs Post Training Program Evaluation 	Process Observation Report by National M&E Team CapB Program on M&E Activity/Training Completion Report Six-monthly Progress Report (SMPR-National level)	OPS- Programs & Planning Division (PPD) OPS-PDED	Quarterly - March, June, September & December
2.3 System in place for gathering, feedback on the delivery of basic education services Program coordination & management systems	<ul style="list-style-type: none"> System Review and/or Process Audit 	Process Audit Report National M&E Team Six-monthly Progress Report (SMPR-National level)	OPS-PDED	July 2012 & Jan 2013
3.1 Advocacy programs	<ul style="list-style-type: none"> Uploading of stories at Website/Facebook Interviews 	Activity Completion Report PRIME Website Six-monthly Progress Report (SMPR-National level)	DMEG RMEG Indigenous Peoples Executive Office (IPsEO) Office of the Muslim Education (OME) OPS	Monthly collection of stories
3.2 Community engagement programs for DepED staff	Survey Most Significant Change (MSC) stories	Baseline Survey - Supply-side Six-monthly Progress Report (SMPR-National level)	OPS-RSD OPS-PDED	July 2012 & Jan 2013

Annex C PRIME Evaluation Plan

Question	Source of Information (from Monitoring Plan)	Additional Sources of Information	Collection Methods	Responsibilities for Collection	Timeframe
Has access to quality basic education improved in targeted IP and Muslim communities? How? What are the determinants to IP/Muslim children's participation? What interventions contributed to such increase?	<ul style="list-style-type: none"> Baseline Survey Report - Demand side Basic Education Information System (BEIS) 	DepED Annual Report	Rapid Appraisal	DMEG & RMEG	January - June 2014
Can the schools and communities catering to disadvantaged IP/Muslim communities sustain the increase in participation initiated through PRIME? What are the critical elements necessary for replication?	<ul style="list-style-type: none"> School Project Logbook 		Rapid Appraisal	DMEG & RMEG	January - June 2014
Is there a positive change in the perception and attitudes of IP/Muslim girls and boys about their identity and culture? What interventions and/or factors contributed to improvement in perception?	<ul style="list-style-type: none"> Baseline Survey Report - Demand side Process Documentation - Most Significant Change stories 		Rapid Appraisal	DMEG & RMEG	January - June 2014
Is there an improvement in the perception of disadvantaged IP and Muslim communities in the quality of basic education services in the public sector? What services have improved?	<ul style="list-style-type: none"> Baseline Survey Report - Demand side Process Documentation - Most Significant Change stories 		Rapid Appraisal	DMEG & RMEG	January - June 2014

Question	Source of Information (from Monitoring Plan)	Additional Sources of Information	Collection Methods	Responsibilities for Collection	Timeframe
Is there an increase in the involvement of IP and Muslim communities and stakeholders in education planning and in the delivery basic education services? What factors contributed to their involvement? How can their involvement be sustained? Are the sustainability mechanisms in placed?	<ul style="list-style-type: none"> Baseline Survey - Demand-side 	Six Monthly Progress Report (SMPR)	Rapid Appraisal	DMEG & RMEG	January - June 2014
Are the issues, needs and opportunities for disadvantaged IP/Muslim communities reflected in the education plans (school & community, division and region)? Are there strategies or programs addressing the unique situation of disadvantaged IP /Muslim communities?	<ul style="list-style-type: none"> Baseline Survey Report - Supply side 	Sample SIPs, DEDPs	SIP/DEDP Appraisal checklist	DMEG & RMEG	November-December 2012; January-June 2014
Is there an improvement in the planning, tracking, feedback and reporting process in DepED in terms of handling issues and programs concerning disadvantaged IP/Muslim communities? What policies, systems, mechanisms and training programs contributed to the improvement? Can these be replicated in other regions/divisions?	<ul style="list-style-type: none"> Baseline Survey Report - Supply-side Most Significant Change (MSC) stories 	Process Observation Report by National M&E Team Six Monthly Progress Report (SMPR)	Focus Group Discussion	OPS-PDED	November-December 2012; January-June 2014

Question	Source of Information (from Monitoring Plan)	Additional Sources of Information	Collection Methods	Responsibilities for Collection	Timeframe
Are the mechanisms and processes installed by the Program able to highlight and respond to the unique requirements of the disadvantaged IP/ Muslim communities? What are these mechanisms and processes? What needs to be sustained? What needs to be enhanced?	<ul style="list-style-type: none"> Baseline Survey Report - Supply side 	Six Monthly Progress Report (SMPR)	Rapid Appraisal	OPS-PDED	November-December 2012; January-June 2014
Is there an increase in investments for disadvantaged IP/Muslim communities? What resources have improved? What are the sources of increased investments? How can these be sustained?	<ul style="list-style-type: none"> Baseline Survey Report - Supply side 	Work & Financial Plan (WFP) General Appropriations Act (GAA)	Progress Report	OPS-PDED	November-December 2012; January-June 2014
Is there an improvement in the perception of DepED officials and staff towards IP and Muslim education? What are the manifestations of improvements? What factors and/or interventions contributed to the change in perception?	<ul style="list-style-type: none"> Baseline Survey - Supply side 		Survey	OPS-PDED	January-June 2014

Annex C

Progress to Date

Annex C Plans and Actual Activities

Output Areas Per Component	Status of Activities	Plan for the Next 6 Months (July to December 2012)
Component 1 – IP Component		
1.1 IP Policy and Strategies Adopted	<ul style="list-style-type: none"> The different DepED levels adopted/implemented the six (6) major policy statements of the National IP Education Policy Framework found in their Work and Financial Plans. These statements are found in six (6) major outputs in Component 1-IP Education. Major component outputs are the following: 1) Output 1.2-SIPs/CEIPs developed and enhanced that is culture-responsive; 2) Output 1.3- Curriculum, Instructional Guides and Learning Materials Indigenized and Adopted; 3) Output 1.4- Education Training Programs for IP/Non-IP Teachers Enhanced; 4) Output 1.6-IP Education Centers are established and operationalized; 5) Output 1.8- Public-Private Partnership (PPP) Program on IP Education Established; 6) Output 1.9- Documentation and replication of desirable practices. 	<ul style="list-style-type: none"> Conduct Policy Research on IP Education; Conduct Workshop to design Advocacy Plans in the regions/divisions to popularize the National IP Education Policy Framework among Public and Private Agencies and Institutions that sooner or later be incorporated in the REDPs, DEDPs and SIPs/CEIPs in the regions and divisions, respectively; Publish and distribute the National IP Education Policy Framework (DO62 booklet) translated in Filipino, Iloko and Bisaya languages in PRIME areas.
1.2 Development and Enhancement of SIP/ Community Education Improvement Plans (CEIP)	<p>Grants:</p> <ul style="list-style-type: none"> Currently, 327 grant proposals from schools and communities that have started implementation such that proponents received the initial release of funds to finance their activities. However, 282 grant proposals are for either preparation at proponents' level, review, approval and awarding at the division level. These are expected to be implemented in October 2012. 	<p>Grant Projects:</p> <ul style="list-style-type: none"> Conduct Workshop / Training on Project Proposal Development to new selected schools and community proponents eligible for the grant tranche in October 2012; Conduct review, evaluation, approval and awarding of grant projects to new proponents; Facilitate the release of the remaining 25% of the grant funds to the different levels; Provide technical assistance to proponents in project proposal

Output Areas Per Component	Status of Activities	Plan for the Next 6 Months (July to December 2012)
	<p>SIPs/CEIPs:</p> <ul style="list-style-type: none"> Some divisions and regions conducted immersion activities in areas with successful IP education programs such as the Tugdaan Mangyan Center for Learning and Development, Paaralang Mangyan na Angkop sa Kulturang Aalagaan (PAMANA KA), Apu Palamguwan Cultural Education Center and Pamulaan Center of IPs Education. The visits influenced the enhancement of existing SIPs and preparation of new SIPs that is culture-responsive; Explored the enhancement, validation and testing of the CEIP Planning Framework with various stakeholders in some schools and communities with approved grant projects; 	<p>development, evaluation and approval of grant proposals schools and communities;</p> <ul style="list-style-type: none"> Continue the conduct of field monitoring and evaluating the physical and financial performance of the grants at the schools, communities and division level to include releases from divisions to schools/communities and the utilization of the previous funds released to the respective proponents; <p>SIPs/CEIP implementation:</p> <ul style="list-style-type: none"> Prepare guidelines on the annual review and adjustment and on the evaluation system of the SIPs/CEIPs for quality assurance; Conduct orientation training and TA to the divisions on how to review existing mechanisms, systems, procedures and structures in planning, appraising, evaluating and monitoring tools for SIP/CEIPs; Continue providing technical assistance in preparing, evaluating, approving and monitoring SIPs/CEIPs of schools with approved grants; Conduct workshop to review the CEIP technology that ultimately feed to the preparation of the CEIP Manual and the CEIP Field Guide Conduct retooling training for SIP/CEIP trainers and to the Division Technical Review Team on the formulation of the guidelines on the Quality Assurance for CEIP and project proposals;
1.3 Curriculum, Instructional Guides and Learning Materials Indigenized and Adopted	<ul style="list-style-type: none"> Ongoing data gathering on existing and relevant practices, programs and policies related to learning materials for IP education which is part of the IP Education baseline report. 	<ul style="list-style-type: none"> Formulate the IP Education Curriculum Framework (to include standards) to guide the regions, divisions and schools in their IP education curriculum; Create a Curriculum and Learning Materials Review Committee at the Central and Region level to include IP community leaders to review, evaluate and approve the prepared indigenized

Output Areas Per Component	Status of Activities	Plan for the Next 6 Months (July to December 2012)
		<p>curriculum and learning materials;</p> <ul style="list-style-type: none"> • Conduct workshop to review existing Indigenous Curriculum, Teachers Guides, Learning Materials used in the regions for enhancement; • Provide technical assistance to the divisions in monitoring and evaluating their programs especially in the Indigenization of the Curriculum; • Conduct trainings/workshops/writeships to develop indigenized learning materials and the MTB-MLE; • Conduct data gathering of the IKSPs with stakeholders in schools and communities (with approved grants) of which output shall feed to the indigenization of the curriculum; • Conduct validation, review, approval and publication (monograph series) of selected IKSPs for the indigenized curriculum; • Produce and distribute ADMs in support for the adult literacy classes; and
1.4 Education Training Programs for IP/Non-IP Teachers Enhanced		<ul style="list-style-type: none"> • Conduct workshop to consolidate and analyze results of the Training Needs Assessment (TNA) for IP and non-IP teachers and School Heads; • Conduct workshop to design a Localized CB program that will be conducted for IP and Non-IP teachers and school heads.
1.5 Development and Implementation of Support Program for IP Education Leaders, Managers, Practitioners and other Stakeholders		<ul style="list-style-type: none"> • Conduct advocacy
1.6 Establishment and Operationalization Regional IP Education	<ul style="list-style-type: none"> • Three (3) regions have already established Regional IP Education Centers that housed the indigenized materials and artifacts for educational purposes. 	<ul style="list-style-type: none"> • Issue policy to recognize Private IP schools; • Define construction (design and architecture), operations and management systems of IP education centers at the division,

Output Areas Per Component	Status of Activities	Plan for the Next 6 Months (July to December 2012)
Centers		region and national level (Bagabag facility for Luzon and Nasuli for Mindanao);
1.7 Design and Implement Access Programs in Selected IP communities	<ul style="list-style-type: none"> Conducted education mapping in communities that availed of the community grants. 	
1.8 Public-Private Partnership (PPP) Program on IP Education Established		<ul style="list-style-type: none"> Conduct series of consultation meetings with agencies/institutions with similar IP education programs to elicit support and partnership in implementing the IP education program.
1.9 Documentation and replication of desirable practices		<ul style="list-style-type: none"> Conduct identifying initial gains through collection, collation, selection and publication of the most significant changes (MSCs) or stories in all program areas emanating from the schools, communities, divisions, regions and central office; Conduct training/workshops in documenting promising practices in project areas; Set-up of IP Education website
Component 2 – Muslim Education		
2.1 Review and Enhancement of Existing Policy on Muslim Education including curriculum		<ul style="list-style-type: none"> Conduct review of the Madrasah Education Curriculum in relation to the implementation through the PRIME grants. Conduct workshops to enhance, finalize and reproduce the ALIVE Manual of Operations that will later be distributed to schools and communities with ME grants.
2.2 Development and Enhancement of Community-School Education Improvement Plans (CSEIP)	<ul style="list-style-type: none"> Same progress status discussed in 1.2. 	<ul style="list-style-type: none"> Same plan of activities as presented in 1.2.
2.3 Design and Implementation of Access		<ul style="list-style-type: none"> Conduct review and enhance existing DepED Access programs that is fitted for ME such as DORP, Open High School, Basic

Output Areas Per Component	Status of Activities	Plan for the Next 6 Months (July to December 2012)
Programs in Communities with High Muslim Population		Literacy Program and the Accreditation and Equivalency Test; <ul style="list-style-type: none"> • Conduct an inter-agency conference to lobby support for Muslim Education by adopting the mechanisms introduced by DSWD's 4P's.
2.4 Enhancement of Education and Training Programs for Muslim/Non-Muslim Teachers		<ul style="list-style-type: none"> • Conduct localized in-service training for Muslim and Non-Muslim teachers.
2.5 Development & Implementation of Support Program for Muslim Education Leaders, Managers, Practitioners and other Stakeholders		<ul style="list-style-type: none"> • Conduct a meeting with stakeholders to present the implementation plans and project proposals of Muslim schools and communities to ensure their support and assistance
2.6 Establishment and Operationalization Regional Muslim Education Centers		
Component 3 – Capability Building and Institutional Strengthening		
3.1 TNA		
3.2 Trainings	<ul style="list-style-type: none"> • Conducted the following trainings: <ol style="list-style-type: none"> 1. Training of Trainers On Community Education Improvement Plan cum Project Proposal Development; 2. Mentoring/coaching/training on PRIME Grant Fund Management to regions and divisions; 3. Facilitation and Coaching Workshop for the Regionalization of the Monitoring, Evaluation and Plan Adjustment (MEPA) Technology 4. Training on Basic M&E for Region XI M and E Teams (R/DQMT) 	<ul style="list-style-type: none"> • Conduct the following trainings: <ol style="list-style-type: none"> 1) CO level – <ul style="list-style-type: none"> • Course on Qualitative Evaluation focusing on Process Documentation and use of the Most Significant change technique. The course is in preparation to harvesting significant initial gains and outcomes that will be achieved through the program interventions. • Basic course on Managing M&E for CO and ROs. This training will enable DepED to respond to the monitoring, tracking and evaluation demand of the

Output Areas Per Component	Status of Activities	Plan for the Next 6 Months (July to December 2012)
	5. Impact Evaluation Training: National Monitoring and Evaluation (M&E) Team (PHASE 1) 6. Validation workshop for CMES Standards and indicators 7. Assessment of CEDP Model Development in Region 13 8. Workshop to develop M&E Tools and Instrument for the Grant Policy, Systems and Process Review	Program. The focus will be on basic skills in planning, M&E including establishing and managing M&E. This will also include discussion of the PRIME MEFP. 2) Regions and divisions level – <ul style="list-style-type: none"> • TA Provision Training that focused on Project Development and Management. The course includes the discussion on the cycles of project management that will aid the divisions/regions in providing the right advice to their respective grantees; • Training orientation on Grant Fund Management to grantees with ongoing grants; • Training Workshop on the ALS-ALIVE program with ALS Implementers • Field visits to selected STRIVE areas and Tugdaan in Mindoro to benchmark their successfully implemented IGP programs in the schools and community level.

Component 4 – Program Management and Administration

4.1 Planning System & Operationalization	<ul style="list-style-type: none"> • 24 divisions, 9 regions and the central office have adjusted their PIPs through the RMEPAs. The different levels need to identify still the right indicators in their respective plans. 	<ul style="list-style-type: none"> • Conduct PRIME Annual Planning in October 2012. The PRIME will conduct its major planning session to cover October 2012 to June 2012. This will include the program's phase-out activities from January to June 2014.
4.2 Coordination & Communication Systems & Operations	<ul style="list-style-type: none"> • Conducted series of consultation meetings (as part of PRIME advocacy) with partners such as NCIP, CSOs, NGOs and other stakeholders to elicit support for the program; • Conducted orientation on the PRIME program and 	<ul style="list-style-type: none"> • Celebrate the National IP Month in October 2012;

Output Areas Per Component	Status of Activities	Plan for the Next 6 Months (July to December 2012)
	<p>on the IP National Framework to identified schools and community grantees.</p> <ul style="list-style-type: none"> Conducted Program Management Committee Meetings in the regions. 	
4.3 Financial Systems	<ul style="list-style-type: none"> Conducted Financial Audit on the PRIME Grants at the Regions and Divisions that availed the first grant tranche. 	<ul style="list-style-type: none"> Conduct a Financial Audit on the PRIME Grants at the Regions and Divisions that availed and will avail of the April 2012 tranche in August and in November 2012. Facilitate the release of grant funds to the regions and divisions; Facilitate the release of grant funds from the divisions to the schools and communities with approved grant proposals.
4.4 Development of Monitoring and Evaluation System	<ul style="list-style-type: none"> Prepared/enhanced the PRIME M&E Plan and Framework. 	<ul style="list-style-type: none"> Conduct consultation with DepED PDED on the enhanced PRIME M & E Plan and Framework.
4.5 M & E Reports // Operational M&E System	<ul style="list-style-type: none"> Conducted two MEPAs in the 9 regions held in March and in June 2012, respectively. Conducted one SMPR workshop. Conducted several consultation meetings with OPS PDED and PPD re PRIME M&E Operational systems and mechanisms Ongoing implementation of the following projects funded under the Subcontracting scheme: <ol style="list-style-type: none"> Stage 2 Baseline Survey-Demand side. Development of case studies on the practices, perception, beliefs and issues affecting access or participation of boys and girls belonging to the disadvantage IP and Muslim communities; Baseline Survey-Supply side. Includes the preparation of the terms of reference defining the scope of the survey. This study focuses on 	<ul style="list-style-type: none"> Conduct of Regional MEPAs (in September and in December 2012); Sustainability review to be conducted by an independent reviewer from AusAID; Conduct M&E (field visits) to grantees with ongoing project implementation, physical and financial (utilization of grant funds);

Output Areas Per Component	Status of Activities	Plan for the Next 6 Months (July to December 2012)
	<p>DepED as the target group.</p> <p>3) Grants Management Information System, which was covered by the grant as of this reporting period but will be later transferred to the subcontracting scheme. OI DCI was already contracted to handle the development of the system. Servers and its accessories were procured and ready for set-up.</p>	
4.6 Program Administration	<ul style="list-style-type: none"> Conducted consultations on the Validation/Finalization of the Revised PRIME Grants Guidelines. 	<ul style="list-style-type: none"> Revise the PRIME Grants Guideline to inform proponents of the October 2012 tranche.

Annex D

Reimbursable Expenditures

TABLE 1 VARIANCE TO BUDGET

	Budget Jan-June 2012	Total Actual Expenditure	Variance to Budget
Reimbursable - Specified Personnel Costs	276,182.87	271,616.21	2%
Reimbursable - Short Term Adviser Personnel Costs	20,721.00	14,660.08	29%
Reimbursable - Grants and Implementation Activities	2,446,669.35	2,635,203.34	-8%
Reimbursable - Operational Costs	434,640.33	393,182.68	10%
Reimbursable - Contractor Administration and Equipment Costs	49,209.85	48,403.75	2%
Total Costs by Month	3,227,423.40	3,363,066.06	-4%

Note: Table does not include Regular Payments and Milestone Payments

TABLE 2 2012-13 FINANCIAL YEAR FORECAST

Reimbursable Expenditure	Project to date Expenditure June 2012	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	FY 2012-13
Grants and Implementation	3,181,910	67,006	23,256	46,512	434,296	1,116,279	46,512	46,512	46,512	46,512	581,395	46,512	46,512	2,547,813.84
Specified Personnel	648,074	47,629	47,712	45,962	47,656	63,789	48,114	48,859	47,902	46,582	48,816	49,515	49,728	592,262.29
Short Term Adviser Personnel	117,880	7,350			45,949			7,350		15,000		6,739		82,388.20
Operational	866,764	85,559	153,195	244,904	76,035	112,080	152,226	99,845	76,035	86,773	76,362	95,548	77,776	1,336,338.95
Administration and Equipment	338,841	8,048	8,048	9,357	8,048	8,048	71,857	9,357	26,798	245,548	104,774	72,929	10,667	583,476.19
Total Costs by Month	5,153,468	215,591	232,210	346,735	611,984	1,300,196	318,709	211,923	197,247	440,413	811,347	271,242	184,682	5,142,279

Note: Table does not include Regular Payments and Milestone Payments

Annex E

Sustainability Strategy

ANNEX E Sustainability Strategy

PRIME Program

Sustainability Strategy

Philippines' Response to
Indigenous Peoples' and
Muslim Education (PRIME)
Program

15 October 2011
(Revised July 2012)

Document Title	Sustainability Strategy
Initial Issue Date	15 October 2011
Prepared by	Program Director
Revised by	Program Director
Revision Date	16 July 2012
Version	2.0
Version 2.0 Reviewed by	M&E Advisor, Project Manager

1 Introduction

1.1 What is sustainability?

Sustainability is considered a key attribute of success of aid interventions and is one of the key criteria for assessment of quality during program implementation as per AusGuide Evaluation materials. The presence and application of a clear, explicit sustainability strategy can assist in improving the impact of program interventions. The strategy provides the opportunity for different stakeholders to share a common understanding of what sustainability means and how sustainability can be improved through the design and implementation of various measures.

As a starting point, when considering sustainability:

- The verb 'sustain' implies efforts to cause something to continue (compared with a concept that something will be sustained by itself).
- The word 'sustain' implies that there will not be a diminution over time.
- Sustainability, in the context of development assistance, is not interpreted to imply that benefits will remain static, but rather a capacity, 'a legacy', will be developed that can be applied to solve new problems, to address new issues and in new settings.

AusAID's Promoting Practical Sustainability defines sustainability as 'the continuation of benefits after major assistance from a donor has been completed'².

Key points of the AusAID's guidance for supporting sustainability include:

- The focus is on sustaining the flow of benefits into the future rather than on sustaining specific interventions, programs or projects. The concept of sustainable benefits does not mean the continuation of those activities that have supported by AusAID funding. For example, an education sector project may assist in the restructuring of in-service teacher training, sustainability does not mean that the activities required to develop the new structures be sustained but rather that the new structures and processes are appropriate, owned by the stakeholders and supported on an ongoing basis with locally available resources. These structures and processes will have a greater likelihood of being maintained after assistance from AusAID has been provided and will be regularly reviewed and refined by the stakeholders to improve effectiveness and efficiency.
- Managing sustainability is a process aimed at maximizing the flow of sustainable benefits. This process should be ongoing and needs to be reviewed and updated as circumstances change and lessons are learned from implementation experiences.
- Maintaining benefit flows after major external funding is completed assumes that the stakeholders will provide an appropriate level of financial, technical and managerial resources to continue the flow of benefits.

AusAID requires that the development assistance it provides work more effectively towards the objective of leaving a long-lasting positive benefit and impact.

Stakeholder involvement in all stages assists sustainability. When the people concerned have control and ownership of the initiative, program or project – starting from the conceptualisation and design stages through implementation, monitoring, adjustment and evaluation. If this is not the

² AusAID, 2005 Promoting Practical Sustainability, Canberra, pg. 1.

case, benefits will inevitably fade when the project ends. For stakeholders to have ownership they must be able to participate throughout the intervention, learning, making mistakes, doing things differently, and being enabled to take control of decisions, processes and results.

1.2 Purpose of the Sustainability Strategy

The purpose of the Sustainability Strategy is to consider and address sustainability issues at the outset during the planning and designing of all activities and to develop specific sustainability strategies, including a phase-out strategy, well before the completion of the specific AusAID assistance. Research indicates the need for early planning for sustainability rather than consideration at the completion and handover stage.

The Sustainability Strategy highlights the consideration given to sustainability in the planning of activities and in general project management. The Strategy is a 'living' document that will be reviewed and adjusted when required to improve the likelihood of benefits being sustained beyond the 'life' of the PRIME Program.

As the final design of the PRIME Program was for only 39.5 months in duration (15 March 2011 to 30 June 2014), additional importance has been placed on the design and implementation of an appropriate Sustainability Strategy that will identify early the key benefits to be sustained and how the program intends to improve the opportunities for sustainability. Accordingly, the Sustainability Strategy should be viewed as a companion document to the revised (July 2012) Monitoring and Evaluation Framework and Plan (MEFP) and the Risk Management Matrix/Plan (RMP). With the passage of over a year of implementation, the Six-Monthly Progress Report (SMPR) for July 2012 presents an opportune time to revise and update the Sustainability Strategy.

1.3 Process for development of Sustainability Strategy

Relevant documentation including the PDD and AusGuide material were reviewed. The Sustainability Strategy for the STRIVE Project was adopted as the benchmark strategy upon which the Sustainability Strategy for the PRIME Program has been derived. With revisions to the MEF, MEIP, and RMP being introduced and reported with the SMPR of July 2012, the Sustainability Strategy requires review and updating.

2 Sustainability Approaches in the Project Design and its Implementation

The PRIME Program was designed to improve equitable access to and the quality of basic education for boys and girls in disadvantaged IPs and Muslim communities. Importantly, the PRIME Program specifically mentions sustainability in the original objective statement:

To allow GoP/DepED to provide better access to an appropriate, policy-driven, sustainable and quality education for girls and boys in Muslim and IPs communities.

The Project Design Document (PDD) for the PRIME Program notes the incorporation of a number of strategies that are designed to enhance sustainability of benefits. These strategies have been modified to include the following:

- Ensuring all program activity is firmly anchored in the core business processes of DepED and is assisting personnel to carry out their normal roles and responsibilities more effectively.
- DepED is placed at the forefront of all key decision making for the allocation of program resources thus engendering commitment, accountability and ownership.

- Building capacity within key DepED units to implement BESRA nation-wide and specifically building the capacity of OPS to strengthen their planning and monitoring systems to improve the inclusion and integration of the specific needs of marginal groups into the annual planning and review processes. Building capacity of EDPITAF to better function in a financial management and oversight role of donor funded activity.
- Building capacity within DepED structures responsible for gender equality and disability inclusion.
- Improving the capacity of DepED to monitor achievement towards attainment of objectives for disadvantaged communities through supporting the conduct and analysis of the baseline database study.
- DepED personnel will not be placed on the program payroll nor be paid extra duty allowances for their involvement in implementation of the program as the work is viewed as part of their regular assignments.
- Making maximum use of DepED structures, systems, policies, processes and procedures to implement the program and strengthening the capability of DepED to adjust structures, systems, policies, processes, and procedures to improve efficiency and effectiveness.
- Ensuring cost-effective solutions to implementation issues are collaboratively developed and that detailed recurrent costs associated with all program initiatives are identified and communicated to DepED prior to proceeding with any program investment.
- Where possible and appropriate, ensuring local procurement of goods to take advantage of local servicing, training, and technical assistance.
- Maximise use of expertise available in the Philippines which can be drawn upon by DepED after the completion of the program.
- Ensuring operational costs (e.g. hotel, per diem and allowances) and salary scales used by the program are appropriate to those used by DepED to enable DepED to continue activities after the program without significant differentials in costs.
- Monitoring the demand side mechanisms that work best and seek to replicate these across the program and support their adoption within the DepED system.
- Requiring a strong reflection of sustainability in the MEF and MEIP.
- Requiring a sustainability study report³.

To reflect the emphasis on sustainability, the Inception Plan identified three statements for guiding the implementation management of the PRIME Program as:

- The PRIME Program is a DepED Program – to be implemented by DepED;
- The DepED PRIME Program is supported by AusAID; and
- The DepED PRIME Program is facilitated by the Managing Contractor.

These sustainability strategies have guided the conduct of activities during the initial 16 months of implementation and will continue to serve as guide posts for the design and implementation of future activities.

3 Key Benefits to be Sustained

The SMPR provides the opportunity to review and revise the expected key sustainable benefits that were identified during the preparation of the Sustainability Strategy in October 2011. In addition,

³ The Sustainability Report will be discussed in further detail in the sections following. The Sustainability Review is scheduled to be conducted in September 2012 in time to inform the development of the 2013/2014 Annual Plan.

the revised MEF and MEIP provide an opportunity to ensure alignment of the key benefits between these key documents. The matrix below enumerates the key benefits attained as of July 2012 that are critical to sustaining the EoPOs:

EoPOs	Key Benefits (As of July 2012)
Demand-side EoPO. At the end of the Program, there is an increased demand for educational services in disadvantaged IP and Muslim communities. The EoPOs for this objective are as follows:	
Increased in number of IP and Muslim girls and boys who: (i) are in school; (ii) stayed in school; and, (iii) completed schooling; and,	<ul style="list-style-type: none"> Cluster schools/community learning centres sustainably engaged in community school-based activities to support projects and initiatives to improve access to quality education;
Increased engagement of IP and Muslim communities in education planning and involvement in the delivery of basic education services to IP and Muslim girls and boys.	<ul style="list-style-type: none"> Multi-stakeholders' participation in educational programs and initiatives to support IP and Muslim education; and, Institutionalisation of the practice of documenting desirable and good practices in IP and Muslim Education.
Outcome 2. Supply-side EoPO. At the end of the Program, DepED is able to continuously provide accessible, culturally and linguistically appropriate, policy driven, sustainable and quality education to girls and boys in the IP and Muslim communities. The EoPOs for this objective are as follows:	
Relevant IP and Muslim curriculum, instructional guides and learning materials are being used in the teaching and learning process;	<ul style="list-style-type: none"> Institutionalised mechanisms for providing alternative delivery modes of learning for IP and Muslim basic education learners;
Policies and strategies on IP and Muslim education continuously implemented by schools, communities and divisions;	
IP and Muslim education concerns and issues are reflected in the education plans of DepED (School Improvement Plan (SIP), DEDP, REDP, National Plan) with specific strategies and/or programs for addressing their needs; and,	<ul style="list-style-type: none"> Strengthened management in the use and analysis of data and information, specifically related to access to basic education by disadvantaged IP and Muslim communities; Improved skills in educational planning and programming with specific emphasis on addressing the needs of disadvantaged IP and Muslim populations;

EoPOs	Key Benefits (As of July 2012)
	<ul style="list-style-type: none"> Strengthened capability to identify and validate appropriate priority targets for DepED interventions; Strengthened networks with other agencies and stakeholders in supporting and sustaining provision of quality basic education;
Increased in education investments for disadvantaged IP and Muslim communities and learners.	<ul style="list-style-type: none"> Regional office initiatives managed and sustained with their budget allocations and with resources mobilised and generated from other stakeholders and partners (e.g. LGUs, civil society, private sector); Division office initiatives managed and sustained with their budget allocations and with resources mobilised and generated from other stakeholders and partners (e.g. LGUs, civil society, private sector);

Outcome 3. Enabling EoPO. At the end of the Program, there are positive changes in the attitudes and perceptions among internal and external stakeholders towards (a) IP and Muslim identity and cultures; and (b) IP and Muslim education. The EoPOs for this objective are as follows:

Increased net satisfaction rating of IP and Muslim boys and girls about their identity and culture; and,

Improved attitude and perception of DepED officials on the beliefs, practices and learning needs of IP and Muslim children.	<ul style="list-style-type: none"> Improved perception, attitudes, understanding and appreciation towards the demands and appropriate responses for access to quality basic education by disadvantaged and marginalised groups, in particular IP and Muslim communities;
---	---

Sustainability mechanisms established:

- Strengthened monitoring and evaluation knowledge, skills, practices and processes at all levels with DepED, with particular emphasis on the role of the Region in monitoring and evaluation of program interventions;
- Improved management and monitoring of educational grants;
- As PRIME is limited in scope, the key benefits in executing, managing/implementing, and coordinating a program to support IP and Muslim education are focused on:
 - DepED CO Units, particularly the Office of Planning Services and its various divisions and the three (3) Bureaus, namely the: Bureau of Elementary Education (BEE), Bureau of Secondary Education (BSE) and the Bureau of Alternative Learning Systems (BALS);

EoPOs	Key Benefits (As of July 2012)
<ul style="list-style-type: none"> ii. DepED CO Units, particularly the Office of Planning Services and its various divisions and the three (3) Bureaus, namely the: Bureau of Elementary Education (BEE), Bureau of Secondary Education (BSE) and the Bureau of Alternative Learning Systems (BALS); iii. The Office of Madrasah Education (OME) and the Indigenous Peoples' Education Office; iv. Nine (9) PRIME target Regional Offices; and v. 24 Divisions participating in the PRIME Program. 	

4 Design aspects that contribute to sustainability

Consideration of the sustainability of benefits identified above will be an integral and essential element of all planning and decision-making within PRIME. This consideration applies to both directly and indirectly managed initiatives. The planning of directly designed and managed activities (i.e. activities within the direct management control of the Managing Contractor) will consider how to provide the best chance that relevant PRIME initiatives are institutionalised i.e. mainstreamed into DepED programming and the related phase-out and exit strategies (one example is the support for the development of a Grant Management Information System – GMIS). For activities that are indirectly managed, (i.e. activities supported by grants, but which are managed by DepED) the design of the grant guidelines requires all proposals to provide a discussion on sustainability measures (One example is the requirement for a sustainability plan at the school level for a grant program supporting a student feeding program).

The designs of all PRIME activities are aimed towards improving the sustainability of benefits. PRIME interventions are not isolated project-based interventions but activities designed to link within the existing DepED and broader Government policies and operations. Some of the key processes and activities that will assist with mainstreaming and sustainability of benefits include:

- Early engagement of DepED managers and staff in the design and implementation of all program initiatives.
- Use of existing DepED structures and processes for decision making (for example, there are no program specific committees with discussions on the PRIME Program taking place as part of the regular decision-making processes of the DepED. This approach has been used to remove the requirement for a Program Advisory Committee (PAC) - suggested by AusAID as a means to discuss policy issues with DepED and other stakeholders – with DepED opting instead to discuss program issues directly with AusAID. Likewise, a Program Management Committee (PMC) proposed in the Inception Plan conducted one meeting at which time DepED decided that decisions affecting PRIME could easily be managed as part of the regular management processes).
- Aligning program implementation planning with existing planning processes of DepED – e.g. the School Improvement Plan (SIP), the Division Education Development Plan (DEDP), the Regional Education Development Plan (REDP) and the BESRA Implementation and Accountability Plan (BIAP) at the Central Office level.
- Ensuring the program planning and budgeting cycles align with the timeframes for the GoP planning and budget timeframes.
- Early support for engagement of key stakeholders at the national, regional, division and school/community levels which will continue post-PRIME.
- Building on the successful interventions of previous projects such as BEAM (IP and Muslim education initiatives, distance education, Alternative Delivery Modes, etc) and STRIVE (REDP, the EBEIS and the LRMDs).

- Placing a strong emphasis on M&E and sustainability in all activity designs.

5 Implementation strategies contributing to sustainability

The Sustainability Strategy is an attempt to address sustainability positively from the initial design and implementation of program investments - in line with the underlying commitment to sustainability.

The following table provides a cross reference check to ensure that the implementation strategies and plans of PRIME have addressed a number of proven sustainability strategies as identified in AusGuide.

Proven sustainability strategies	PRIME Implementation of strategies
<i>FIT WITHIN PARTNER GOVERNMENT POLICIES</i>	
Objectives and activities which ‘fit’ with Partner Government policies have much better prospects for sustainability as they are more likely to have high-level political and institutional support both during implementation and beyond.	<ul style="list-style-type: none"> • The PDD was developed in consultation with GoP and is within the existing policy framework • The government has identified the need to improve basic education services to disadvantaged populations • The main coordination counterpart within DepED is the OPS which is most aware of DepED/GoP policies and priorities • The work plan and specific activities are being developed in partnership with key DepED management at each level to ensure that they “fit” with current policies, structures and processes • Modifications to the timing of delivery have occurred to ‘fit’ within current policy and practices • The program employs a flexible and progressive approach to be able to respond to changes in policy direction
<i>PARTICIPATION</i>	
The critical factor in promoting sustainability is the role of the stakeholders; i.e. those directly concerned with the program or project. Sustainability cannot be achieved without their involvement and support.	<ul style="list-style-type: none"> • All program activities when planned are assessed with respect to the involvement of appropriate stakeholders – those who will contribute to implementation effectiveness and continue to contribute to the achievement of the desired results after completion of the program • Early engagement of stakeholders is a key strategy of implementation – from the design and planning of activities, developing and endorsing implementation strategies and the active involvement in implementation • The “partnership” model adopted is based on meaningful collaboration and effective consultation – based on “ownership” by DepED and beneficiaries with “assistance” by AusAID through the work of the managing contractor
Ideas are demand-led	<ul style="list-style-type: none"> • A core element of the participatory approach is the setting and owning of priorities and directions for implementation with counterparts • All planning involves joint planning sessions led by DepED • A strong emphasis of the program is to assist DepED to respond to ‘demand’ for basic education. The program is designed to facilitate the identification of ‘demand’

Stakeholders, both men and women should actively participate and have the opportunity to influence the direction and detail of implementation.	<ul style="list-style-type: none"> • A range of stakeholder involvement from both genders underpins and is an integral part of all activities including: <ul style="list-style-type: none"> ▪ Workshops to clarify, develop and endorse strategies and plans/ proposals for grant funding ▪ Various committees set up and chaired by local personnel ▪ Composition and types of committees decided by counterparts • Stressing the importance of and requiring DepED to work with the wider community of stakeholders who have an interest in improving access to basic education by disadvantaged groups
Time and resources are available for participatory analysis	<ul style="list-style-type: none"> • By using existing structures, decision making processes and personnel with similar assignments, there is a conscious effort of the program not to be viewed as an ‘add-on’ assignment and to be viewed as part of DepED responsibilities and the regular work load of its staff at all levels and units within DepED

MANAGEMENT AND ORGANISATION

<p>Integrate with and build on local management structures</p> <p>Work with counterparts who are in existing line positions rather than in newly created ‘project’ positions</p>	<ul style="list-style-type: none"> • PRIME has taken care not to require the creation any additional “program-specific” management structures within the Central Office, Regions, Divisions and target schools. While a management structure for the Managing Contractor is required, the management structure of the DepED is used as the basis upon which decisions about the program implementation will be made. For example, at the CO level, the ProgCom, FinCom, ManCom and ExeCom will be used for decision making and at the Regional level the ManCom and RExeCom are used • No ‘new’ program positions have been created within DepED at any level – all counterparts are performing their regular functions • The operation and implementation of PRIME relies on the decisions and directions provided by the counterpart DepED managers and staff. All Advisers work with the existing DepED organic structures and personnel supporting the sustainability of their roles and functions • Advisers and office staff are not “doing” the coordination work required of DepED, but rather supporting, facilitating and guiding to improve the work of DepED
Counterpart and expatriate team members are located in the same office	<ul style="list-style-type: none"> • All program offices at both the Central Office and Regional Offices are located within DepED facilities. This ‘co-location’ supports ongoing close dialogue and interactions
Teamwork approaches are emphasised	<ul style="list-style-type: none"> • The key element of the PRIME approach is the participatory approach that underpins all activities – from identification of need, to design and implementation of the activity to monitoring and evaluation

Permit some flexibility in implementation as lessons are learnt

- The M&E framework emphasises review and continuous improvement based on lessons learned
- The quarterly Monitoring, Evaluation and Plan Adjustment (MEPA) workshop technology is used to facilitate adjustments to plans based on lessons learned and monitoring findings

INTEGRATE AND BUILD ON EXISTING GOVERNMENT OPERATIONS AND PROCESSES

Activities should integrate with and build on existing government operations, processes, systems and performance monitoring wherever possible

- The activities of the program build on existing processes such as
 - Using the School Improvement Plan (SIP), the DEDP, REDP and CO BESRA Plans as the vehicle for planning and implementing
 - Using existing management structures (ManCom, ExeCom, etc)
 - Integrating with existing alternate delivery modes and systems such as mobile teachers and ALS
 - Linking the M&E framework with the Basic Education Sector Monitoring and Evaluation Framework (including OPIS, OPIF and the PGS)

Use available information sources where ever possible. This not only builds on existing processes so that that capacity building has a better chance of being sustained post-project but also minimises workload and demand on stakeholders in providing information

- Use and strengthening of the EBEIS – specifically supporting modules for IP data collection as well as grants management
- Existing data was used to identify priority Divisions and schools – this data has come from other national sources in addition to DepED – such as DWSD, NSO, NCIP and NCMF
- However, there was acknowledgement that there is a serious lack of data with respect to IP and Muslim education – thus a Baseline Survey was approved and conducted in late 2012 – the results will be used by DepED in future to improve programming for IP and Muslim populations
- The M&E adviser and other technical advisors are using existing data sources wherever possible
- Capacity building with planning officers at all levels within the PRIME target locations is occurring so they are an integral part of the data analysis process and are supported in using their standard data sets

TRAINING

The provision of appropriate training for identified target groups is a key strategy for achieving sustainable benefits.

- A major component of PRIME is the capability building of management and monitoring/evaluation knowledge and skills – specifically at the central and regional office levels
 - While some requirements are being dealt with through the provision of TA in the field (FbPOs) through coaching and TA activities, some formal training interventions, particularly in monitoring and evaluation, have been undertaken at the central office level.
-

TRAINING

	<p>In line with the approach of PRIME, many of the interventions are the provision of TA and coaching in relation to the design and delivery of actual training events</p> <ul style="list-style-type: none"> • The program has undertaken an assessment of M&E knowledge and skills at the CO, RO and DO levels as the basis for planning training, TA and coaching interventions
Effective training should not only 'educate' but also motivate	<ul style="list-style-type: none"> • Training activities are directly focused on improving performance within the recipients assigned area of responsibility – training is directly related to improving performance of assigned tasks
Trainees must be selected on merit and include both men and women	<ul style="list-style-type: none"> • The selection of trainees is on merit but also takes into account participation from various targeted sub-groups and includes representatives from both genders
Trainees must be given the opportunity to apply newly acquired skills on completion of training.	<ul style="list-style-type: none"> • Implementation of an agreed action plan is an expectation of all formal training programs • Training is focused on improving performance of regular assigned tasks – coaching is provided following training
In-country training, such as on-the-job training, mentoring and short-course competency based training are more likely to support more sustainable benefits than overseas courses or long-term 'academic' training for a few.	<ul style="list-style-type: none"> • All training supported by the program is conducted in-country and be of short workshop/seminar type • All local training and development of training resources are being jointly designed, implemented and 'owned' by DepED

INFORMATION DISSEMINATION AND NETWORKING

Generating an understanding of PRIME and support for the project's objectives among a wide group of stakeholders should be a component of any sustainability strategy. It can include the use of many types of different media and group events.	<ul style="list-style-type: none"> • Understanding and ownership of PRIME by DepED and key stakeholders and the wider community is considered critical – the program has tried to 'de-projectise' PRIME and to ensure that decisions are made directly by DepED managers • PRIME uses the DepED logo with the AusAID logo indicating support – there is no PRIME 'specific' logo or trademark • The program's advocacy and communications strategy and plan place an emphasis on working through DepED PR systems and processes – e.g. the website is under the DepED website • Official launches and PR announcement of the program are all lead by DepED
--	--

TECHNOLOGY

To promote sustainability the technology to be transferred must be selected on the basis of its appropriateness in terms of technical and financial criteria, plus social, gender and cultural acceptability. Training to support the introduction of any new technology should be relevant and appropriate	<ul style="list-style-type: none"> • One of the key elements of the program is on strengthening capacity in management and monitoring and evaluation – accordingly the technologies that will be used will be appropriate, have immediate application and provide added value for DepED • Several examples can be cited – the proposed adoption of the LRMDs by selected PRIME Regions, the value-added of the IP data capture module for the EBEIS, introduction of a community engagement technology, the development of the GMIS and the adoption of the MEPA technology
---	---

TECHNOLOGY

- Choice of all technologies takes into account the future use and applicability of the technology prior to design and implementation

SOCIAL, GENDER AND CULTURE

Development interventions can fail to deliver sustainable benefits if social, gender and cultural issues are not taken into account. A greater participation by women in identification, design and decision-making is a key part of any sustainability strategy. Their participation in all parts of the activity cycle is essential. For sustainable outcomes, poverty reduction objectives must specifically address the needs of women given that they are over-represented in the poorest sections of many societies.

- The participatory approach which is intrinsic to PRIME will assist with ensuring that social and cultural issues are taken into account in any proposed activities, particularly as the program is focused on disadvantaged IP and Muslim communities
- Women predominate all levels of administration (except at the senior management of DepED) and teaching indicating a gender imbalance which will need to be considered
- There are serious concerns with respect to gender and access to basic education within the target communities which will require further analysis and response (a focus of the baseline survey)
- Consideration of gender issues occurs across each component taking into account gender equity principle including:
 - Both genders are involved in decision making across the program as beneficiaries, participants and stakeholders
 - All program materials are gender inclusive and reflect equitable practices
 - Action plans developed by participants include considerations of gender
- Where possible all M&E data and reporting includes gender disaggregation
 - The program has contracted a Gender, Poverty Inclusive and Disability Awareness (GPIDA) consultant, a national Gender Adviser and a national Disability Awareness Advisor to develop and monitor the implementation of an Inclusive Education Strategy

EXTERNAL POLITICAL AND ECONOMIC FACTORS

Sustainability can be much more difficult to achieve in an unstable political or economic environment. Changes in government policy and other external factors can have an adverse impact on prospects for sustainability.

In a poor economy most interventions should avoid being too complicated, ambitious and expensive.

- Phase-out and handover strategies are considered from the outset, particularly so with the short duration of the program
- An independent Sustainability Advisor is contracted to provide expert advice on which program interventions can be supported. The advice will inform the preparation of the 2013 and 2014 Annual Plans
- The program approach taken is progressive and flexible to changing circumstances
- The participatory approach being used is building ownership from the start and increased understanding of all activities

EXTERNAL POLITICAL AND ECONOMIC FACTORS

Other external factors can also significantly affect implementation and the sustained flow of benefits. While these factors cannot usually be foreseen or controlled, contingency planning and risk management strategies can play an important part in reducing their negative impact.

- Interventions work in partnership within the existing DepED structures and processes wherever possible and concentrate on building capacity. There is a conscious strategy to simplify the complexity of activities in an effort to increase the likelihood of sustainability
- Careful ‘mitigation’ of program expectations will need to be taken to ensure that approaches are realistic, simple and easy to manage, attain and replicate

6 Promoting sustainability will impact on implementation and delivery

As noted throughout the strategy, program interventions are designed and intended to work in partnership within existing structures and processes wherever possible and concentrate on building capacity. A conscious strategy has been taken to reduce the complexity of interventions in an effort to increase the likelihood of sustainability. However, with the emphasis on the use of the ‘participatory’ approach it is important to acknowledge that additional time can be required to implement activities as more time is needed to enlist participation and support broader based decision-making. Given that the PRIME Program is a little over three years in duration – with 16 months having already elapsed, considerable attention is required to ensuring that the expectations of the program by DepED and other stakeholders are realistic and attainable.

Early consideration and discussions by DepED and by AusAID of how to sustain program results and interventions will be supported through the program. Even at the onset of the PRIME Program, AusAID had already initiated discussions with DepED and the program as to how future investments from AusAID could be used to support the sustainability of desirable interventions of PRIME.

As part of the support by AusAID, a Sustainability Advisor has been contracted through the program to provide an independent review and assessment of the program’s Sustainability Strategy, including the MEF, MEIP and RMP. The intention of the work of the Sustainability Advisor is to provide advice to both AusAID and DepED on what aspects of the program can be sustained by the completion of the program and how this might be accomplished and to identify important aspects of the program that are unlikely to be sustained by the end of the program and how these important aspect may be supported in the future to ensure sustainability. The Sustainability Advisor will provide findings and recommendations prior to the preparation of the next Annual Plan.

7 Factors constraining sustainability

Risk factors that may affect sustainability are addressed in the Risk Management Plan/Matrix (RMP) that was initially prepared during the design of the program and subsequently updated under the Inception Plan and during the preparation of the First Annual Plan. While the RMP necessarily includes a wider range of factors that might affect PRIME management and delivery of outputs, the RMP also addresses those risk affecting sustainability. The RMP has been updated as part of the SMPR (July) will be updated on a regular basis as part of the preparation of Annual Plans in October of each year and semi-annually with the preparation of the SMPR in July and January of each year.

The key sustainability risks that are identified in the RMP are those that relate to counterpart involvement (budget allocations, staff too busy, staff movements, competing demands, lack of motivation) and the level of commitment and engagement with the broader education and local

communities. The risk factors identified and the proposed treatment of these risks in the RMP are not repeated in this strategy. The most recent SMPR (July 2012) includes the updated RMP.

Key issues related to ensuring sustainability are also identified in the MEFP (Annex B). The MEFP together with the RMP and this Sustainability Strategy will be reviewed on a regular basis as lessons are learned.

Annex F

Risk Management Plan/Matrix

ANNEX F Risk Management Plan/Matrix

PRIME Program

Risk Management Matrix

Philippines' Response to
Indigenous Peoples' and
Muslim Education (PRIME)
Program

*15 January 2012
(Revised July 2012)*

Document Title	Risk Management Matrix – Updated
Initial Issue Date	13 May 2011 (Version 1.0)
Prepared by	Director – Program Development
Revised by	Program Director
Revision Date	16 July 2012
Version	4.0
Version 3.0 Reviewed by	Project Manager, M&E Advisor

This updated Risk Management Matrix has been prepared following a review, further analysis and assessment of key risks. Additional risks have been included particularly if these risks have a high probability of occurring. The level of probability of the risk eventuating, the potential impact, as well as management responsibility and mitigation approaches has been reviewed, assessed and adjusted where appropriate.

#	Identified Risk	Impact on Project	P	I	R	Mitigation Strategy	Responsibilities
Political/Security Risks							
1	Poor governance and corruption problems	<ul style="list-style-type: none"> Effectiveness of the Program affected Progress and sustainability limited due to conflicting priorities Undermines confidence in partner government 	3	3	M	<ul style="list-style-type: none"> Supporting increased transparency and accountability by GoA and GoP (e.g. AusAID Transparency Initiative) Instituting anti-corruption measures directly relevant to the pillars of the program Adhere to AusAID Policy on Fraud – Zero Tolerance – with inception of grant disbursements, implement regular audits of grants, training of GRM/DepED personnel on fiscal management. Increase GRM personnel reviewing expenditures Manage resources transparently, with unambiguous and well publicised guidelines Work to strengthen existing governance and decision-making structures/processes 	PRIME Team, GoA, GRM
2	Political, economic and/or civil instability	<ul style="list-style-type: none"> Increased security risk to personnel and assets Delay in implementation or loss of momentum Reduced coordination between stakeholders 	3	4	M	<ul style="list-style-type: none"> PRIME to maintain contact with GoA Embassy on issues relating to the broader political situation Ensure effectiveness of communications, security and emergency evacuation plans Implementation of a 'daily tracking' system for all personnel Flexible approach to activity design/planning with contingency planning where possible 	PRIME Team, GRM, GoA
3	Political intervention to divert program activities at the local level	<ul style="list-style-type: none"> Dilution of program impact due to less effective targeting of resources and inputs Energy diverted to ensuring equitable/transparent resources allocation 	3	4	M	<ul style="list-style-type: none"> Ensure all staff involved are aware of policy on dealing with political interventions Maintain active working relationships with key leaders at regional, division and community levels Manage resources transparently, with unambiguous and publicised guidelines Initiate local advocacy initiatives Institute cross-agency discussion groups/committees 	PRIME Team, GoA
4	Peace and Order Problems/Security situation deteriorates in certain areas	<ul style="list-style-type: none"> Communities distracted by peace and order, unable to participate in program Program activities cannot be provided due to security issues 	3	4	M	<ul style="list-style-type: none"> Identify areas of concern - update Security Plan around planned program activities Use multiple sources of information to validate risks Engage other stakeholders in program activities that are able to work in affected areas Ensure safety and security guidelines are regularly updated and adhered to Implementation of the 'daily tracking' system for all personnel If necessary, suspend program in specific target areas and monitor; seek advice from GoA and GoP 	PRIME Team, GoA, GoP

P = Probability of occurrence (1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost certain)

I = Impact of occurrence (1=Negligible; 2=Minor; 3=Moderate; 4=Major; 5=Severe)

R = Risk level

Combination of the two assessments of Probability and Impact (**H**=High; **M**=Medium; **L**=Low)

#	Identified Risk	Impact on Project	P	I	R	Mitigation Strategy	Responsibilities
5	Negative perception in communities of linkage between GoA interests in resources and support from AusAID	<ul style="list-style-type: none"> Communities mistrust program interventions and do not participate Program activities cannot be provided to targeted communities due to resistance 	1	3	L	<ul style="list-style-type: none"> Ensure appropriate advocacy of program interventions Monitor and communicate with Embassy on issues where perception is being expressed Work through DepED structures and processes to indicate program is DepED's with GoA support 	PRIME Team, GoA
6	Conduct of the 2013 Mid-term Elections	<ul style="list-style-type: none"> Delay in implementation or loss of momentum Teachers/Divisions/Regions distracted by election duties, unable to participate in program. Security risks to DepED personnel during conduct of vote count 	5	2	M	<ul style="list-style-type: none"> Early discussion with target Regions, Divisions and schools regarding disruption to activity implementation and preparation of adjustments to schedules/activities Build into annual programming schedules and adjust program timelines as required 	PRIME Team, GoP
Coordination, Management and Financing Risks							
7	Changes in MC leadership and management staff	<ul style="list-style-type: none"> Disruptive to program implementation and time consuming due to the need to build capacity of replacement Effectiveness of program affected Loss of institutional learning 	3	3	M	<ul style="list-style-type: none"> GRM to ensure effective recruitment, selection, placement and performance systems are applied Leadership and management development training activities to incorporate change management Regular performance reviews identify staff concerns and opportunities to address effectively Use existing personnel to provide services to areas where a departure has happened (e.g. Region XI) Deploy staff to other assignments on a part-time or temporary basis to encourage learning and interest 	GRM
8	Changes in DepED leadership and management staff	<ul style="list-style-type: none"> Disruptive to program implementation due to the need to build capacity of replacement Effectiveness of program affected Loss of institutional learning and sustainability 	5	4	H	<ul style="list-style-type: none"> DepED to appoint leaders and managers who will be dedicated and available to provide long term guidance and direction DepED to minimise alternative appointments and appointment of individuals who will be assigned to other tasks for periods of time DepED to ensure appropriate handover and orientation of newly appointed leaders and managers (See also #11) 	DepED

P = Probability of occurrence (1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost certain)

I = Impact of occurrence (1=Negligible; 2=Minor; 3=Moderate; 4=Major; 5=Severe)

R = Risk level

Combination of the two assessments of Probability and Impact (**H**=High; **M**=Medium; **L**=Low)

#	Identified Risk	Impact on Project	P	I	R	Mitigation Strategy	Responsibilities
9	Lack of coordination and cooperation between stakeholders and within stakeholder agencies	<ul style="list-style-type: none"> • Overlapping of functions/duplication of activities • Sustainability of the Program affected • Lack of ownership • Delays / inefficiency in implementation due to uncertain activity parameters) • Uncertain accountabilities - lack of confidence 	3	4	M	<ul style="list-style-type: none"> • Reinforcing program activities • Ensuring strict adherence to the management structure and strengthening consultative processes • Public dissemination of achievements recognising the contributions of stakeholders • In consultation with DepED and stakeholders, develop a set of engagement protocols to inform key roles and responsibilities, principles and ways of working, communicating, delegating, decision-making and dispute-resolution procedures • Document, disseminate and discuss with key stakeholders and deploy processes to strengthen collaboration 	PRIME Team, DepED
10	Stakeholders do not have the capacity to monitor and evaluate effectiveness of activities	<ul style="list-style-type: none"> • Lack of stakeholder commitment to Program • Difficulties in monitoring Program activities, identifying results • Program activities not sustainable 	3	3	M	<ul style="list-style-type: none"> • Establish effective systems for joint monitoring and evaluation of Program activities • Support capacity development for stakeholders in areas of identified weakness • Communication with all implementing stakeholders to facilitate early identification/resolution of capacity issues • Agree on realistic and appropriate Program indicators with stakeholders 	PRIME Team, DepED
11	Lack of availability of DepED staff for participation in key program management activities—including re-assignment	<ul style="list-style-type: none"> • Delays in program implementation and decision making process • Effectiveness of Program affected 	5	4	H	<ul style="list-style-type: none"> • Progress in the implementation of program activities monitored on a monthly basis • Priority given to identifying, training and involving suitable DepED personnel on a longer term basis • Take measures to strengthen commitment from Senior Management to support staff engagement • (See also #8) 	PRIME Team, GRM, GoA
12	Limited capacity of the DepED Regional/ Division Offices to participate as lead agency in Program management and implementation	<ul style="list-style-type: none"> • Generates dependency relationship and a lack of ownership of Program support • Delays in the design/implementation of activities • Sustainability of benefits threatened 	4	4	H	<ul style="list-style-type: none"> • The program must be responsive to developing required capacity within the DepED • Activity agreements will clearly articulate roles and responsibilities of both partners • Support capacity of partner organisations to manage activities • Focus work of TA on supporting the Regional Office in the performance of their mandate 	PRIME Team, DepED

P = Probability of occurrence (1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost certain)

I = Impact of occurrence (1=Negligible; 2=Minor; 3=Moderate; 4=Major; 5=Severe)

R = Risk level

Combination of the two assessments of Probability and Impact (**H**=High; **M**=Medium; **L**=Low)

#	Identified Risk	Impact on Project	P	I	R	Mitigation Strategy	Responsibilities
13	Failure to nominate suitable counterparts across the program	<ul style="list-style-type: none"> Delays in the development of a comprehensive plan and implementation of program activities Diminished potential for sustainability of program benefits 	3	3	M	<ul style="list-style-type: none"> Regular monitoring of implementation progress combined with structures, systems and processes that will be used to improve implementation progress and quality Priority given to identifying and training suitable counterparts 	PRIME Team
14	Monitoring process inadequate, process fails to identify emerging concerns/lessons	<ul style="list-style-type: none"> Program delivery compromised Effectiveness of program affected 	1	3	L	<ul style="list-style-type: none"> Ensure action learning processes in all activities (i.e. Identifying Lessons Learned and Promising Practices) Closely managed monitoring/evaluation and risk management processes and periodic reviews (MEPA, SMPR) Encourage early institutionalisation of M&E processes 	PRIME Team, GoA
15	Communication and travel difficulties in remote areas cause delays in gathering data	<ul style="list-style-type: none"> Lack of information and data regarding program progress or to address problems Delays in quarterly and other regular reports Effectiveness of program affected 	2	2	L	<ul style="list-style-type: none"> Early priority given to the development of monitoring processes for multiple stakeholders to use in monitoring of the Program 	PRIME Team, DepED
16	Inadequate levels of GoP financing provided	<ul style="list-style-type: none"> DepED and stakeholders become frustrated with lack of funds and lose interest/frustrated 	3	4	M	<ul style="list-style-type: none"> Advocate with senior management the requirement for GoP allocations from existing GAA sources in light of the DBM policy to not provide counterpart GoP funds for ODA projects 	PRIME Team, DepED, GoA
17	Financial systems inadequate/ Mechanism for distributing finance and monitoring not adequate	<ul style="list-style-type: none"> Unable to provide funds to schools in a timely manner. Unable to ensure efficient auditing Recipient organisations unable to manage funding appropriately 	4	4	H	<ul style="list-style-type: none"> Appropriate appraisal and vetting of recipient organisational capacity prior to funding Work closely with DepED and local agencies and school communities in developing solutions Implement and/or strengthen DepED financial reporting systems (e.g. Simplified Accounting for DepED schools) MC to directly release funds to schools and proponents for grants—but require reporting as per GoP Provide additional training to financial managers at the field level to handle 'grant' funds 	PRIME Team, DepED

P = Probability of occurrence (1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost certain)

I = Impact of occurrence (1=Negligible; 2=Minor; 3=Moderate; 4=Major; 5=Severe)

R = Risk level

Combination of the two assessments of Probability and Impact (**H**=High; **M**=Medium; **L**=Low)

#	Identified Risk	Impact on Project	P	I	R	Mitigation Strategy	Responsibilities
18	Limited capacity of DepED to implement key policy reforms	<ul style="list-style-type: none"> Limited sustainability of program results Limited ability to attain and contribute to program outcomes 	4	4	5	<ul style="list-style-type: none"> Provide direction assistance to DepED in developing operational plans to implement key policies—e.g. DepED Orders #62 and #103, s. 2011—IP Education Policy Framework and Creation of an IP Education Office Engage Office of Madrasah Education more fully 	PRIME Team GRM DepED
Specific IP & Muslim Education and Stakeholder 'Engagement' Risks							
19	Program activities will overstretch stakeholders	<ul style="list-style-type: none"> Personnel not familiar with program approaches may expect additional support/different style 	2	4	M	<ul style="list-style-type: none"> Maintain close communication to monitor progress Adjust approaches if implementation is negatively impacting the capacity of stakeholders to participate 	GRM, PRIME Team
20	Stakeholders (particularly parents and community members) do not understand program aims, objectives and potential benefits	<ul style="list-style-type: none"> Negative attitude of stakeholders towards program interventions Diminished potential for sustainability of program benefits 	2	3	M	<ul style="list-style-type: none"> Raising awareness and undertaking consultation at school/community level including local school managers in rural areas; involve beneficiaries (disadvantaged families or their representatives - NGOs LGU, church representatives, from the very beginning in the project) Regularly monitor community understanding and attitudes 	PRIME Team, DepED
21	Lack of incentive for out of school children and families to participate in program activities	<ul style="list-style-type: none"> Potential negative attitude towards program interventions Effectiveness of Program affected 	3	3	M	<ul style="list-style-type: none"> Awareness raising activities implemented at community level Involvement of target beneficiaries throughout the process Support crafting of flexible and responsive incentive system to improve participation 	PRIME Team, DepED
22	PRIME plans beyond the absorptive capacity of DepED	<ul style="list-style-type: none"> Poor implementation of program activities and diminished potential for sustainability of benefits 	3	3	M	<ul style="list-style-type: none"> Plans must consider absorptive capacity of DepED and balance against the expectations from previous projects Flexibility and progressive engagement strategy to be used Assist DepED to manage increased expectations of IP and Muslim communities 	PRIME Team, DepED
Gender and Other Cross-Cutting Issues Risks							
23	Social, cultural, religious and institutional influences impact on gender equality	<ul style="list-style-type: none"> Sustainability of benefits reduced Inequitable outcomes 	4	4	H	<ul style="list-style-type: none"> Activity scoping and design will take gender equality issues into account Including equity issues into Program Guidelines and individual design activities (development of a Gender, Poverty Inclusion and Disability Awareness Strategy) 	PRIME Team, GRM

P = Probability of occurrence (1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost certain)

I = Impact of occurrence (1=Negligible; 2=Minor; 3=Moderate; 4=Major; 5=Severe)

R = Risk level

Combination of the two assessments of Probability and Impact (**H**=High; **M**=Medium; **L**=Low)

#	Identified Risk	Impact on Project	P	I	R	Mitigation Strategy	Responsibilities
24	Gender and Disability not effectively mainstreamed	<ul style="list-style-type: none"> Activities may compound current inequalities, contribute to further problems and work at cross-purposes with other activities 	2	2	L	<ul style="list-style-type: none"> Activity designs and analyses will explicitly address gender equality and disability (GPIDA Strategy) Training all staff and sub-contractors engaged on Program supported activities and ensuring they report on the impact of their work Engagement of DepED Offices responsible for Gender and Disability in planning the Inclusive Education Initiative 	PRIME Team
25	Under-representation or imbalance of gender in activities	<ul style="list-style-type: none"> Knowledge and skill are not fully utilised in support of the program All critical stakeholders will not be reached which will impact on the short and long term vision of the program effectiveness 	2	3	M	<ul style="list-style-type: none"> Active reinforcement of the program gender policy objectives by all advisers Ensuring all initiatives encourage the equitable inclusion of boys and girls Program Staff will emphasise the importance of educating women/girls and men/boys in all program activities 	PRIME Team, DepED
26	PRIME fails to: properly analyse social and cultural circumstances; consult effectively; design appropriate responses or recognise differing needs of stakeholder groups	<ul style="list-style-type: none"> Limited effectiveness of Program Likelihood of successful attainment of outcomes is decreased 	2	3	M	<ul style="list-style-type: none"> Ensure all team members understand their obligations and conduct induction program on cultural differences Ensure all team members understand the issues in the Philippines Ensure implementation approaches are based upon research, consultation and effective participation, especially with targeted beneficiaries Program management monitors approach 	PRIME Team, DepED
Sustainability and Replication Risks							
27	IP/Muslim People do not engage in the reform process or activities are not sustainable	Sustainability of benefits reduced	3	3	M	<ul style="list-style-type: none"> Sustainability ultimately depends on continuing political and community level support Maintaining high levels of communication with key governance elements at various levels from community through to national levels 	GoA, GoP

P = Probability of occurrence (1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost certain)

I = Impact of occurrence (1=Negligible; 2=Minor; 3=Moderate; 4=Major; 5=Severe)

R = Risk level

Combination of the two assessments of Probability and Impact (**H**=High; **M**=Medium; **L**=Low)

#	Identified Risk	Impact on Project	P	I	R	Mitigation Strategy	Responsibilities
28	Lack of adequate turnover, sustainability and institutionalisation of program processes and strategies	<ul style="list-style-type: none"> Limited sustainability or uptake of lessons learned and inability to build upon promising practices Outcomes achieved during Program duration are not maintained 	2	4	M	<ul style="list-style-type: none"> Use frequent M&E activities with attendance by DepED management to identify lessons learned and promising practices early and continuously Develop and implement Sustainability Strategy Use of progressive engagement methodologies to strengthen local ownership of program Participatory approach to develop strong stakeholder involvement 	PRIME Team, DepED
29	Duration of PRIME Program	<ul style="list-style-type: none"> Limited opportunity to institutionalise and sustain results Loss of opportunity to complete key outputs and monitor results 	5	4	H	<ul style="list-style-type: none"> Work with DepED to seek early adoption of promising outputs and processes Work with AusAID to incorporate initiatives of PRIME early on in the design of the BEST Program Request AusAID to conduct Independent Review in 2012 to ascertain risks and mitigation strategies (now call the Sustainability Review – to focus on Sustainability) 	PRIME Team, GRM, DepED, AusAID

P = Probability of occurrence (1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost certain)

I = Impact of occurrence (1=Negligible; 2=Minor; 3=Moderate; 4=Major; 5=Severe)

R = Risk level

Combination of the two assessments of Probability and Impact (**H**=High; **M**=Medium; **L**=Low)

Annex G

Status of Mainstreaming of
Gender, Poverty and Disability
into Key Areas of the PRIME
Program

ANNEX G Status of Mainstreaming of Gender, Poverty and Disability into Key Areas of the PRIME Program

1 Progress of Program Implementation in Accomplishing Planned Outputs

The GPIDA strategy calls for the mainstreaming of gender, poverty and disability into key areas of the PRIME program. Progress in terms of the activities is tracked in the follow areas:

- Program-wide activities
- Inclusive Specific Activities

Program-wide activities

a. Baseline survey

The result of the Baseline Survey was already presented with GAD categories were integrated into the demand side. The PRIME baseline survey adapted the short set of questions on disability of the Washington Group to help identify persons who are at greater risk for exclusion because of restrictions in the performance of basic functions. In the analysis done by SWS, except for the area of sex-disaggregation, most of the GAD categories were not analysed. Next steps include the need to revisit the results of the Baseline survey and determine the need to analyse some data on GAD and disability issues for cross referencing with findings on low participation rate of girls and boys.

b. Funding mechanism

GPIDA principles were incorporated during discussions on the revised grant guidelines but the final version did not seem to capture all of the inputs, e.g. the evaluation checklist and M&E Gender equity and disability categories recommended for integration into Grant appraisal requirements. Next steps include the need to revisit GAD guidelines integration in PRIME Grant Guidelines and Regional/ Division PIPs and SIPs.

Inclusive Specific

a. Inclusive Education Demonstration Activity

The Inclusive Education Demonstration Activity will be implemented in six (6) DepED divisions that will be selected based on the results of a prioritisation process. The focused approach to addressing key issues of inclusion through an actual IE practice at small scale (school/community level) hopes to shed light on the barriers to participation that gender, poverty and disability may create. Documentation of experiences from the priority school/community is intended to generate recommendations on policies, programs, and actions, based on strong evidence-informed research, which can be implemented and sustained at the division level after project life through the participation and contribution of the disabled peoples' organisations (DPOs) and other relevant stakeholders. Special Education Division of the Bureau of Elementary Education (SPED-BEE) of the DepED will be the proponent for the project.

The focus of efforts for the development of the IE Demo project for the past six months has been in the conduct of joint consultations with SPED-BEE, key disability NGOs and DPOs and the Prime Disability Adviser to select one priority division and school for the IE Demo Project. These consultations also informed the critical elements for the TOR.

The prioritisation process used in identifying the priority division went through several iterations that screened the 24 Prime divisions according to the following criteria:

- Demonstrated leadership and openness to change by the DepED at Division level
- Presence of ongoing initiatives on inclusive education by DepED and other stakeholders such as NGOs and DPOs
- High need areas owing to concentration of children with disabilities *vis-à-vis* Muslim and IP population
- Convergence with disability reports of other government agencies
- Divisions previously identified by Prime as priority in its division ranking process
- Openness to support by local government at provincial level

The result of these consultations was the focus on Bukidnon as the priority Division and the Talakag Central Elementary School as the demonstration area. Five other divisions and schools will be selected using this established selection process and criteria.

The draft TOR is currently under review by SPED BEE division. The following comments on the draft TOR have been raised by PRIME:

- The model and design of the proposed IE Resource Center needs to be more thoroughly described
- The rationale for replacing the present SpED centre set up of DepED with the proposed IE Resource Center needs to be explained fully. This will include a review of studies evaluating the effectiveness of the DepED's SpED centre system, an analysis of service delivery gaps and how the IE Resource Center will better address these gaps.
- The program management structure at the community (barangay and municipal level) level needs to be further defined. The current set up with a SpED Centre needs to be reviewed and the proposed new set up needs to describe how it will address the limitations with the IE Resource Center program management structure.
- The benefits at the community level of the use RAD technology *vis-à-vis* existing disability assessment technologies needs to be defined

A gender focused research component on the effect of internal displacement in low participation rates will be reviewed for integration in the IE Demo Activity TOR.

b. Key GAD activities

Consultations between the GAD Secretariat, OPS, the Prime GAD Adviser with the AusAID gender focal person as observer identified gender issues both at the client-focused and at the organisation-focused level. They are listed as follows:

- The establishment of GAD Focal Point System. A draft DepED Order is attached waiting for the signature of the Secretary.
- Lack of capacity to mainstream GAD in programs, activities and projects of the agency
- Lack of gender analysis in the DepED
- Inadequate gender sensitivity and responsiveness of the agency across levels:
 - a. Management
 - b. GAD focal point and secretariat
 - c. education sector workers across levels (including rank and file)
 - d. Teaching sector (sensitivity and integration of GAD and VAW concepts in lessons)
- Need to include GAD studies/researches in pre-service training.

- Installation of enabling mechanism to mainstream GAD in the agency. Aside from the GAD Focal Point System, the following are identified:
 - a. a mechanism to look into the gender-based violence experienced by boys and girls at the school-level;
 - b. A committee

2 *Plans for the Next Period – July-December 2012*

Next Steps	
I. Program Wide Activities	
a. Baseline study	<ul style="list-style-type: none"> • Review TOR of supply side baseline survey and demand side FGDs
b. M&E Gender equity indicators	<ul style="list-style-type: none"> • Need to revisit GAD guidelines integration in Prime Grant Guidelines and Regional/ Division PIPs and SIPs.
c. Others	<ul style="list-style-type: none"> • Coordination with IPsEO on GPIDA sensitive IP (indigenised) curriculum • Review of the TOR of the supply side baseline survey and the demand side in-depth FGDs
II. Inclusive Specific	
a. Assessing disability inclusion	<ul style="list-style-type: none"> • Coordination between NOSSAL Institute for Global Health and Sped BEE for implementation of RAD
b. Disability Inclusion Demonstration Project	<ul style="list-style-type: none"> • Selection of 5 additional Divisions • Finalisation of the TOR and Coordination with Sped BEE on the implementation plan • Integration of gender component
c. Gender focused research and analysis	<ul style="list-style-type: none"> • Review of data documented in the demand side baseline survey on gender based issues affecting low participation rates of boys and girls
d. Others	<ul style="list-style-type: none"> • Review of data documented in the demand • side baseline survey on functional limitation categories and their effect on low participation rates of boys and girls

Annex H

Status of Grants Management

ANNEX H Update on the Status of Grants Management

Overview of PRIME Grant Implementation

The PRIME Program provides multi-year grants to schools, communities, divisions, regions, and the national office. The PRIME Grant facility is an enabling mechanism for the development of appropriate and inclusive basic education policies, programs, and projects that are cognizant of and responsive to the varying cultures and contexts of the targeted communities. Specifically, it will be used as inputs to stimulate both the demand-side and supply-side interventions needed in addressing the unique needs of children of school age belonging to disadvantaged IP and Muslim communities.

For an efficient utilization of the PRIME grants, the program established a Grant Management system which covers the review and approval of proposals and the monitoring and evaluation of grant utilization. The processes and requirements of the grant facility are described in the Enhanced Grants Management Guideline revised in March 2012. This document serves as the main guide for the April 2012 grant proposals and management. The PRIME Grant guidelines will be reviewed and enhanced to further streamline and simplify the grants process and documentary requirements. This will be undertaken prior to September 2012 to guide the next grant releases programmed for October 2012.

The program conducted the Grant Policy, Systems and Process Review Workshop to give DepED staff in the regions and divisions first-hand experience on how to use the Grant Guidelines. This was attended by Focal Persons and Accountants from the PRIME regions and divisions. The same activity was conducted at the region and division level to facilitate the review and approval of project proposals submitted by schools and communities.

In order to ensure efficient and judicious management of the PRIME Grants, the program held series of audit workshops for regions and divisions. Further activities will be conducted to strengthen DepED in grant management, monitoring of project activities and provision of technical support for the implementation the PRIME Grant policies and timely acquittals of expenditure. Specifically, these activities include:

1. The system for releasing funds at the national level is different from the process being used for regions, divisions, schools and communities.
2. Training of DepED region and division personnel on monitoring grants to schools and communities.
3. Monthly monitoring of region and division grants by PRIME Program regional Administrative Assistants.
4. PRIME Program National Office personnel will conduct quarterly site visits to all DepED regional offices. These site visits will be conducted jointly with Educational Development Projects Implementing Task Force (EDPITAF) and provide tailored mentoring, coaching and support for financial management of grants by relevant DepED and PRIME Program staff.
5. The system for releasing funds at the national level is different from the process being used for regions, divisions, schools and communities.

The Office of the Planning Service - Project Development and Evaluation Division (OPS-PDED) oversees the review, evaluation and approval of CO level grants. The OPS PDED is designated as the Evaluation Committee (EC). Its functions include orienting project proponents on the requirements for release of grant funds. Some technical Advisers were hired to help proponents in the preparation project proposals, request for proposal (RFP) and terms of reference (TOR).

ECs were also organized in the 24 participating PRIME divisions to manage the schools and community grants. The divisions also initiated a process for identifying and selecting school and community grantees with the help of local National Commission on Indigenous Peoples, NCMF (NCIPs), National Commission on Muslim Filipinos (NCMF) and other organizations with similar IP and Muslim education programs. The schools and communities were also trained in basic project proposal preparation.

The Division EC reviews and approves proposals submitted by schools and communities. To prepare the Division ECs for the task, they were oriented on how to review, evaluate and approve grant proposals using the PRIME Grants Guideline. It is interesting to note that most of the members of the Division ECs have previous experience in the review and appraisal of project proposals gained from foreign-assisted projects like the Secondary Education Development and Improvement Project (SEDIP), Third Elementary Education Project (TEEP) and Project BEAM or Basic Education Assistance in Mindanao. These exposure to project appraisal have facilitated the grants management implementation at the division level.

The Division M&E Group (DMEG), on the other hand, will oversee the schools and communities' implementation. DMEG will monitor the implementation of each project and evaluate the results of the implementation.

For school and community grants, the expectation is to have 1 proponent to one school or community beneficiary. However, in the case of some regions, one proponent benefits two to six schools. The efficiency of this mode of implementation is yet to be seen in the next months to come.

Grant Funds

A total of Php 266M is appropriated for grants. The allocation of the PRIME Grants are as follows:

1. 45% for schools or a total of Php 119M
2. 24% for communities or a total of Php 64M
3. 11% for divisions or a total of Php 28M
4. 10% for regions or a total of Php 27M
5. 10% for national office or a total of Php 27M

Grants Released

As of to date, the total cumulative grants released is Php 147M. The amount released represents 55% of the overall allocation. The amount of grant funds released per level (Figure 1) are as follows:

1. school - Php 147M
2. communities - Php 32.568M
3. divisions - Php 24.905M
4. region - Php 22.562M
5. national office - Php 4.736M

FIGURE 1 **% RELEASE FROM TOTAL GRANT ALLOCATION PER LEVEL**



In order to fast track the release of grants, the submission of a division grant proposal was replaced by the submission of a Program Implementation Plan (PIP) as outlined in Budget Note #4 issued in February 2012. The review of the PIP followed the same process of review, approval and award of a regular grant proposal.

Tables 1 and 2 provide details of the total grant allocation vis-a-vis released divisions, schools and communities from January to June 2012.

Relative to the grant releases at the regions, divisions, schools and communities, the PRIME Program conducted an audit workshop with region and division accountants to determine the utilization rate of schools, communities, divisions and regions. The audit workshop created a serious realization among participants to implement activities as approved in the school/ community grant proposals and in the Divisions' Program Implementation Plan (PIPs). This resulted in the conduct of Fund Management Seminar/Training/Coaching for representatives of schools and communities that received their grant funds. The objective is to ensure proper documentation of transactions related to the implementation of the grant.

School Grant

The overall target number of schools to avail of the school grant is 543 (Table 3). As of to date, 54% or 295 schools are currently implementing their projects using PRIME grants. Around 192 school proposals are in the pipeline for review. The high turnout of proposals coming from schools can be attributed to the training and technical assistance provided by division PRIME team on project proposal packaging.

The school projects are geared towards improving access and/or increasing achievement of IP and Muslim boys and girls. The types of projects include but not limited to the following:

1. procurement of multi-media for ICT programs,
2. documentation of IKSPs,
3. procurement of equipment essential to documenting IKSPs,
4. training of teachers on IKSP documentation and on how to indigenize learning materials, development and reproduction of indigenized learning materials,
5. supplementary feeding for malnourished school children,
6. income generating projects (IGPs) such as vermiculture, gulayan sa paaralan, advocacy,
7. construction of either a water system,
8. learning center and cultural center,

9. organization of performing arts guild,
10. literacy classes, and
11. Preparation of community education improvement plan.

Table 4 provides the total number of beneficiaries for school grants. The school projects cover a total number of 55,625 IP and Muslim schoolchildren, OSYs and OSCs, of which 45% are boys and 55% are girls. The program identified 39 IP and Muslim ethnic groups benefitting from the grants. Eighteen of these are found in Luzon cluster and 22 groups are found in Mindanao cluster. The ethnic groups are the following: Bago, Kankanaey, Ibaloi, Agta, Bugkalot, Ifugao Tawali, Ibaloi, Iwak, Kalanguya, Kankanaey, Ayangan, Kalinga, Apayao, Pala'uan, Tagbanua, Jama Mapu, Tausug and Mangyan, Subanen, Kolibugan, Sama, Tausug, Higaonon, Matigsalug, Talaandig, Manobo, Umajamnon, Manobos, Tiduray, Blaan, Mamanwa and Tu'banwa, Sangil, Ata-Manobo, Dibabawon, Mangungan, Mandaya, Kalagan, Maguindanaoan and Maranaos. These ethnic groups are the main source of information regarding the documentation of their Indigenous Knowledge, Systems and Practices (IKSPs) that would feed into the MTLBE that DepED strongly advocated. Besides, the documented IKSPs will influence the indigenization of the curriculum and will contribute largely to the preparation, production and distribution of learning materials.

The on-going school grants have a total approved cost in the amount of Php 83.409M (Table 5). As per Figure 3, GOA has the biggest contribution at 88% of Php 73.552M. Other contributions came from school alumni associations at Php8.152M, LGUs at Php1.063M, DepED MOOE at Php0.423M, and PTCA at Php0.218M. The attached Table 5 provides more detailed information about project cost.

As to the release of school grants (Table 2), only 10.89% or Php 6.599M is released to schools with approved grants from the total grant amount released to the divisions at or Php 60.6M. In some divisions, the processing of grant release were delayed due to non-conformance to the PRIME Grant guidelines, example of which is the issuance and conformance of Letter of Awards (LOAs).

Community Grants

On community grants, the program is currently implementing 22 projects in the divisions of Occidental Mindoro, Zamboanga Sibugay and Bukidnon with a total cost of Php 6.414M. The community grants are being implemented by private schools, distinguished IP organizations and the LGUs. They are catering to schools and disadvantaged communities not currently covered by school grants.

Only the community project being implemented by PAMANA KA, a community organization from Occidental Mindoro has received the full amount totaling to Php 0.512M.

These 22 projects and their target communities are as follows:

1. PAMANA KA: Ancestral Domain Education Plan (ADEP)
2. Educational Development for the Indigenous Peoples' of the Umajamnen Tribe – Pulangenhon, Cabanglasan, Bukidnon
3. LANDASAN Community Schools to Hone Children's Life Skills - Matigsalug Manobo communities
4. Strengthening Indigenous Education Through Bukidnon learning, Book Production and Module Development – Higaonon, Bukidnon
5. Strengthening Talaandig Pre-School and Adult Ts Adult Literacy – three (3) Talaanding villages in Kibangay, Bukidnon
6. Upgrading the Indigenous Tools and Instruments of the Talaandig Schol of Living Tradition -

7. Strengthening Formation of Cultural Masters and Learning Facilitators – Manubo, Dologon, Maramag
8. Institutionalizing IP learning community-child centered system, culture and arts –
9. Educational, Health and Livelihood Assistance to Talaandig Women-Mothers
10. Mobilization of council of elders to define community-culture-child based curriculum – Manobos in Maramag, Bukidnon
11. Developing management capacities in culture-based education
12. Strengthening IP-Subanen Early Childhood and Adult Education Program – Subanen in Zamboanga Del Sur
13. IP's/Muslim Parents, Edukasyon ang Solusyon
14. Late...But Let Me Step Up
15. Bago Indigenous Knowledge, Systems and Practices – Bago Tribe in Naguimba, Banayoyo, Ilocos Sur
16. Bago-Kankanaey Indigenous Knowledge, Skills and Practices – Bago Tribe in Banga, Sugpon, Ilocos Sur
17. Kankanaey Indigenous Knowledge, Skills and Practices – Kankanaey Tribe in Daddaay, Alilem, Ilocos Sur
18. Patungcaleo INTEGRATED Schol for Bago Indigenous Knowledge, Systems and Practices – Bago Tribe in Patungcaleo, Quirino, Ilocos Sur
19. Providing Access to Indigenous Peoples Education of Kankanaey – Kankanaey Tribe in Zigzag Pines, Cervante, Ilocos Sur
20. Documentation, Preservation and Protection of Bago Tribe IKSP – Bago Tribe in Urzadan, Suyo, Ilocos Sur
21. Education for Change (Integrating Subanen Culture & Tradition-The DepEd school curriculum for transformative education of Dumingag, ZDS) - 54 Primary, Elem.,Secondary &1 tertiary Schools. Dumingag and particularly Subanen children in and out of school
22. Tara Na, Aral Na - Barangay Dalapan, Zamboanga Del Sur

Region Office Grants

The total grants allocation at the Region level is Php 27M. The average utilization rate in the regions is 15.71% representing Php 2.132M of the Php 17.6M released as of June 30, 2012. The regions of CAR, II and XI have the highest utilization at 35.03%, 24.68%, and 19.82%, respectively. Table 7 provides the utilization rate of the nine regions.

National Office Grants

There are currently seven on-going projects at the national level being managed by the OPS, Indigenous Peoples Executive Office (IPsEO) and the Bureau of Elementary Education (BEE). These projects were exempted from the policy of scheduled grant release tranches (eg. October 2011, April 2012, October 2012). The release of funds is based on the milestones and resource. Table 4 presents the status of the national level grants.

One of the major contributions of the PRIME Grant is the establishment and operationalization of the IpsEO. The office serves as the focal point for DepED planning, implementing, coordinating and monitoring of activities related to IP education as spelled out in the DepED Order #103, s. 2011.

Currently, there are ten proposals in the pipeline that are either on the preparation stage or at the approval stage. The deliverables of ongoing projects at the CO level include the following: Curriculum and IMs development, technical assistance for Project Design and Development; systems development, evaluation studies and other research-related initiatives, preparation of advocacy materials and the observance of the IP month.

The CO grants are as follows:

- Local Educators Advancement Program (LEAP) II
- Contracting of Technical Assistance to Prepare for the Review to Enhance Muslim Education Initiatives of DepED
- Operationalization of the Indigenous Peoples Education Office (IPsEO)
- Furnishing of the Bagabag Facility to Operationalize the DepED Indigenous Peoples Education Center
- Provision of Technical Assistance to Prepare the Grant Proposal "Inclusive Education Initiative" to be Implemented in One PRIME Region
- IP Month and Translation of the IP Framework
- Teachers as Ethnographers: Indigenous Knowledge in Curriculum and Instructional Materials Development in Basic Education

Activities Conducted

Relative to the initial implementation of the Grant Fund, the PRIME Team conducted the following activities at the various levels:

Level	Activities Conducted
Central Office	<ul style="list-style-type: none"> • Conducted advocacy with CSOs, NGOs, IPOs and NCIP involved in IP education re PRIME grants; • Conducted a consultation meeting with OPS re the revision of the PRIME Grants Guidelines incorporating some feedbacks taken from the fieldwork "Grant Policy, Systems and Process Review" and some reportorial requirements essential in M&E. The Revised Grant Guideline was printed and distributed in March 2012 during the first Regional MEPAs; • Reviewed and approved one regional PIP cum grant proposal; • Conducted several meetings related to the grant proposal preparation, review and approval that eventually led to the approval of seven (7) proposals; • Conducted several meetings with targeted Service Providers (SP) re Request of Proposals (RFPs) as part of the start-up activities of concerned units with approved grant proposals that eventually led to the award of one grant project; • Facilitated the procurement and delivery of furniture and fixture for the Bagabag Facility in Nueva Vizcaya; • Engaged the technical assistance of some consultants in preparing the grant proposal for the Muslim Education Review and the Inclusive Education, which at the moment, the proposals are still in the process of data gathering; • Conducted the Financial Audit on the PRIME Grants at the Region and Division in the Luzon and Mindanao Cluster with the participation of Regional and Division Accountants; • Processed grant releases in the amount of Php129M or AuD 2.9M, which is 55% of the total grant allocation.

Regions	<ul style="list-style-type: none"> • As grant implementer: <ul style="list-style-type: none"> ▪ Organized and convened the Regional Project Committee that reviews and approves activities in the regions; ▪ Conducted training on Basic M&E in Region XI and its three (3) division M&E Groups to equip them with the necessary skills in conducting M&E to the schools with approved grants; ▪ Conducted pre-implementation meetings with the regional team to discuss the basic activities funded by the grant funds in the region; and ▪ Conducted orientation on PRIME Fund Management to PRIME regional and division team members (Focal Persons, Planning Officers, Component Coordinators and Accountants) especially the financial reporting system and its requirements. • • With oversight Function to the Divisions: <ul style="list-style-type: none"> ▪ Conducted orientation to probable stakeholders re school project proposals to ensure their support and assistance to the planned activities; ▪ Conducted orientation on the Revised PRIME Grant Guideline handbook to the new Divisions; ▪ Provided technical assistance to the divisions re enhancement of SIPs and school grant proposals; ▪ Provided technical assistance to divisions in their conduct of Fund Management Training for the representatives of schools with approved grant proposals; ▪ Provided technical assistance in monitoring the implementation of ongoing grant projects at the division and schools; and ▪ Conducted trainings in selected regions on the Community Education Improvement Plan (CEIP,) which some divisions made it as the basic part of their grant proposals.
Divisions	<ul style="list-style-type: none"> • As grant implementer: <ul style="list-style-type: none"> ▪ Conducted orientation in the divisions re Revised PRIME Grant Guideline handbook as the basic reference in preparing, appraising, approving and implementing grant projects; ▪ Divisions in two (2) regions (I and II) conducted benchmarking of IP centers such as Tugdaan Center in Occidental Mindoro and in Pamulaan Learning Center in Davao City as part of the immersion that gave insights on how to proceed with their IP programs in the divisions. It also provided insight on how to effectively assist the grant recipient schools with IP beneficiaries; • With oversight functions to the schools: <ul style="list-style-type: none"> ▪ Conducted orientation in the divisions re Revised PRIME Grant Guideline handbook as the basic reference in preparing, appraising, approving and implementing grant projects; ▪ Prepared and validated the selection criteria of grant recipient schools both IP and Muslim divisions with partner agencies, eg. NCIP, found in the divisions that eventually led to a list of schools to be assisted in their proposal preparation; ▪ Conducted selection process for the schools qualified for the grant; ▪ Organized the Division Evaluation Committee that review grant proposals;

- Conducted orientation to representatives of selected schools about PRIME and discussed the Revised PRIME Grant Guideline;
- Conducted writeshops or workshops on grant proposal preparation with school representatives of selected schools;
- Provided assistance to schools and communities in their conduct of consultation meetings with stakeholders in the IP and Muslim areas regarding the program's support to basic education through the grants;
- Reviewed, appraised, approved and awarded school grant;
- Provided technical assistance to schools in finalizing their proposals especially those that were appraised but required enhancement;
- Conducted coaching/mentoring and/or training on PRIME Fund Management that included the documentation requirements in availing and utilizing the grant funds;

Capability-building needs of the implementers are in the following areas:

1. Training or Coaching on Project Financial Management – citing the cumulative total of 317 schools and communities with ongoing grant proposals, most of them are elementary schools, which has no or less experience on financial matters (except when/if SBM recipients). They need to be informed on the government procurement procedures, requirements and forms; and the liquidation forms and documents.
2. Documentation Training – basically, the training will be focused on how to document project activity proceedings such as workshops, trainings and meetings. It is from these experiences that can draw valuable lessons learned, promising and / or best practices that can be replicated and showcased to others, which the program called “Managing Significant Changes (MSCs)”. Besides, this training will help implementers in preparing their grants’ Project Completion Reports (PCR) in the future.
3. Monitoring and Evaluation – this training will not only capacitate the implementers on how to conduct project M&E but would also help them monitor the progress of their SIP (if the school has any).
4. Training on Technical Assistance Provision – this training aims to equip the Division M&E members the necessary skills in providing technical assistance and sound advice to school/community implementers relative to the implementation of their grant project.

Issues

1. Low utilization rate of grants released in the first tranche (October 2011-January 2012);
2. Incomplete or insufficient documentation reports of financial transactions based on the PRIME Grant Audit Report released in June 2012;
3. No project completion reports of grants with completed implementation;
4. Limited staffs in the divisions to conduct monitoring and evaluation of their respective school grant projects due to geographical locations and the high number of ongoing grants; and
5. Low demand for community grants.

TABLE 1 SUMMARY OF TOTAL ALLOCATION VIS-À-VIS RELEASES PER LEVEL

Particulars	Total Grant Amount Allocation	Total Amount Released/Deposited (Oct-Dec 2011)	Total Amount Released/Deposited (January-June 2012)	Total Amount Expended Thru Activity Requests	Cumulative Grants (Released + AR)	% Release from Total Grant Amount Allocation
Schools	119,600,000	2,942,290	59,800,000	0	62,742,290	24%
Communities/CSO/Pos/NGOs	64,400,000	368,000	32,200,000	0	32,568,000	12%
Divisions (Priority + New)	28,000,000	4,468,529	20,055,392	381,110	24,905,031	9%
Regions	27,000,000	4,583,698	17,006,540	972,368	22,562,606	8%
Central Office	27,000,000	0	-	4,150,952	4,150,952	2%
Total	266,000,000	12,362,517	129,061,932	5,504,430	146,928,879	

TABLE 2 TOTAL GRANT RELEASES AT DIVISIONS, SCHOOLS AND COMMUNITIES

Region	Schools Division	Division Grant (Division as Implementer)		Schools Grants		Communities (Non-DepED)			
		Total Allocation (DepED)	Total Release To DOs to Date + AR	Total Allocation (DepED)	Total Release To DOs to Date	Total Release from DOs to schools to Date	Total Allocation for Non-DepED	Total Release To Dos to Date	Total Release fr DOs to Com to Date
I	Ilocos Sur	1,000,000	750,000	3,900,000	1,860,000		2,100,000	1,140,000	
	La Union	1,000,000	750,000	3,900,000	1,950,000	231,250	2,100,000	1,050,000	
II	Isabela	1,000,000	753,855	3,900,000	2,010,862		2,100,000	989,139	
	Nueva Viscaya	1,000,000	750,000	3,900,000	1,950,000	-	2,100,000	1,050,000	
CAR	Ifugao	1,000,000	750,000	3,900,000	1,950,000		2,100,000	1,050,000	
	Mountain Province	1,000,000	750,000	3,900,000	1,950,000		2,100,000	1,050,000	
	Apayo	1,000,000	750,000	3,900,000	1,950,000		2,100,000	1,050,000	
	Kalinga	1,000,000	750,000	3,900,000	1,950,000		2,100,000	1,050,000	
IV-B	Mindoro	1,000,000	750,000	3,900,000	1,710,800		2,100,000	1,289,200	
	Palawan	1,500,000	1,000,000	7,150,000	3,575,000	999,835	3,850,000	1,925,000	512,400
IX	Zamboanga del Norte	1,500,000	1,000,000	7,150,000	3,575,000		3,850,000	1,925,000	
	Zamboanga del Sur	1,500,000	1,000,000	7,150,000	3,575,000		3,850,000	1,925,000	
	Zamboanga Sibugay	1,500,000	1,000,000	7,150,000	3,575,000		3,850,000	1,925,000	
X	Bukidnon	1,500,000	1,000,000	7,150,000	3,958,425		3,850,000	1,541,575	
	Lanao del Norte	1,000,000	750,000	3,900,000	1,950,000		2,100,000	1,050,000	
XI	Davao del Sur	1,000,000	1,000,000	3,900,000	2,409,200	1,039,523	2,100,000	590,800	
	Davao del Norte	1,500,000	1,000,000	7,150,000	3,575,000		3,850,000	1,925,000	
	Davao	1,500,000	1,000,000	7,150,000	3,575,000	1,918,410	3,850,000	1,925,000	

Region	Schools Division	Division Grant (Division as Implementer)			Schools Grants		Communities (Non-DepED)		
		Total Allocation (DepED)	Total Release To DOs to Date + AR	Total Allocation (DepED)	Total Release To DOs to Date	Total Release from DOs to schools to Date	Total Allocation for Non-DepED	Total Release To Dos to Date	Total Release fr DOs to Com to Date
XII	Oriental Sarangani	1,000,000	750,000	3,900,000	1,950,000	1,120,590	2,100,000	1,050,000	
	Sultan Kudarat	1,500,000	1,000,000	7,150,000	3,575,000		3,850,000	1,925,000	
	South Cotabato	1,000,000	750,000	3,900,000	1,950,000		2,100,000	1,050,000	
XIII	Agusan del Sur	1,000,000	750,000	3,900,000	2,196,715		2,100,000	803,285	
	Surigao del Norte	1,000,000	750,000	3,900,000	1,950,000		2,100,000	1,050,000	
	Agusan del Norte	1,000,000	750,000	3,900,000	1,950,000	1,290,000	2,100,000	1,050,000	
	Total	28,000,000	20,253,855	119,600,000	60,621,002	6,599,608	64,400,000	31,378,999	512,400

TABLE 3 DATA ON THE TOTAL NUMBER OF SCHOOLS, COMMUNITIES AND CO GRANTS (TARGET VS. PREPARATION VS. ONGOING)

Region	Schools Division	Minimum # if Grants (Schools + Communities)	Total Number of Schools			Total Number of Community Grants			Total Number of CO Grants			Remarks
			Target	For PRE	Ongoing	Target	For PRE	Ongoing	Target	For PRE	Ongoing	
I	Ilocos Sur	12	6	0	6	6	0	6				
	La Union	12	6	0	6	6	6					
II	Isabela	12	16	0	5	0	0					
	Nueva Vizcaya	12	45	0	0	0	0					
CAR	Ifugao	12	25	25	0	0	0					
	Mountain Province	12	19	19	0	4	4					
	Apayao	12	12	12	0	0	0					
	Kalinga	12	6	6	0	0	0					
IV-B	Mindoro	12	14	14	0	1	0	1				
	Occidental Palawan	22	14	2	12	5	5					IP and Muslim
IX	Zamboanga del Norte	22	34	2	32	0	0					IP and Muslim
	Zamboanga del Sur	22	24	1	23	2	0	2				IP and Muslim
	Zamboanga Sibugay	22	28	0	28	3	0	3				IP and Muslim
	Bukidnon	22	21	14	7	10	0	10				IP and Muslim
X	Lanao del Norte	12	44	44	0	2	2					
XI	Davao del Sur	12	18	2	16	2	2	0				
	Davao del Norte	22	41	0	41	0	0					IP and Muslim
	Davao Oriental	22	43	28	15	1	1	0				IP and Muslim

Region	Schools Division	Minimum # if Grants (Schools + Communities)	Total Number of Schools			Total Number of Community Grants			Total Number of CO Grants			Remarks
			Target	For PRE	Ongoing	Target	For PRE	Ongoing	Target	For PRE	Ongoing	
XII	Sarangani	12	7	0	7	7	7					-
	Sultan Kudarat	22	22	0	22	0	0					IP and Muslim
	South Cotabato	12	16	16		0	0					
XIII	Agusan del Sur	12	12	0	12	0	0					
	Surigao del Norte	12	26	6	20	0	0					
	Agusan del Norte	12	44	1	43	0	0					
Central Office		0	0			0	0		16	9	7	
TOTAL		368	543	192	295	49	27	22	16	9	7	

TABLE 4 TOTAL NUMBER OF BENEFICIARIES FOR SCHOOL GRANTS

Region	Schools Division	Total # of Male Beneficiaries	Total # of Female Beneficiaries	Total
I	Ilocos Sur	554	546	1,100
	La Union	1,038	960	1,998
II	Isabela	301	337	638
	Nueva Vizcaya	3,103	2,962	6,065
CAR	Ifugao			-
	Mountain Province			-
	Apayao			-
	Kalinga			-
IV-B	Mindoro Occidental			-
	Palawan	1,396	1,250	2,646
IX	Zamboanga del Norte	4,189	6,254	10,443
	Zamboanga del Sur	2,314	1,989	4,303
	Zamboanga Sibugay	3,425	3,516	6,941
X	Bukidnon			-
	Lanao del Norte	5,232	7,847	13,079
XI	Davao del Sur			-
	Davao del Norte			-
	Davao Oriental			-
XII	Sarangani	2407; 352 parents		2,407
	Sultan Kudarat			-
	South Cotabato			-
XIII	Agusan del Sur			-
	Surigao del Norte			-
	Agusan del Norte	3,364	5,048	8,412
Central Office				-
TOTAL		24,916	30,709	55,625

TABLE 5 CONTRIBUTIONS TO THE TOTAL PROJECT COSTS – SCHOOLS AND CENTRAL OFFICE GRANTS

Region	Schools / Communities Per Division	Total GOA Cost	Total MOOE DepEd	Total LGU Cost	PTCA Cost	Others
I	Ilocos Sur	3,000,000				7,258,680
	La Union	3,000,000	149,500			
II	Isabela	208,700				
	Nueva Vizcaya					
CAR	Ifugao	-	-			
	Mountain Province	-	-			
	Apayao	-	-			
	Kalinga	-	-			
IV-B	Mindoro Occidental- Community	512,400				
	Palawan	999,834				
IX	Zamboanga del Norte	7,419,722				
	Zamboanga del Sur	9,873,630				
	Zamboanga Sibugay- Schools	5,814,494				
	Zamboanga Sibugay- Communities	2,051,953				
X	Bukidnon-Schools	3,775,000		429,500	62,000	639,500
			93,000			
	Bukidnon- Communities	3,850,000				
	Lanao del Norte	1,380,000				
XI	Davao del Sur	3,200,000				
	Davao del Norte	7,148,500			35,000	50,000
	Davao Oriental	2,942,400				
XII	Sarangani	2,280,180				
	Sultan Kudarat	6,087,476				
	South Cotabato	-				

Region	Schools / Communities Per Division	Total GOA Cost	Total MOOE DepEd	Total LGU Cost	PTCA Cost	Others
XIII	Agusan del Sur	3,749,700		634,217	121,100	204,375
			180,806			
	Surigao del Norte	600,000				
	Agusan del Norte	1,290,000				
	Central Office	10,269,978				
	TOTAL	79,453,967	423,306	1,063,717	218,100	8,152,555

TABLE 6 TOTAL GRANT RELEASES VS. UTILIZATION PER REGION

Region	Total Grants Allocation	Total Grant Releases (Checks & ARs)	Total Amount Utilized as of April 30, 2012	% Utilization Rate
Region I	3,000,000	2,000,000	-	0.00%
Region II	3,000,000	2,000,000	493,666	24.68%
Region IVB	3,000,000	2,000,000	216,587	10.83%
CAR	3,000,000	2,000,000	700,541	35.03%
Region IX	3,000,000	2,000,000	22,518	1.13%
Region X	3,000,000	2,000,000	-	
Region XI	3,000,000	1,978,600	392,141	19.82%
Region XII	3,000,000	2,000,000	-	
Region XIII	3,000,000	1,660,540	307,173	18.50%
Total	27,000,000	17,639,140	2,132,626	15.71%

Annex I

Grants Audit Report

ANNEX I Grants Audit Report

PRIME Program

Grants Financial Audit Report

Coverage: October 2011 – April 2012

Philippines' Response to
Indigenous Peoples' and
Muslim Education (PRIME)
Program

15 June 2012

BACKGROUND AND INTRODUCTION

This document is the primary Grant Financial Audit Report of the Philippines' Response to Indigenous Peoples' and Muslim Education (PRIME) Program.

The auditing procedures and processes that were undertaken are in accordance with the PRIME Grants Guidelines and Financial Audit Framework. The conduct of the activity was performed by an Audit Team that was assigned to the respective regions and divisions.

The financial audit for the Luzon Cluster was conducted on April 23-24, 2012 in Lancaster Hotel, Shaw Boulevard, Mandaluyong City. The audit for the Mindanao Cluster was conducted on June 5-6, 2012 in Philtown Hotel, Cagayan de Oro City. Both activities were participated in by the Government of the Philippines' Department of Education (DepED) Regional and Division Accountants and Regional and Division Disbursing Officers.

PURPOSE AND COVERAGE

The financial audit covered the grants provided to the DepEd regions, divisions, schools and communities for the period of October 2011 to April 2012. The activity aimed to capture data representing the handling and utilization processes of these grants as well as the actual expenditure across DepED levels.

The results presented in this document are based only on the documentation that was available during the audit. Any disallowances in expenditure identified by the audit may be reconsidered upon presentation and submission of supporting documentation that was not presented at the time.

GENERAL OPINION

1 DOCUMENTS PRESENTED AS REQUIREMENT FOR AUDIT

In general, the participants presented the necessary requirements such as, but not limited to, the following:

- a. Prescribed PRIME financial forms;
- b. Bank statements;
- c. Program Implementation Plan/Project Proposal;
- d. Disbursement Vouchers;
- e. Official Receipts and pertinent documents to support payments.

Other pertinent documents that were required to be submitted and attached to the liquidation report are discussed in the “Specific Findings and Observations” section.

2 CASH RECEIPTS

Cash receipts refer mainly to the following:

- a. Grants received by the regions and divisions downloaded directly by the PRIME Program, and;
- b. Transfer of funds received by additional divisions downloaded directly by the regional office.

Grants and transfer of funds are all accounted for and validated in the bank statements.

The bank statements also reflect the following:

- a. Initial deposit, as a requirement for opening the bank account;
- b. Interest income;
- c. Deposit of excess cash from cash advances in the implementation of the PRIME program.

Most regions and divisions were able to present complete copies of their respective bank statements. Hence, the audit team was able to reconcile cash in bank against the cash balance in the cashbook. Some participants were able to submit their respective bank reconciliations, which were validated by the audit team.

Bank account numbers and signatories were also validated by the audit team.

3 CASH DISBURSEMENTS

Cash disbursements are composed of the following:

- a. Direct payments by the regions or divisions to suppliers as supported by the issuance of a cheque;
- b. Direct payments by the regions or divisions to recipients representing cash advance as supported by the issuance of cheque;
- c. Transfer of funds downloaded to additional divisions by the regional office.
- d. Other expenses as reflected in the bank statement, such as tax withheld and bank charges for the purchase of check booklets.

4 USE OF FINANCIAL FORMS

Although there are participants who continue to need guidance on the use of the financial forms, the recent financial audit, being the first audit conducted by PRIME, gave the participants the opportunity to use the financial forms to represent the actual data of transactions carried out by their respective offices.

5 FUND UTILIZATION

Forming part of the “Funds Utilized” are those transactions that were paid to a supplier or recipient, for which the amount was actually used for a particular purpose. Cash advances that are not yet liquidated do not form part of the “Funds Utilized” until submission of the liquidation report. However, cash advances are still reported in the Cashbook for proper recording and monitoring of funds disbursed.

Percentage of utilization was based on the actual funds utilized over the grants received by the recipients from PRIME.

6 SUMMARY REPORT ON FUND UTILIZATION

The overall percentage of utilization for the Luzon Cluster represents 11% of the total grants received by regions and divisions (Annex A).

However, total grants includes the amounts that were received on April 30, 2012 by the regions and divisions in the total sum of P6,687,055. Said amount is part of the second tranche intended for schools and communities. If we exclude these amounts from the computation, the overall percentage of utilization increases to 17%.

Illustrations 1 and 2 present the utilization of grants for the regions and divisions in the Luzon Cluster.

ILLUSTRATION 1 REGION

Name of Proponent	PRIME Grant	Total Amount Utilized	% of Utilization
Region I	2,000,000.00	-	0%
Region II	1,694,200.00	493,666.00	29%
Region IVB	2,000,000.00	216,586.60	11%
CAR	2,426,800.00	700,541.15	29%

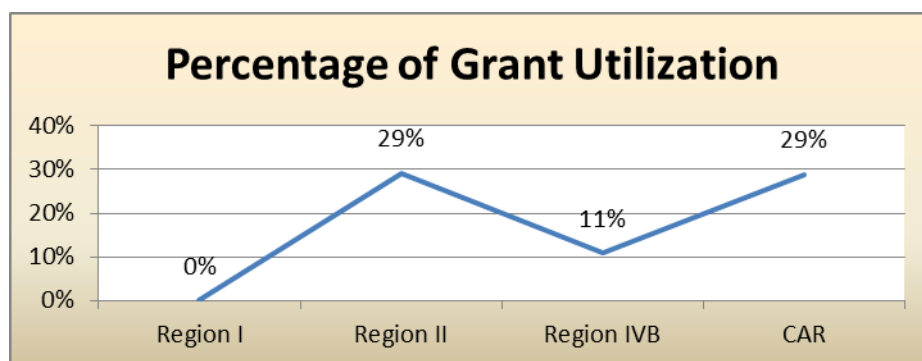
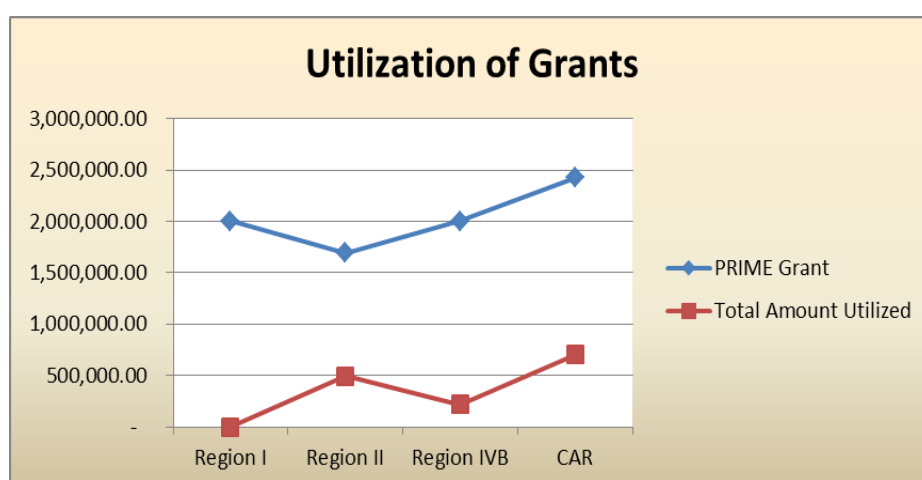
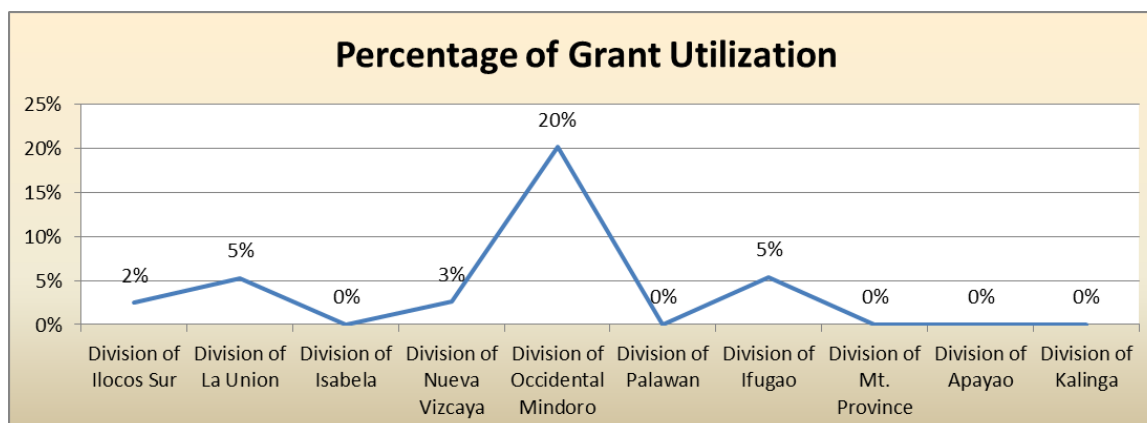
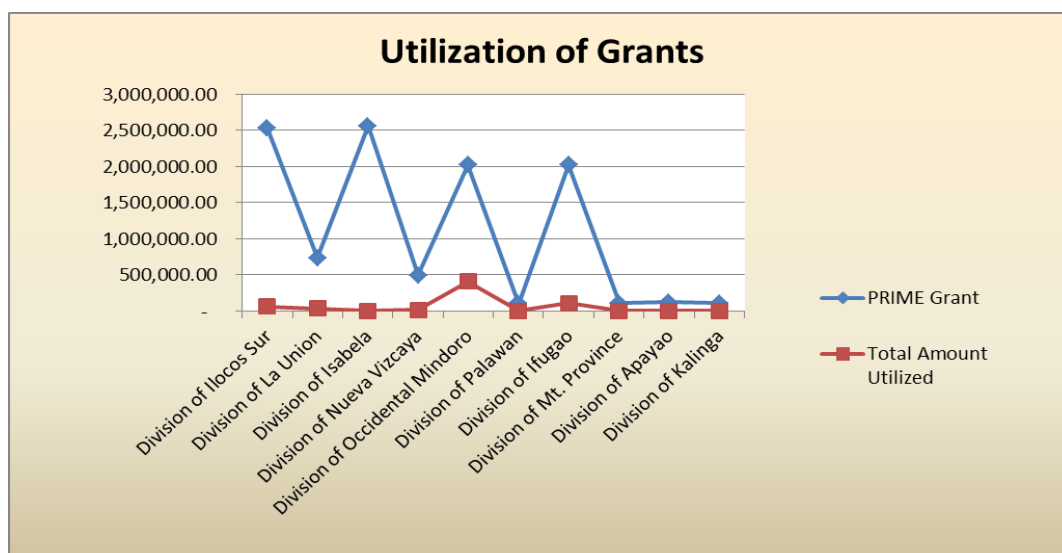


ILLUSTRATION 2 DIVISION

Name of Proponent	PRIME Grant	Total Amount Utilized	% of Utilization
Division of Ilocos Sur	2,532,800.00	62,400.00	2%
Division of La Union	733,000.00	38,836.00	5%
Division of Isabela	2,561,200.00	-	0%
Division of Nueva Vizcaya	496,170.00	12,920.30	3%
Division of Occidental Mindoro	2,024,100.00	407,406.99	20%
Division of Palawan	100,000.00	-	0%
Division of Ifugao	2,022,800.00	109,778.00	5%
Division of Mt. Province	108,528.00	-	0%
Division of Apayao	124,791.00	-	0%
Division of Kalinga	110,928.00	-	0%



The overall percentage of utilization for the Mindanao Cluster represents 7% of the total grants received by regions and divisions (Annex B).

However, total grants included the amounts that were received on April 30, 2012 by the regions and divisions in the total sum of P12,285,050. Said amount is part of the second tranche intended for schools and communities. If we exclude these amounts in the computation, the overall percentage of utilization increases to 12%.

Illustrations 3 and 4 present the utilization of grants for the regions and divisions in the Mindanao Cluster.

ILLUSTRATION 3 REGION

Name of Proponent	PRIME Grant	Total Amount Utilized	% of Utilization
Region IX	2,011,230.00	22,518.00	1%
Region X	1,132,800.00	-	0%
Region XI	1,379,000.00	392,141.25	28%
Region XII	2,300,000.00	-	0%
Region XIII	1,960,540.00	307,173.17	16%

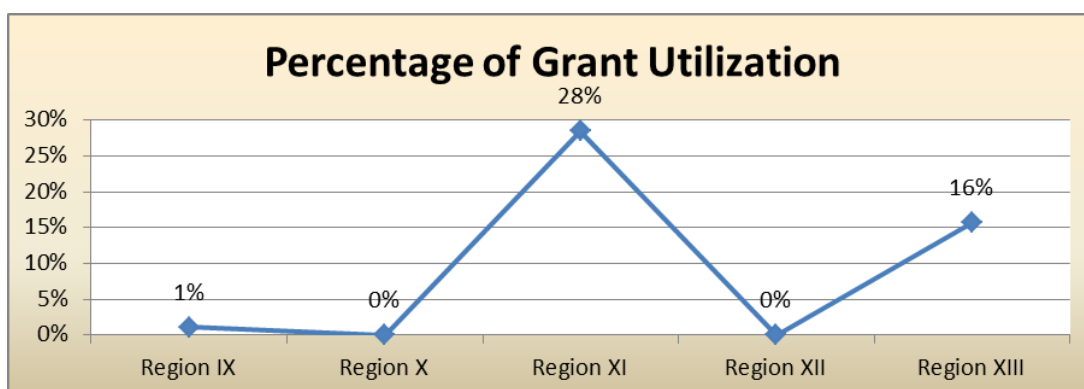
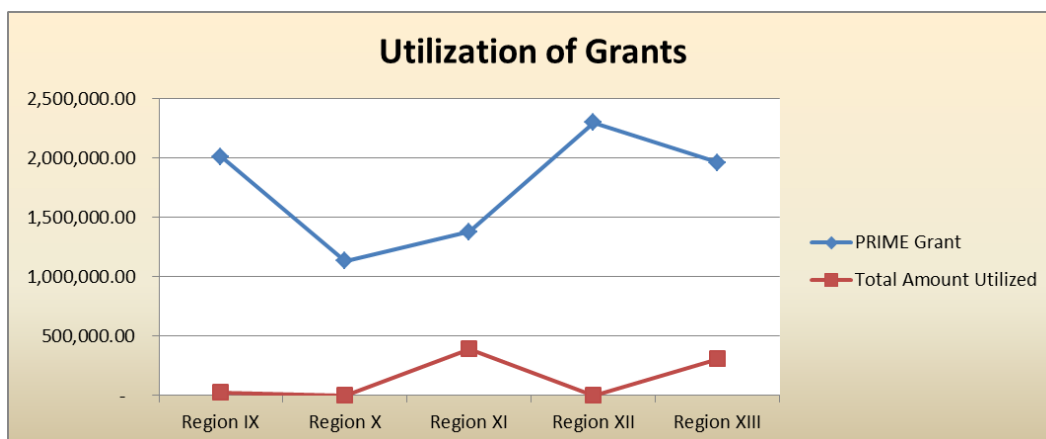
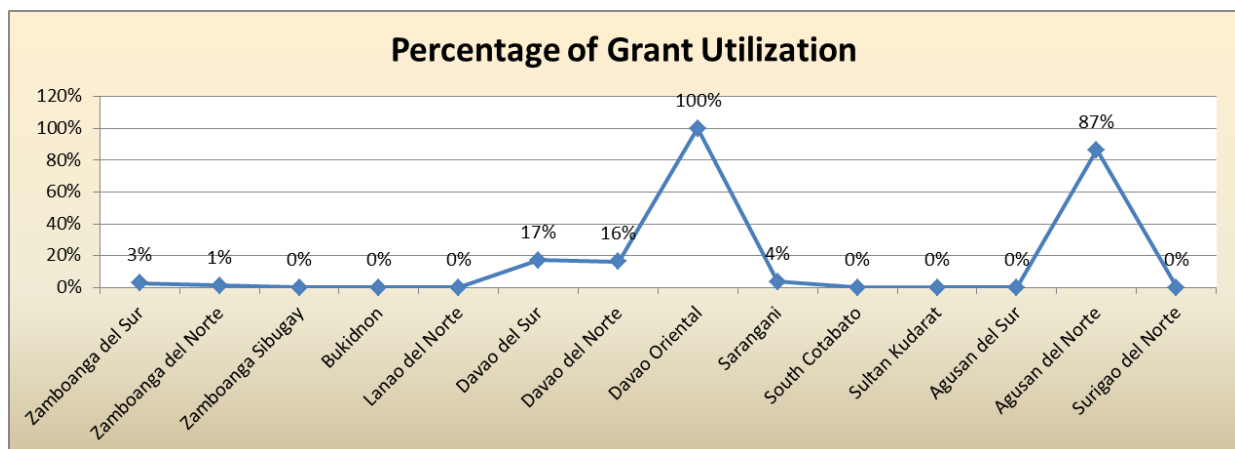
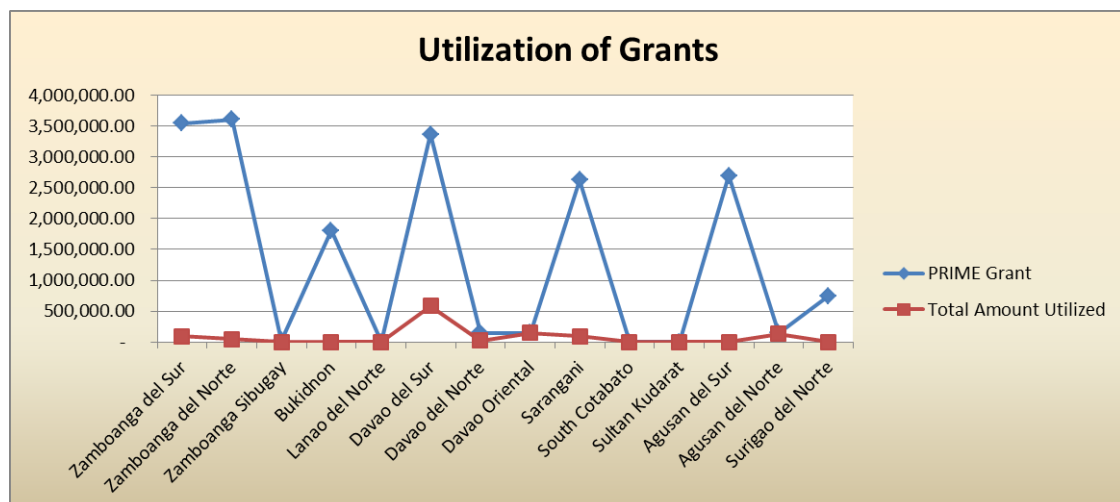


ILLUSTRATION 4 DIVISION

Name of Proponent	PRIME Grant	Total Amount Utilized	% of Utilization
Zamboanga del Sur	3,550,000.00	94,941.39	3%
Zamboanga del Norte	3,606,620.00	46,500.00	1%
Zamboanga Sibugay	22,518.00	-	0%
Bukidnon	1,811,050.00	-	0%
Lanao del Norte	-	-	0%
Davao del Sur	3,370,140.00	584,000.00	17%
Davao del Norte	150,000.00	24,500.00	16%
Davao Oriental	150,000.00	150,000.00	100%
Sarangani	2,627,500.00	93,481.80	4%
South Cotabato	-	-	0%
Sultan Kudarat	-	-	0%
Agusan del Sur	2,700,450.00	-	0%
Agusan del Norte	148,500.00	128,500.00	87%
Surigao del Norte	748,500.00	-	0%



SPECIFIC FINDINGS/OBSERVATIONS

LUZON CLUSTER

Region I

There were no recorded disbursements for the Regional Office (RO) as of cut-off date. Previous PRIME activity costs were all charged to the Government of the Philippines (GOP) funds. However, reimbursement of these costs from the PRIME-Government of Australia (GOA) funds is no longer an option since GOP books of accounts were closed at the end of its fiscal year.

The only funds accountable for the Division Office (DO) of La Union as of cut-off period was its mobilization fund of P150,000.00. Declared expenses amounting to P45,600.00 for the "Evaluation of Project Proposals" activity was disallowed and removed as part of utilization since no supporting documents were presented. Said amount is subject for liquidation and will be considered as "utilized" upon presentation of acceptable documents.

For Ilocos Sur DO, no Activity Request and Attendance Sheet were presented for the activities held at the Casa Roma Hotel on Feb 27-29, 2012.

The cash advance of P162,400.00, being reimbursement of expenses incurred during the benchmarking of schools in Tugdaan Learning Center on Jan 17-20, 2012, remains outstanding as of April 30, 2012. Said amount is subject for liquidation and will be considered only as "utilized" upon presentation of required documents. An attendance Sheet, among other supporting documents needs to be attached upon liquidation.

Region II

Total funds used by the RO does not include a cash advance of P134,000 as no supporting documents were presented. Hence, said amount is subject for liquidation. The team was unable to reconcile cash in bank since no bank statements were presented for the months of Nov to Dec 2011 and Mar to Apr 2012.

No disbursement was reported and no liquidation report was submitted by the DO of Isabela. However, there were cash movements as per the bank statements submitted, i.e., Nov 2011 to Feb 2012 and Apr 2012, of which total withdrawals amount to P129,973.00. The team was unable to reconcile cash in bank due to the absence of disbursement report and incomplete bank statements presented.

A total sum of P300,551.50 reflected in the April 2012 bank statement of the DO of Nueva Vizcaya was not considered in the utilization report as no supporting documents were submitted. The amount is subject for liquidation which needs to be reflected in the next reporting period. The team was unable to reconcile cash in bank due to lack of disbursement report and bank statements presented.

Also noted was the Inspection Report which was prepared and dated on April 4, 2012, which was after the activity was conducted. Said document was related to the payment of food ingredients for Day 1 of Advocacy Activity on April 3, 2012, in the amount of P5,820.05. The supporting document for the photocopying of PRIME hand-outs amounting to P1,185.00 was discovered to be missing.

Region IVB

There is a variance of P350.00 from the RO cash in bank balance against its cashbook balance. The amount is assumed to be the cost of the check booklet. This amount may be reflected in the Dec 2011 bank statement, but the team was unable to confirm this as said bank statement was not presented.

There was a payment made for the procurement of goods which was not supported by a Canvass Sheet. The regional accountant assured the audit team that the document is in the RO. All other payments were supported by the required documents, which were vouched and reviewed by the audit team.

The DO of Occidental Mindoro included payments to a community, PAMANA KA, as part of the funds utilization. These payments were based on the progress billing made by the said community. Official receipts were issued to the DO upon transfer of funds.

CAR

Payments were supported by copies of approved and signed Disbursement Voucher, Activity Request form, and the corresponding cheque issued to payee, among others. However, the RO failed to attach a copy of the Attendance Sheet for the following activities conducted: Seminar and Immersion in Occidental Mindoro on Feb 29 to Mar 5, 2012; Meeting with National Commission on Indigenous Peoples'-CAR on Mar 14, 2012 and Training-Workshop on Proposal Appraisal on Apr 3-4, 2012.

The DO of Ifugao presented almost complete documentation, including copies of the Attendance Sheet for all activities conducted. The only document found to have not been completed or filed was the Activity Request Form.

There were no declared disbursements as of April 30, 2012 for the Division Offices of Mt. Province, Apayao, and Kalinga.

MINDANAO CLUSTER

Region IX

The RO transferred to Zamboanga Sibugay the amount of P22,518.00 as part of the P150,000.00 mobilization funds initially deposited through the RO. The remaining balance of P127,482.00 will have to be transferred to the said Division as soon as possible. The RO has no declared disbursement as of April 30, 2012.

Payment of P90,440 to Hotel Guillermo by the DO of Zamboanga del Sur is not supported by a copy of Attendance Sheet (2-day activity, 56 pax). Also part of the disbursements is the sum of P7,890 which was disallowed as this should be charged to GOP funds.

Accommodation cost paid by the DO of Zamboanga del Norte in the amount of P46,500 is not supported by copies of Attendance Sheet (2-day activity in Dakak Beach and Resorts) and Activity Request Form.

Zamboanga Sibugay DO has not incurred any expenditure as of the audit cut off.

Region X

The RO has to transfer to Lanao del Norte DO the mobilization fund of 150,000.00. No disbursements were reported by the RO as of April 30, 2012. Copies of bank statements were presented for the months of January to May 04, 2012.

No disbursements were as yet recorded in the DO of Bukidnon. Though there were cash movements that are traceable, these represent GOP funds that were erroneously credited to the PRIME-GOA account of Bukidnon. One entry was adjusted but another entry in the amount of P315,050.00 will have to be adjusted and recorded.

No transactions were reported by the DO of Lanao del Norte. The bank statement presented was only for the month of April 2012.

Region XI

All transactions incurred by the RO are found to be in order, expenses are within the implementation plan, and the necessary documents were provided. The regional accountant is well oriented on correct procedures, particularly those concerning the completing of financial forms.

For the DO of Davao del Sur, total cash advances of P124,900 and P80,000 are not yet included in the funds utilized as there were no supporting documents presented.

Davao del Sur received its first tranche of school grants on January 2012 and already released the total amount of P584,000.00. Based on the review of the liquidation reports presented, documents provided by the schools to support payment were incomplete. Documents such as the Delivery Receipt, Resolution to award, and Attendance Sheet need to be presented. There were also erasures noted on the Official Receipt as well as the liquidation report. Erasures were not countersigned by the issuer of said document. Financial forms were not properly completed. Though the DO presented samples only of the liquidation reports, we have considered the total amount released to schools to form part of the DO's utilization funds. Proper financial audit of school grants will be dealt with by a separate activity later this year.

The Davao del Norte DO has utilized only the minimum amount of P24,500 as of April 30, 2012, while the DO of Davao Oriental has fully consumed the P150,000 mobilization funds.

However, the team has noted an expenditure worth P3,000.00 as payment for 10 cell phone cards. Though the expenditure is within the implementation plan, there is still a need for the audit team to verify the eligibility of the said expenditure under the GOA funds.

Region XII

The RO has to transfer to the divisions of South Cotabato and Sultan Kudarat the mobilization fund of P150,000.00 each. However, according to the RO, the cheques are already available for release. The audit team has also noted the payment of P2,830 that was recorded in the RO disbursement report which was later disallowed as this should be charged to GOP funds.

The Division of Sarangani was not able to attend the activity. However, the RO accountants were able to produce the financial report in collaboration with the division accountant. The accountant of the Sarangani division later submitted the scanned copies of the required documents which appear to be in order. Documents such as Disbursement Voucher, Cheque, Purchase Request, Acceptance and Inspection Report, Attendance Sheet, Activity Request Form, and Official Receipt were all attached.

No records of transactions have yet been received for the DOs of South Cotabato and Sultan Kudarat.

Region XIII

The RO has to transfer the remaining P1,500 each for the divisions of Agusan del Norte and Surigao del Norte, as part of the mobilization funds. Only P148,500 each was transferred to the said divisions. Payments in the total amount of P19,728 were disallowed as this should be charged to GOP funds. The team was unable to reconcile cash in bank with its book balance due to incomplete bank statements presented (Nov 2011 to Mar 2012).

Van rental in the amount of P6,000.00 related to the 5-day cultural immersion in Malaybalay was removed from the utilization because the amount was also paid out of the PRIME-GOA Region X Petty Cash Fund. This particular transaction has been verified with the Car Rental Company. A one-time payment of P6,000.00 was received but 2 different receipts were issued.

The Agusan del Sur group was unable to attend the activity. No disbursement report was submitted but the bank statements reflect total withdrawals of P607,362.35. According to the RO, these withdrawals relate to school grants. Activities conducted by the DO are covered in May disbursements.

Payments of P12,446 by the Agusan del Norte DO were disallowed as these should be charged to GOP funds. The amount was intended to cover DepED personnel transportation expenses. There were no proper supporting documents, such as Activity Request Form and Attendance Sheet for activities such as: Consultative Conference with PSDS on the selection of PRIME recipients, PRIME Program Orientation and Formulation of CEIP. There were also no dates indicated on the Inspection Reports.

The bank statement of Agusan del Norte reflects a total of P2,092,500.00 for the deposit made by PRIME-GOA in the amount of P2,100,000.00. The nature of the P7,500 discrepancy has yet to be verified with the bank by the audit team.

A total expenditure in the total amount of P33,946.50 was reported by the division of Surigao del Norte. As no supporting documents were presented, said amount was disallowed but may later be reconsidered upon presentation of documents. Other disbursements that appear in the bank statement are intended for school grants which are subject to review next auditing period.

ISSUES, CONCERNS, COMMENTS AND RECOMMENDATIONS

ISSUES AND CONCERNS	COMMENTS AND RECOMMENDATIONS
FUNDING	
Non-availability of the GOP counterpart funds resulting in the delay and or non-payment of expenses incurred by participants during the workshop.	Include in the MEPA the discussion about the immediate provision of the GOP counterpart and resolve when the funding can be provided. There are insufficient funds in the Region and Division to support the PRIME related activities. Budget for 2012 still pending approval of USec. Varela. The budget includes a specific note on the expenses allowed. Regional budget is segregated from Division for better facilitation of funds
Guidelines for GOP funds, what are allowable expenditure.	Costs for all land travel to be borne by GOP. Airfare & accommodation to be charged to GOA per Memorandum of Subsidiary Agreement (MSA).
GOA funds were used to cover GOP counterpart funds for PRIME-related activities	Reimburse GOA funds used once GOP funds are already available
Reimbursement of Initial Deposit to open bank account	Can be reimbursed from the GOA Funds
The funds were not recorded as a Trust Account in the books of the Division Office.	The Accountant has to record receipt of grants from GOA as Trust Account and maintain a subsidiary ledger to control the account.
Many cash advances remain unliquidated or outstanding as of audit.	Have advised the proponent to process the liquidation report in order to consider expenditure in the utilization report next auditing period.
COORDINATION AND INFORMATION DISSEMINATION	
Late issuance and dissemination to regions/divisions of the travel memorandum/authorization from the Central Office causes delay in the approval of travel orders	CO-OPS to disseminate the Memorandum earlier than the usual practice.
Poor coordination by the Focal Person to the Finance Person with regards to the documentation processes, implementation of	Invite Accountants/Budget Officers in the Regional MEPA and other meetings that involve financial matters.

activities, payment and charging of accounts.

Information on the details of grant releases is not disseminated by the Focal Person to the Accountant, copies of Project Proposal and/or Letter of Award are also not provided.

The Focal Person must submit to the Accountant an approved copy of the Project Proposal including the approved Letter of Award.

The Central Office must properly relay to the regions and divisions the information on grant releases provided to them by the PRIME-GOA.

Accountants must be properly informed whenever a deposit is made by providing a scanned copy of deposit slip. GRM-PRIME to copy furnish the accountants the advice on grant releases given to the Focal Persons/Regional Directors/Schools Superintendents.

Under discussion - most likely to attend MEPA.

Finance personnel not involved in project proposal, planning and thus are not conversant with the project and guidelines on disbursements. Request to attend MEPA.

FORMS / REQUIRED DOCUMENTS

Activity Request (AR) Form is not approved prior to implementation of the program resulting in the delay in processing of payment.

Prepare Activity Request (AR) Form at least a week prior to the conduct of the activity to expedite funding and execution of necessary logistic requirements; proper documentation must be completed in coordination by both the Finance and Program Focal Person, across DepED levels.

Delay in the submission of documentary requirements relating to procurement, such as Canvass Sheet, Abstract of Quotation, and Inspection and Acceptance Report.

Completion of the AR form in advance will avoid delays in the submission of documentary requirements.

Use of AR Form is not being implemented in most of the Division and Regional Offices. Other Accountants are not familiar with the documents. Failure to comply in the completion of required documents.

Focal and Program Officers to re-present information on the use of AR Form in the Regional and Division Offices.

Seek assistance of Focal Person and Program Officer or PRIME Administrative Assistants in completing the forms.

Failure to provide updated bank statements.

Always secure a copy of the bank statement on a monthly basis and attach it to monthly financial report.

Supporting documents are not properly dated.

Must ensure that all supporting documents are properly dated. Documents should be completed before the activity is conducted.

Absence of Attendance Sheet in connection with most payments relating to lodging and accommodation costs.

Must ensure that Attendance Sheet is attached, as necessary. The Attendance Sheet is a vital document in validating the expenditure, in particular, the hotel accommodation.

Some documents found to have erasures.

Supporting documents must feature clear data with no erasures. Unavoidable erasures must be countersigned by the issuer of the document.

OTHERS

Long hours of travel especially for the Mindanao

GOA to consider, and if possible, devise a standard or

Cluster representative to attend a Central Office activity such as the Financial Audit. Some areas in Mindanao travel 12-16 hours or even more.	procedure to accommodate costs of air travel of DepED personnel.
Memorandum issued by the Central Office was very specific on Airfare & Accommodation being charged to GOA funds limiting transportation options among DepED participants. Even if the Region is willing and able to shoulder air fare for convenience (minimum land travel takes 9-10 hours), they will not be able to charge it to GOP funds due to the memo that was released.	Will raise issue in the next MEPA. Evaluate possible amendments to the succeeding memo.
Promotional airfare tickets that offer lower airfares provide better costings compared to long hours of land travel.	Issue to be brought to the attention of the Management.
For Region XI, Mati City Division was created. Mr. Benabaye, the Cashier/Disbursing Officer of Davao Oriental Division will be transferred to Mati Division.	No change in the structure of GOA releases. Funding will still be coming from the Division of Davao Oriental.
Participant to the financial audit is not the division accountant, there is still a need for re-orientation on the processes of PRIME grant utilization.	May be invited to attend succeeding financial training, if any.
Procurement Process pursuant to RA 9184	Discuss further with COA the concern in relation to AusAID policy.
The focal person has insufficient information about the procurement processes.	Focal person should also know the policy and guidelines on financial matters especially on the purchase of goods.
A special request from the Division of Bukidnon that the focal person should be Muslim in order to understand, and communicate effectively with, Muslim IP.	Will relay to the PRIME Management.
Workshop was considered to be a very valuable Learning experience!	

ANNEX A

PRIME											
SUMMARY OF GRANTS RESOURCES, UTILIZATION, AND BALANCES											
LUZON CLUSTER											
As of April 30, 2012											
	NAME OF PROPONENT	PRIME GRANT	INITIAL DEPOSIT	INTEREST EARNED	TOTAL FUNDS	TOTAL AMOUNT UTILIZED	BALANCE	CASH IN BANK	CASH ON HAND	TOTAL AMOUNT UTILIZED - PRIME ONLY	% OF UTILIZATION - PRIME FUNDS
1	Region I	2,000,000.00	-	-	2,000,000.00	-	2,000,000.00	2,000,000.00	-	-	0%
	RO-PIP	1,014,071.00	-	-	1,014,071.00	-	1,014,071.00	1,014,071.00	-	-	0%
	RO-PIP	985,929.00	-	-	985,929.00	-	985,929.00	985,929.00	-	-	0%
2	Division of Ilocos Sur	2,532,800.00	10,000.00	-	2,542,800.00	62,400.00	2,480,400.00	2,318,000.00	-	62,400.00	2%
	DO-PIP	165,454.00	10,000.00	-	175,454.00	3,054.00	172,400.00	10,000.00	-	3,054.00	2%
	DO-PIP	567,346.00	-	-	567,346.00	59,346.00	508,000.00	508,000.00	-	59,346.00	10%
	Schools	300,000.00	-	-	300,000.00	-	300,000.00	300,000.00	-	-	0%
	Schools	780,000.00	-	-	780,000.00	-	780,000.00	780,000.00	-	-	0%
	Communities	300,000.00	-	-	300,000.00	-	300,000.00	300,000.00	-	-	0%
	Communities	420,000.00	-	-	420,000.00	-	420,000.00	420,000.00	-	-	0%
3	Division of La Union	733,000.00	20,000.00	-	753,000.00	38,836.00	714,164.00	668,564.00	-	38,836.00	5%
	DO-PIP	150,000.00	20,000.00	-	170,000.00	38,836.00	131,164.00	85,564.00	-	38,836.00	26%
	DO-PIP	583,000.00	-	-	583,000.00	-	583,000.00	583,000.00	-	-	0%
4	Region II	1,694,200.00	-	-	1,694,200.00	493,666.00	1,200,534.00	1,200,534.00	-	493,666.00	29%
	RO-PIP	1,244,390.00	-	-	1,244,390.00	27,096.00	1,217,294.00	1,217,294.00	-	27,096.00	2%
	RO-PIP	449,810.00	-	-	449,810.00	-	449,810.00	449,810.00	-	-	0%
	Transfer to 2 Divisions	-	-	-	-	466,570.00	(466,570.00)	(466,570.00)	-	466,570.00	0%
5	Division of Isabela	2,561,200.00	10,000.00	-	2,571,200.00	-	2,561,200.00	2,561,200.00	-	-	0%
	DO-PIP	753,855.00	10,000.00	-	763,855.00	-	753,855.00	753,855.00	-	-	0%
	Schools	173,890.00	-	-	173,890.00	-	173,890.00	173,890.00	-	-	0%
	Schools	1,015,985.75	-	-	1,015,985.75	-	1,015,985.75	1,015,985.75	-	-	0%
	Communities	547,069.25	-	-	547,069.25	-	547,069.25	547,069.25	-	-	0%
	Transfer from RO	70,400.00	-	-	70,400.00	-	70,400.00	70,400.00	-	-	0%
6	Division of Nueva Vizcaya	496,170.00	-	28.76	496,198.76	12,920.30	483,278.46	483,278.46	-	12,920.30	3%
	DO-PIP	100,000.00	-	28.76	100,028.76	12,920.30	87,108.46	87,108.46	-	12,920.30	13%
	Transfer from RO	396,170.00	-	-	396,170.00	-	396,170.00	396,170.00	-	-	0%
7	Region IVB	2,000,000.00	-	-	2,000,000.00	216,586.60	1,783,413.40	1,881,625.90	-	216,586.60	11%
	RO-PIP	987,497.00	-	-	987,497.00	216,586.60	770,910.40	869,122.90	-	216,586.60	22%
	RO-PIP	1,012,503.00	-	-	1,012,503.00	-	1,012,503.00	1,012,503.00	-	-	0%

8	Division of Occidental Mindoro	2,024,100.00	10,000.00	-	2,034,100.00	407,406.99	1,626,693.01	1,626,693.01	-	407,406.99	20%
	DO-PIP	115,100.00	10,000.00		125,100.00	39,406.99	85,693.01	85,693.01		39,406.99	34%
	PAMANA KA (1)	368,000.00			368,000.00	368,000.00	-	-		368,000.00	100%
	PAMANA KA (2)	132,000.00			132,000.00		132,000.00	132,000.00		-	0%
	Schools	1,001,650.00			1,001,650.00		1,001,650.00	1,001,650.00		-	0%
	Communities	539,350.00			539,350.00		539,350.00	539,350.00		-	0%
	Communities	(132,000.00)			(132,000.00)		(132,000.00)	(132,000.00)		-	0%
9	Division of Palawan	100,000.00	20,000.00	-	120,000.00	-	120,000.00	120,000.00	-	-	0%
	DO-PIP	100,000.00	20,000.00		120,000.00		120,000.00	120,000.00		-	0%
10	CAR	2,426,800.00	-	-	2,426,800.00	700,541.15	1,726,258.85	1,726,258.85	-	700,541.15	29%
	RO-PIP	817,740.00	-		817,740.00	250,541.15	567,198.85	567,198.85		250,541.15	31%
	RO-PIP	1,159,060.00	-		1,159,060.00		1,159,060.00	1,159,060.00		-	0%
	For 3 Additional Divisions	450,000.00	-		450,000.00	105,753.00	344,247.00	344,247.00		105,753.00	24%
	Transfer to 3 Divisions	-	-		-	344,247.00	(344,247.00)	(344,247.00)		344,247.00	0%
11	Division of Ifugao	2,022,800.00	10,000.00	-	2,032,800.00	109,778.00	1,923,022.00	1,898,816.00	24,206.00	109,778.00	5%
	DO-PIP	222,800.00	10,000.00		232,800.00	109,778.00	123,022.00	98,816.00	24,206.00	109,778.00	49%
	Schools	1,170,000.00			1,170,000.00		1,170,000.00	1,170,000.00		-	0%
	Communities	630,000.00			630,000.00		630,000.00	630,000.00		-	0%
12	Division of Mt. Province	108,528.00	10,000.00	-	118,528.00	-	118,528.00	118,528.00	-	-	0%
	From RO= DO-PIP	108,528.00	10,000.00	-	118,528.00		118,528.00	118,528.00	-	-	0%
13	Division of Apayao	124,791.00	10,000.00	-	134,791.00	-	134,791.00	134,791.00	-	-	0%
	From RO= DO-PIP	124,791.00	10,000.00	-	134,791.00		134,791.00	134,791.00	-	-	0%
14	Division of Kalinga	110,928.00	10,000.00	-	120,928.00	-	120,928.00	120,928.00	-	-	0%
	From RO= DO-PIP	110,928.00	10,000.00	-	120,928.00		120,928.00	120,928.00	-	-	0%
	TOTAL	18,935,317.00	110,000.00	28.76	19,045,345.76	2,042,135.04	16,993,210.72	16,859,217.22	24,206.00	2,042,135.04	11%

ANNEX B

PRIME												
SUMMARY OF GRANTS RESOURCES, UTILIZATION, AND BALANCES												
MINDANAO CLUSTER												
As of April 30, 2012												
	NAME OF PROPONENT	PRIME GRANT	FUNDS FROM OTHER SOURCES	INITIAL DEPOSIT	INTEREST EARNED	TOTAL FUNDS	TOTAL AMOUNT UTILIZED	BALANCE	CASH IN BANK	CASH ON HAND	TOTAL AMOUNT UTILIZED - PRIME ONLY	% OF UTILIZATION - PRIME FUNDS
1	Region IX	2,011,230	-	-	-	2,011,230	22,518	1,988,712	1,988,712	-	22,518	1%
	RO-PIP	1,861,230				1,861,230		1,861,230	1,861,230		-	0%
	For additional division	150,000				150,000		150,000	150,000			0%
	Transfer to additional division						22,518	(22,518)	(22,518)			
2	Division of Zamboanga Del Sur PIP	3,550,000	-	10,000	390	3,560,390	94,941	3,465,449	3,465,449	-	94,941	3%
	DO-PIP	500,000		10,000	390	510,390	94,941	415,449	415,449		94,941	19%
	School	1,982,500				1,982,500		1,982,500	1,982,500		-	0%
	Communities	1,067,500				1,067,500		1,067,500	1,067,500		-	0%
3	Division of Zamboanga Del Norte	3,606,620	-	10,000	-	3,616,620	46,500	3,570,120	3,570,120	-	46,500	1%
	DO-PIP	556,620		10,000		566,620	46,500	520,120	520,120		46,500	8%
	School	1,982,500				1,982,500		1,982,500	1,982,500		-	0%
	Communities	1,067,500				1,067,500		1,067,500	1,067,500		-	0%
4	Division of Zamboanga Sibugay	22,518	-	-	-	22,518	-	22,518	22,518	-	-	0%
	DO-PIP	22,518				22,518		22,518	22,518	-	-	0%
	School					-		-	-		-	
	Communities					-		-	-		-	

5	Region X	1,132,800	-	-	236	1,133,036	-	1,133,036	1,133,036	-	-	0%
	RO-PIP	982,800			236	983,036		983,036	983,036		-	0%
	For additional division	150,000				150,000		150,000	150,000			0%
6	Division of Bukidnon	1,811,050	315,050	10,000	-	2,136,100	408,638	1,727,462	1,727,462	-	-	0%
	DO-PIP	715,550	315,050	10,000		1,040,600	408,638	631,962	631,962		-	0%
	School	1,095,500				1,095,500	-	1,095,500	1,095,500		-	0%
	Communities	-				-	-	-	-		-	
7	Division of Lanao Del Norte	-	-	10,000	-	10,000	-	10,000	10,000	-	-	
	DO-PIP	-		10,000		10,000		10,000	10,000		-	
	School	-				-		-	-		-	
	Communities	-				-		-	-		-	
8	Region XI	1,379,000	-	-	-	1,379,000	392,141	986,859	986,859	-	392,141	28%
	RO-PIP	1,079,000				1,079,000	92,141	986,859	986,859		92,141	9%
	For 2 additional divisions	300,000				300,000	-	300,000	300,000		-	0%
	Transfer to 2 divisions						300,000	(300,000)	(300,000)		300,000	
9	Division of Davao Del Sur	3,370,140	-	10,000	1,541	3,381,681	584,000	2,797,681	2,642,581	-	584,000	17%
	DO-PIP	914,140		10,000	1,541	925,681	-	925,681	770,581		-	0%
	School	2,055,600				2,055,600	584,000	1,471,600	1,471,600		584,000	28%
	Communities	400,400				400,400		400,400	400,400		-	0%
10	Division of Davao Del Norte	150,000	-	10,000	-	160,000	34,500	125,500	125,500	-	24,500	16%
	Transfer from RO : DO-PIP	150,000		10,000		160,000	34,500	125,500	125,500		24,500	16%
	School	-				-		-	-		-	
	Communities	-				-		-	-		-	
11	Division of Davao Oriental	150,000	-	10,000	-	160,000	150,000	10,000	10,000	-	150,000	100%
	Transfer from RO : DO-PIP	150,000		10,000		160,000	150,000	10,000	10,000		150,000	100%
	School	-				-		-	-		-	
	Communities	-				-		-	-		-	

12	Region XII	2,300,000	-	10,000	-	2,310,000	-	2,310,000	2,310,000	-	-	0%
	RO-PIP	2,000,000		10,000		2,010,000	-	2,010,000	2,010,000		-	0%
	For 2 additional divisions	300,000				300,000	-	300,000	300,000		-	0%
13	Division of Sarangani	2,627,500	-	10,000	-	2,637,500	93,482	2,544,018	2,544,018	-	93,482	4%
	DO-PIP	827,500		10,000		837,500	93,482	744,018	744,018		93,482	11%
	School	1,170,000				1,170,000		1,170,000	1,170,000		-	0%
	Communities	630,000				630,000		630,000	630,000		-	0%
14	Division of South Cotabato	-	-	10,000	-	10,000	-	10,000	10,000	-	-	
	DO-PIP	-		10,000		10,000		10,000	10,000		-	
	School	-				-		-	-		-	
	Communities	-				-		-	-		-	
15	Division of Sultan Kudarat	-	-	-	-	-	-	-	-	-	-	
	DO-PIP	-				-		-	-		-	
	School	-				-		-	-		-	
	Communities	-				-		-	-		-	
16	Region XIII	1,960,540	-	-	-	1,960,540	307,173	1,653,367	1,653,367	-	307,173	16%
	RO-PIP	1,660,540				1,660,540	10,173	1,650,367	1,650,367		10,173	1%
	For 2 additional divisions	300,000				300,000	-	300,000	300,000		-	0%
	Transfer to 2 divisions					-	297,000	(297,000)	(297,000)		297,000	

17	Division of Agusan Del Sur	2,700,450	-	10,000	-	2,710,450	-	2,710,450	2,710,450	-	-	0%
	DO-PIP	723,000		10,000		733,000	-	733,000	733,000		-	0%
	School	704,900.00				704,900		704,900	704,900		-	0%
	School	827,157.50				827,158		827,158	827,158		-	0%
	Communities	445,393				445,393		445,393	445,393		-	0%
18	Division of Agusan Norte	148,500	-	-	-	148,500	128,500	20,000	20,000	-	128,500	87%
	Transfer from RO: DO-PIP	148,500				148,500	128,500	20,000	20,000		128,500	87%
	School	-				-		-			-	
	Communities	-				-		-			-	
19	Division of Surigao Del Norte	748,500	-	25,000	-	773,500	-	773,500	773,500	-	-	0%
	Transfer from RO: DO-PIP	148,500		25,000		173,500	-	173,500	173,500		-	0%
	DO-PIP	600,000				600,000		600,000	600,000		-	0%
	School	-	-	-	-	-	-	-	-	-	-	
	Communities	-	-	-	-	-	-	-	-	-	-	
	TOTAL	27,668,848	315,050	135,000	2,167	28,121,065	2,262,394	25,858,671	25,703,571	-	1,843,756	7%

Annex J

Status of Operationalizing the
Information, Advocacy and
Communications Plan

ANNEX J Status of Operationalising the Information, Advocacy and Communications Plan

For January to June 2012, the Information, Advocacy and Communications (IAC) efforts of the Philippines' Response to Indigenous Peoples' and Muslim Education (PRIME) Program has been focused on connecting with stakeholders from the Department of Education (DepED).

Table 1 of this Annex presents an update on the activities that have not been completed for July-December 2011 while Table 2 contains the list of activities that have been scheduled for the January-June 2012.

The incorporation of additional symbols to the Education for All (EFA) logo was done to recognise the distinctive learning styles of the Indigenous Peoples (IPs) and of the Muslims. At present, the enhanced EFA logo has been submitted to the National EFA Secretariat and is pending for review. Once the enhanced logo is approved, it will be forwarded by the Office of Planning Service (OPS) to the Special Events Unit for its endorsement to the various offices of the Department.

The National Indigenous Peoples Education Policy Framework, meanwhile, has been translated to Filipino, Bisaya and Iloko to familiarise the targeted stakeholders with its implementation and its pronouncements. The publication of the translated work is now underway and this will be released to DepED Regional Offices no later than August 2012.

The preparation of an IAC Plan for Indigenous Peoples' Education at the Central Office (CO) level is also underway and is being spearheaded by the Indigenous Peoples' Education Office (IPsEO). All national-level advocacy activities will now be led by IPsEO for DepED – CO and will be supported by the Information and Advocacy Officer of the PRIME Program. Regions IV-B and IX have also conducted meetings and workshops as part of the preparation of the IAC Plan for their respective regions.

To further encourage behavioural change towards better respect for and appreciation of cultural diversity in the basic education sector, selected DepED staff from the Cordillera Administrative Region (CAR) and Region IV-B have participated in a week-long immersion at the *Paaralang Mangyan na Angkop sa Kulturang Aalagaan* (PAMANAKA) in San Jose, Occidental Mindoro. This exchange has helped emphasised the importance of fostering culturally-relevant education systems for the indigenous youth.

PRIME has also coordinated with Adopt-a-School in an endeavour to draw attention to IP schools and to schools with high IP population. As a result, Adopt-a-School has announced that this year's Brigada Eskwela focuses on sanitation and on schools in IP communities. The list of PRIME's target schools has also been submitted to Adopt-a-School and was used by the latter as a list of possible beneficiaries. Conflicts in scheduled activities, however, have prevented the Regional PRIME Teams from participating in local Brigada Eskwela events.

Lastly, PRIME has shifted its attention from its website <<http://prime.deped.gov.ph/>> to its Facebook Page <<http://www.facebook.com/depedprime>>. This was done to take advantage of the visibility of DepED stakeholders in the said social medium and to encourage them to interact with other members of the PRIME Team.

TABLE 1 UPDATE ON THE STATUS OF PROPOSED ADVOCACY ACTIVITIES (JUNE-DECEMBER 2011)

Implementation Period	Activity	Targeted Stakeholder	Status	
			July-December 2011	January-June 2012
July-December 2011	<ul style="list-style-type: none"> Revision of existing EFA Logo to incorporate elements that highlight respect for cultural diversity 	<ul style="list-style-type: none"> DepED Executives & Staff Other relevant GOs NGOs, CSOs, & other donor agencies Links to the General Public 	In progress	Done
July-December 2011	<ul style="list-style-type: none"> Translation of National IP Education Policy Framework 	<ul style="list-style-type: none"> IP/M Communities and Other Possible Recipients of PRIME Grants NGOs, CSOs, and other GOs DepED Executives & Staff 	In progress	Done
July-December 2011	<ul style="list-style-type: none"> Workshop on preparation of regional Advocacy and Communication Plans 	<ul style="list-style-type: none"> DepED Executives & Staff 	Not started	In progress

TABLE 2 UPDATE ON THE STATUS OF PROPOSED ADVOCACY ACTIVITIES (JANUARY-JUNE 2012)

Implementation Period	Activity	Targeted Stakeholder	Status
			January- June 2012
All throughout the duration of the Program	<ul style="list-style-type: none"> Dissemination of Program brochure and other advocacy materials 	<ul style="list-style-type: none"> DepED Executives & Staff Other relevant GOs NGOs, CSOs, & other donor agencies Links to the General Public 	On-going
Monthly	<ul style="list-style-type: none"> Contributions to DepED newsletter 	<ul style="list-style-type: none"> DepED Executives & Staff Other relevant GOs NGOs, CSOs, & other donor agencies Links to the General Public 	On-going
Upon availability of related events	<ul style="list-style-type: none"> Participation in/sponsorship of related public events, observances, etc. 	<ul style="list-style-type: none"> IP/M Communities and Other Possible Recipients of PRIME Grants DepED Executives & Staff Other relevant GOs NGOs, CSOs, & other donor agencies Links to the General Public 	On-going
January-June 2012	<ul style="list-style-type: none"> Community visits Knowledge sharing/testimonials from IP and/or Muslim advocates of education 	<ul style="list-style-type: none"> DepED Executives & Staff IP/M Communities and other possible recipients of PRIME Grants Links to the General Public 	Done
January-June 2012	<ul style="list-style-type: none"> Brigada Eskwela 	<ul style="list-style-type: none"> DepED Executives & Staff IP/M Communities and other possible recipients of PRIME Grants Links to the General Public 	Cancelled

Annex K

Safety and Security Plan

PRIME Program

Safety and Security Plan

Philippines' Response to
Indigenous Peoples' and
Muslim Education (PRIME)
Program

13 May 2011
(Revised July 2012)

Document Title	Safety and Security Plan - Updated
Initial Issue Date	13 May 2011
Prepared by	Accounts Manager
Revised by	Accounts Manager
Revision Date	16 July 2012
Version	3.0
Version 2.0 Reviewed by	Program Director, Director – Program Development

Table of Contents

	Description of Content	Page
	Acronyms and Abbreviations	i
1	Introduction	1
2	Safety and Security Plan Summary	2
3	Safety and Security Plan – General Information	4
3.1	Basic Information	
3.2	Environment	
3.3	Contact List / Communications	
3.3.1	General	
3.3.2	Cell Phones	
3.3.3	Important Request to Visiting Consultants or GRM Staff	
3.3.4	Emergency Contacts	
3.4	Demonstrations and Protests	
3.4.1	Vehicles	
3.4.2	Pedestrians	
3.4.3	Office Buildings	
3.4.4	Parents of School Children	
3.4.5	Large scale Disturbances in the Immediate Vicinity	
3.4.6	Disturbances Near Place of Residence	
3.5	Crimes Against Persons	
3.5.1	Street Crime	
3.5.2	Residential Crime	
3.5.3	Kidnapping	
3.6	Natural Disasters	
3.6.1	Earthquakes	
3.6.2	Typhoons and Floods	
3.7	Health Concerns	
3.8	Work Place Concerns	
3.8.1	Safe and Secure Work Environment	
3.8.2	Fire Prevention and Emergency Procedures	
3.8.3	First Aid	
3.9	Travel Policy and Procedure	
3.9.1	Travel Insurance	
3.9.2	Vehicles	
3.9.3	Driving Risks to Health	
3.10	Specific Advice for Internationally Recruited Long-Term Staff Members	
3.11	Instructions for Visiting Short and Long-Term Advisors	
4	The PRIME Safety and Security Procedure	16
4.1	Details of the Procedure	
4.2	Phase 1: Planning Stage Actions	
4.3	Phase 2: Precautionary Stage Actions	
4.4	Phase 3: Restricted Movement Stage Actions	
4.5	Phase 4: Relocation Stage Action	
4.6	Phase 5: Relocate / Evacuation Stage Actions	

	Description of Content	Page
5	Annexes	
	Annex 1 Current DFAT Advice	A
	Annex 2 PRIME Contact List	C
	Annex 3 Personal Emergency Contact Information	X
	Annex 4 Memo to Advisers on Arrival	Y
	Annex 5 Call Record	Z

Acronyms and Abbreviations

AA	Accounts Assistant
AM	Accounts Manager
AO	Administrative Officer
AusAID	Australian Agency for International Development
DepED	Department of Education
EDPITAF	Education Development Projects Implementing Task Force
FBPO	Field Based Program Officer
GoP	Government of the Philippines
GRM	GRM International
IPs	Indigenous Peoples
LEA	Locally Engaged Adviser
LES	Locally Engaged Staff
LTA	Long Term Adviser
PD	Program Director
PM	GRM Program Manager
PRIME	Philippines Response to Indigenous Peoples' and Muslim Education
SFBPO	Senior Field Based Program Officer
SM	GRM Senior Manager
STA	Short Term Advisers

1 Introduction

The Philippines' Response to Indigenous Peoples' and Muslim Education (PRIME) Program Safety and Security Plan (hereinafter referred to as the "Plan") is intended to provide guidelines for the management of safety and security issues relating to all staff while on assignment in the Philippines. Staff includes international consultants (long and short-term), national consultants, locally engaged staff and any representatives of the Managing Contractor (MC). The Plan therefore applies to all of the above.

It should be noted that the Plan is exactly that, a plan. In real life situations where there are issues or threats to a member of staff or their family or property, then people are expected to use their own common sense to determine how to react in a particular situation. The Plan is by no means comprehensive nor does it provide definitive answers to all matters that relate to safety and security.

Safety and security planning provides for gradual increases in the type and scope of precautions in the event of the safety and security situation in the Philippines deteriorating. Such precautions may include the evacuation of international staff, interim arrangements for national consultants and staff should an evacuation occur and the protection/safe-guarding of offices, records, equipment and vehicles.

The Plan is organized into four sections as follows:

- Section 1: Safety and Security Plan Summary
- Section 2: General Safety and Security Information
- Section 3: Safety and Security Procedures
- Section 4: Annexes, including Contact Lists, forms and additional information on safety and security noted in the Plan

All staff will be provided with a copy of the Plan upon initial appointment and will be provided with regular updates to the Plan. It is expected that staff will keep a complete copy of the Plan at their residence and at their regular work station. In addition, a copy of the Plan is kept in each of the program's vehicles for ease of access.

The Plan will be updated every three months, at a minimum, and will contain the latest information concerning safety and security, including the most recent travel advisory information from the Government of Australia (GoA) which periodically issues travel advisories reflecting the level of safety and security considered to apply at the time. Country security information is accessible to all staff via the Australian Department of Foreign Affairs and Trade (DFAT) web page www.smarttraveller.gov.au

2 Safety and Security Plan Summary

The PRIME Program Director (PD) is the designated official responsible for coordinating arrangements related to the safety and security of program personnel and property in the Philippines. In the absence of the PD, the Senior Field Based Program Officers (SFBPOs) in each cluster shall be designated as the official(s) responsible.

This Plan has been developed (and updated regularly) to guide the actions of staff to reduce safety and security risks to their person and property.

There are two main sections of the Plan – a section on general safety and security and a section on the procedures to be followed in the event of escalating concerns regarding personal safety and security.

The section on general safety and security provides basic information with respect to information and precautions that staff and their families should consider when working and living in the Philippines.

The section on the procedures to be followed in the event of escalating concerns about the personal safety and security of staff is intended to provide clear procedures and responsibilities for carrying out the required actions and tasks. The procedures to be followed in the event of escalating concerns are organized into five phases as outlined below. The detailed procedure for each of the five phases is located in Section 3 of this Plan.

- **Phase 1: Planning/Preparation.** This phase consists of normal routine actions required for basic readiness/preparedness. Preparation of emergency contact information, personal safety and security plans and regularly updating the PRIME Safety and Security Plan are included in this first phase.
- **Phase 2: Precautionary.** The PD may elevate the safety and security planning to Phase 2 when normal security conditions are disrupted and extra care is required.
 - Proposed visiting short-term advisers will require clearance from GRM before travelling to the Philippines.
 - Staff should ensure they have at home food, water, cooking gas, candles and matches, flashlights and batteries, medicines (especially special health maintenance medication such as insulin, blood pressure or heart regulating drugs) and first aid supplies to last approximately one week and sufficient cash for emergency travel and other unforeseen needs. Vehicles should be kept full of fuel, and identity cards/passports should be in order and readily accessible.
- **Phase 3: Restricted Movement.** When a higher level of security is warranted, the PD can declare Phase 3, under which the majority of staff and dependents are instructed to remain at home. Under this Phase:
 - No visiting missions will be permitted without prior clearance from GRM.

- All national consultants and locally-engaged staff members should make their personal preparations for possible relocation within the Philippines; and internationally recruited staff should prepare for possible evacuation to a safe location outside the Philippines.
 - Visiting missions will be terminated as soon as possible. Personal guests and non-dependent relatives from overseas should be encouraged to leave the Philippines.
 - *Arrangements for early dismissal could be implemented.* The most likely security situation that could result in early dismissal is growing unrest in the streets that makes it advisable to complete homeward travel early. Experience has shown that the order should be given early, accepting the risk that it may be an over-reaction, rather than waiting until the danger is obvious at which time it may be too late.
 - *Arrangements for extended stay in office could be implemented.* If the level of unrest in the streets makes it inadvisable for any staff to travel home, or if certain areas are disrupted to the point that individual staff members living there cannot safely return to their home, staff members affected will relocate to appropriate accommodation.
- **Phase 4: Relocation.** During this phase, declared by the PD and approved by the Senior Manager, if time permits, operations are suspended and staff are relocated or evacuated and provisions are made to safeguard program property. Salary payments for locally engaged staff are prepared. A secure exit mechanism from PRIME sites is established for local staff who will remain in the Philippines.
 - **Phase 5: Evacuation.** During this phase, declared by the PD and approved by the Senior Manager if time permits, all remaining internationally-recruited staff members that were relocated within the Philippines under previous phases are evacuated from the country. A senior locally engaged staff member is designated as the Officer-In-Charge. Contact by the PD and Senior Manager with the OIC is maintained during the period of evacuation.

3 Safety and Security Plan – General Information

3.1 Basic Information

The Government of Australia (GoA) periodically issues travel advisories reflecting the level of safety and security considered to apply at the time. Country security information is accessible to all staff via the Australian Department of Foreign Affairs and Trade (DFAT) web page www.smarttraveller.gov.au. The most recent version of the Travel Advice is included as **Annex 1** to this Plan. It is recommended that all staff subscribe to the Travel Advice update from DFAT.

It is important that all staff and their families are fully prepared for any security or safety situation that may arise during the course of implementation. During situations of crisis, transportation and communication systems can be easily disrupted. This disruption in transportation and communication can affect the normal supply and distribution networks for food, water, medicine and other goods. The stockpiling of water, essential food, medical, and household items is strongly recommended at all times regardless of the level of the security concern.

International staff (long-term and short-term) should register with their embassy in the Philippines.

For Australian citizens, please register at www.orao.dfat.gov.au

We need to remember we are all part of the Safety and Security Plan. It is our own “intelligence” which we need to utilize and communicate across other staff members to ensure that everybody in the Program is able to go about their work in a safe and secure manner. The PD and the PM will from time to time seek advice from all staff and other external organizations as to security issues which impact our ability to deliver the program.

Any issues will be communicated as soon as possible to all staff, particularly those who may be in an area for which a security or safety threat has been detected.

All staff are requested to likewise immediately advise other staff, preferably through the PD, if time permits, about any issues of personal safety or security.

3.2 Environment

Some of the areas where we are working under the Program are dangerous. Over the years there has been a history of conflict and with that acts of violence against both international and national personnel who are associated with Development Assistance programs. The MC and AusAID are mindful of the Safety and Security of all personnel employed under the Program and this is of paramount concern.

Staff security is an important parameter when initiating a new program, from site security assessment when identifying office space to negotiating with a warring faction for access to a population in need. The decision to stop or continue activity in a highly insecure environment is taken by weighing program needs against the risks posed to staff, programs and property. It should be noted from the outset, that in most areas where the program operates, traffic accidents, tropical diseases, armed conflicts (AFP versus rebels; clan/family feuds or *rido*) and armed criminals (kidnap-for-ransom, gun-for-hire, hold-up, bombing, etc.) could be the causes of problems.

All development assistance workers across the Philippines as well as in other countries face the same threat: the possibility that someone will harm personnel, or steal or damage property, through purposeful, often violent action. But not all are equally vulnerable to those threats. We must limit our vulnerability by limiting our exposure to those outside threats.

All staff will need to conduct field assessments of the threats they are most likely to confront, and then decides which security measures to adopt. This process is often intuitive and subconscious: if you believe a road has an armed encounter or flooding or landslide, and therefore take an alternative route, you are assessing threats and adopting security measures.

3.3 Contact List/Communications

3.3.1 General

Responding appropriately to any type of safety issue and security problem depends on good communications.

A PRIME Team “Contact List” has been prepared and is updated regularly (See **Annex 2 – Contact List**) whereby urgent information can be communicated to all staff and visiting consultants within a short time period during and outside of normal working hours. The “Contact List” provides contact information for all staff as well as important contact information for other agencies related to safety and security. It is important that all staff keep a copy of the “Contact List” with them at all times. Staff members are advised that they have a responsibility to be available for contact by the PD, or designate, 24 hours a day and 7 days a week basis. All staff are required to advise immediately the PD of any changes to their contact information so as to provide updates to the “Contact List”.

As a precautionary monitoring mechanism, the program uses a “Whereabouts” text messaging system whereby all staff and consultants are required to advise the Manila PRIME Office by text message to (0917 830 0873) of their location and activities for each day not later than 9:00 am each day. An alert message is sent each day to all staff reminding them of the need to respond. Normally, the “Whereabouts” system is only in operation during the regular work week, but may be activated on a 24 hour – 7 day/week basis the safety and security situation warrants.

If at any time, you feel that your security or safety is at risk, do not hesitate to contact the PD at any time.

3.3.2 Cell Phones

Cell-phones are the most useful and reliable form of telecommunication in the Philippines. The cell phones shall be used to relay brief security messages, (eg. warnings to avoid locations of disturbances, to contact and/or return to the office immediately, or to go to a designated alternate location). Visiting consultants and official visitors to PRIME are strongly encouraged to:

- obtain a local cell-phone/cell-phone number upon arrival;
- ensure they stay within cell coverage at all times in the PRIME areas;
- keep the cell-phone fully charged and on at all times (24hrs/7days/week);
- inform the PD, if it is absolutely essential and unavoidable to travel outside network coverage, of the duration of time you expect to be beyond network coverage and your exact destination - and to provide contact immediately one you are back within cell coverage;
- carry an extra cell-phone battery that is fully charged if travelling to areas where there may be extended power outages;
- ensure that the cell-phone if “pre-paid”, is loaded at all times and to keep extra pre-paid cards available; and,
- take the time to store emergency and contact numbers in the cell-phone prior to travel.

3.3.3 Important Request to Visiting Consultants or GRM Staff

GRM consultants and staff shall ensure that the Administrative Officer has a copy of their itineraries and contact numbers. GRM and/or official visitors must inform the Administrative Officer of any changes to their itinerary so that they can be advised promptly of any safety and security issues that might affect them in the locations where they are travelling or when they return to offices and/or their hotels.

A copy of the most recent Safety and Security Plan, including the “Contact List” of telephone numbers will be given to each visitor to the program upon their arrival in the Philippines.

3.3.4 Emergency Contacts

The following are the emergency cell phone contact numbers for quick reference –

- Nelson Ireland – (63 2) 921 717 8112 or 0921 717 8112 (in-country)
- Ana Capuz - (63 2) 927 974 1059 or 0927 974 1059 (in-country)
- Norma Gonos - (63 2) 927 319 0813 or 0927 319 0813 (in-country)
- Buena Aranda - (63 2) 917 830 0873 or 0917 830 0873 (in-country)
- Crizelle Benitez - (63 2) 948 506 0340 or 0948 506 0340 (in-country)

ACE Assistance (for international consultants covered by the Corporate Traveller Insurance policy) –

- Policy Name GRM International Pty Ltd
- Policy Number 01PP528060
- The telephone number to call is –

- +61 2 8907 5995 (Please call Reverse Charge)
- Website address
 - www.aceassistance.com

Details of the Australian Embassy are as follows –

Australian Embassy
Level 23, Tower 2
RCBC Plaza
6819 Ayala Avenue
Makati City, 1200, Philippines
Telephone: (63 2) 757 8100
Facsimile: (63 2) 757 8268
After Hours Telephone: + 61 1300 555 135

In case of emergency, please advise the **Consular Section of the Australian Embassy** in Manila by phoning (63 2) 757 8152 / 757 8164 / 757 8246.

For after-hours emergencies, please dial (63 2) 757 8100 and follow the voice prompts – the call will be forwarded to the 24-hour Consular Emergency Centre in Canberra, Australia.

3.4 Demonstrations and Protests

While most of these type of events will occur in and around Manila, there are occasions when you may be travelling through Manila or in some cases, demonstrations may occur in some of the larger centers outside Manila. Some simple guidelines can help you avoid becoming involved, becoming a target of the demonstration and potential injury.

3.4.1 Vehicles

- Stay in the vehicle and try to drive away in any safe direction;
- If you are stuck in traffic and unable to drive away then you should honk your horn and flash your lights continuously and basically draw attention to yourself. Under no circumstances should you open your windows, unlock your doors, or try to run away. Stay in the car;
- If you are a foreign national and have a local driver or passenger, ask them to intercede with the crowd (look for a crowd leader or a sympathetic face); and
- Avoid driving alone or at night. In a violent incident, there is less chance of injury if more than one person is in the vehicle.

3.4.2 Pedestrians

- Put as much distance between yourself and the demonstrators as quickly as possible;
- If it is not possible to remove yourself from the area safely, if possible, go into a nearby building to get off the street; or if not possible to do so;
- Try to get to the police lines but be careful the police do not mistake you for one of the demonstrators/protestors.

3.4.3 Office Buildings

- Stay with a neutral group in the building;
- Avoid getting close to doors and windows;

- Locate alternative exits, especially those leading to demonstration-free streets, and stay where you can get to a safe alternative exit in case of fire;
- Do not resist if demonstrators enter the building; stay out of their way;
- If there is a safe opportunity to do so, leave the building and go immediately away from the trouble area; but,
- Remain in the building for as long as it takes security forces to restore order, if you think it is more hazardous on the streets.

3.4.4 Parents of School Children

Ensure that your children's schools have safety and security procedures and that you and your children know what they are. Supplement these plans with your own additional plans. This planning is especially important for the trip to and from your children's school. You should arrange with your children a simple contingency plan including designated safe places to go and ways to contact you or responsible friends or relatives in the event of disturbances are encountered on the route between home and school.

If your children travel by school bus, instruct them on the points below to avoid injury in street disturbances:

- Stay on the bus with the other students;
- Keep seated unless rocks are being thrown at the bus, in which case move away from the windows;
- Keep hands down. Avoid making signals or gestures that might provoke the crowd;
- Know how to open the emergency exits;
- Follow the instructions of the designated safety person on the bus;
- Stay with the group. If you must leave the bus, do not get separated from the group;
- Be willing to surrender all personal property to others to avoid injury; and
- Ensure that the school has a contingency plan in case of street disturbances, including the locations of safe havens along the bus route.

3.4.5 Large scale Disturbances in the Immediate Vicinity

- If it is safe where you are, do not leave;
- Inform your family and/or colleagues of your location and situation;
- Get accurate information about the situation, not rumors;
- Obtain and follow instructions from PD; and,
- If you must travel, ensure it is safe at your destination and along the route to your next location.

3.4.6 Disturbances Near Place of Residence

- Call for assistance;
- Go to a safe area of the residence away from exposed windows;
- Consider leaving the residence and move to a safe location, but only if this can be done safely; and;
- Make a plan in advance, including an alternative location where family members will meet or contact each other if it becomes necessary for those inside the residence to leave it or impossible for those outside to return to it.

3.5 Crimes against Persons

There is a general level of lawlessness in the Philippines and opportunistic crimes can occur. Crimes against persons can occur at any place at any time. It is recommended that common-sense precautions be taken to guard against exposure to unnecessary risks.

Following are some basic suggestions to avoid becoming the victim of a crime or to avoid injury if you are the victim of a crime.

3.5.1 Street Crime

- Be alert, do not wear a lot of jewelry and limit the amount of cash you carry;
- Avoid visiting ATM machines late at night, early in the morning, or in secluded locations;
- Do not carry unnecessary credit cards;
- Do not keep wallets in trouser back pockets or carry handbags carelessly;
- Do not display large amounts of cash when making purchases;
- Use a program vehicle and driver whenever possible rather than walking on streets;
- Keep vehicle windows and doors locked at all times, especially when the car is stationary and keep valuables out of sight even when you are in the car;
- Do not get into a dispute with other drivers or their passengers, even if you believe that you are right. The other driver or person may be armed. In difficult traffic situations leave any discussions and action to the driver;
- If an apparently helpful citizen signals that you have a flat tire or some other problem with your car, assume that it is an attempt to set you up for a robbery or car-jacking and do not open the window, get out or stop. Continue driving to a safe location, even if it means driving on a flat and ruining the tire. Hotels, office buildings, apartments and restaurants are usually well lit and have security guards Use hazard lights and horn to attract the attention of police and security guards;
- Avoid known crime areas, especially at night;
- Use reputable taxi companies, try to obtain a taxi at a hotel or by telephone order, and try not to travel alone late at night;
- Do not get into a taxi if there is anyone in it other than the driver, and check that child-proof locks are not engaged (locks on doors that prevent them from being opened from the inside);
- Vary the time and route taken to and from work/home;
- Avoid shopping malls, cinemas and any other places where people congregate;
- Depart bomb sites immediately as second or follow-up explosions may occur;
- Unless absolutely necessary do not travel outside populated areas after sunset;
- Avoid prolonged stays at coastal resorts, especially in the southern Philippines;
- Familiarize yourself with escape routes in hotels, high-rise buildings and regular work locations; and,
- Each consultant and family member should keep the “Contact List” in their possession at all times to alert others if a crime is committed against you.

3.5.2 Residential Crime

- Prepare the **Personal Emergency Contact Information**(see **Annex 3** for format) and provide this information to the PRIME Office;
- Use appropriate security equipment to discourage burglars – window, door and gate locks, fencing, window bars, outside lights, alarms, personal security;
- Avoid leaving messages on answering machines that suggest you will be away for extended periods;
- It is important to get acquainted with the security personnel within your local neighborhood. He/she provides neighborhood security patrols and has communication links with the local police. This person may be the best source of help if there is trouble in or around your residence. It is advisable for any new resident to introduce themselves and their family members to the head of the security unit and provide basic information on members of the

household (family and staff). Getting to know your neighbors and helping them to understand and to know you may often be your best prevention against local crime;

- Brief all household staff on the importance of the security of your residence and to keep all doors and gates locked;
- When retiring for the night, take the house telephone, mobile phone and important documents including passports and money into the bedroom and lock the door;
- Ensure there is adequate personal contents insurance cover for your residence. Prepare an inventory of your household effects for insurance purposes. It is normal for consultants to rent fully furnished and equipped accommodation. Therefore the landlord will cover the house and the contents that they own, but not your personal effects/property. Consultants should prepare an inventory of personal property;
- Save emergency and security numbers on your cell phones.
- Try to arrange a safe room in your house, with a telephone, where you could lock yourself in and call for help if burglars enter your house.
- If you do encounter a burglar or unwelcome visitor, do not interfere or confront the burglar – stay calm, do not block their escape route, and remember that property can be replaced. Call the police or local security office at the earliest opportunity.
- Report all incidents to the PD.

3.5.3 Kidnapping

The risk of kidnapping is considered relatively low across the Philippines however in some areas of southern Mindanao, the risk is real. Staff should be vigilant at all times. If a staff member is taken by kidnappers, the following guidelines should be followed:

- Do not antagonize your captors, especially at the beginning or during rescue attempts;
- Do not provoke or argue with the kidnappers; be careful with eye contact as direct eye contact may be perceived to be aggressive;
- Be polite but firm with captors; obey their instructions;
- Try to defuse heated situations;
- Leave cell phones on if possible;
- Establish routines; keep healthy; avoid injury; maintain your faith in eventual release;
- Eat whenever possible; maintain your fluid intake; and,
- Count the days and accumulate as much data as possible about your surroundings.

3.6 Natural Disasters

3.6.1 Earthquakes

Sliding and falling objects cause most injuries during an earthquake. Therefore make it a regular practice in your residence or office to:

- Install latches on drawers, cabinets and cupboards. Secure breakable items.
- Check all rooms for unstable items or items that may fall.
- Identify heavy materials and place them in the lower compartments of cupboards or cabinets. Secure furniture that is on wheels.
- Familiarize yourself with your residence and place of work. Identify the routes to exit the building. Look for the most structurally sound places to utilize for shelter.
- Know where fire extinguishers, first aid kits, alarms, utilities and communications facilities are located.

What to do during an earthquake

- Stay calm. If indoors stay there.
- The first action is for you to protect your body from falling debris by getting under a sturdy table or by bracing yourself in a doorway or corner of a room. Be particularly aware of bookcases, cabinets, chandeliers, hanging plants, lighting fixtures and glass fragments from windows.
- Avoid elevators during or after an earthquake. Any structural damage or power failure can cause you to be stranded for an indefinite period of time.
- If outside, move to an open area away from power lines, posts, trees, walls etc. Be aware of any debris that may fall from high places. If the quake occurs when you are amid tall buildings, find a doorway, a corner or structural alcove to protect you from falling debris.
- If in a vehicle, pull to the side of the road and stop. Park away from bridges, overpasses, overhead wires and posts. If electrical wires fall on the vehicle, stay inside and wait for assistance. Do not attempt to cross bridges/overpasses that may have damaged in the earthquake.
- In crowded places like stores, theatres, malls and churches, do not rush to the exits.
- In coastal areas, be aware of tidal waves. Go immediately to higher ground.
- If in the open countryside move away from steep banks and cliffs.

What to do after an earthquake

- Do not use the phone or cell phone except for important and/or emergency calls.
- Use a flashlight. Avoid using an open flame when searching or moving about.
- Check water, gas or electrical lines for defects, if any damage is suspected turn the system off at the main valve or switch.
- Stay clear of any electrical wiring and nearby objects that might be electrified.
- Do not use the vehicle unless there is an emergency. Roads may be closed.
- Be prepared for a series of aftershocks.
- Be careful entering damaged buildings.
- Obey public safety precautions and instructions.
- Be prepared to render assistance to others.

3.6.2 Typhoons and Floods

In the Philippines, typhoons are common at certain times of the year. There are four types of typhoon warnings. They are issued by PAGASA (the national weather bureau). Typhoon warnings are announced on radio and television. You may also use the website of PAGASA (www.pagasa.dost.gov.ph). In the advent of a severe typhoon warning (Level 2 and above), staff members are to return to their place of residence. No attempt should be made to return to the program offices until the “all clear” is advised. In these circumstances, staff should contact DepED officials for current information on the status of the typhoon as DepED is advised on typhoon status regularly.

There are four (4) Storm Warning Signals released by PAGASA. When any of these signals appear in your vicinity, there is impending danger. The meaning of these signals may be summarized as follows:

SIGNAL NO. 1:

Meaning: A tropical depression will affect the locality. Winds of up to 60 kilometers per hour may be expected in the locality within the next 24 to 36 hours. Be on the alert for further developments. Tune to any local radio station for further information.

SIGNAL NO. 2:

Meaning: Significant weather disturbance is approaching or affecting the locality. Winds of 60-100 kilometers per hour may be expected within the next 24 hours. Children are advised to stay indoors. Suspension of education classes is optional and upon the advice of higher authorities.

SIGNAL NO. 3:

Meaning: Weather disturbance is dangerous to the locality. Winds in excess of 100 kilometers per hour or more would be expected in the locality within the next 18 hours. Everybody is advised to stay indoors. Classes are automatically suspended.

SIGNAL NO. 4:

Meaning: A very intense typhoon will affect the locality. Very strong winds in excess of 185 kilometers per hour or more would be expected in the locality within the next 12 hours. The situation is potentially very destructive to the community. All travels and outdoor activities should be cancelled. Evacuation to safer shelters should have been completed since it may be too late under this situation.

PAGASA Bulletins indicate where the center of the storm is expected to pass. To a limited extent, you can estimate whether the storm will pass directly over the locality by standing with your back against the wind and extending your left hand. You are pointing approximately towards the storm center. Since most storms come from the east-south-east direction, a storm center directly to your south-east has a high probability of affecting your locality.

A barometer, if available, will also be useful. A typhoon is usually indicated by falling atmospheric pressure. If the 24-hour pressure change is 3 millibars (3.8 millimeters) or more, the locality can expect bad weather. A pressure fall of 2 millibars (3.0 millimeters) within three hours would indicate that the locality is in the direct path of the storm.

In the event of a typhoon:

- Listen to the radio or television for PAGASA bulletins, check with DepED officials or check the PAGASA website at www.pagasa.dost.gov.ph.
- Make the most of available time to ensure you have adequate protection and supplies should the situation worsen, notably:
 - Food and water supplies – especially those which require little or no preparation
 - Emergency lighting
 - Secure or store anything which may blow away
 - Pick the most secure room in which to shelter if you have to (often the bathroom)
 - Identify higher ground, other safer locations if flooding and/or freak tides and seas are possible
 - Do not venture out as soon as the storm abates and you think it is safe – the storm could return suddenly and violently. Among the dangers are: gale force winds, falling trees, broken power lines, flying debris, floods, contaminated drinking water, lack of power, water and sanitation services and lawlessness/looting.

3.7 Health Concerns

The Philippines is a tropical country with challenges to proper sanitation and the provision of potable water supplies. There can be serious threats to the health of staff. The World Health Organization provides information on health risks for travellers and there is some basic information on health concerns provided in the regular travel advisories published by various governments, including Australia (see sections above)

To protect against general health problems, the following advice may be of use:

- Drink only bottled water – ensure that the cap seal is unbroken before opening and drinking the water
- Always keep bottled water with you at all times
- Avoid eating in open air cafes or restaurants
- The traveller's rule of "If you can't cook it, boil it or peel it, forget it" applies to food you may encounter in your travels in the Philippines
- When in the more rural areas, protect against dengue and malaria by using insect repellent, a long sleeved shirt and long pants, particularly during the evening and early morning
- Keep a supply of any personal medicines you are required to take
- Early in your assignment, make arrangements to visit the nearest health clinic/hospital to ascertain the provision of health services (see "Contact List")

3.8 Work Place Concerns

3.8.1 Safe and Secure Work Environment

As part of the agreements between GoA and GoP, DepED is responsible for providing appropriate office space at the EDPITAF Building in Central Office and in Regional offices in support of PRIME. The PD and the PM, in ensuring that a safe and secure work environment is provided, will monitor the provision of office space to ensure that:

- The office is kept in a clean and tidy condition.
- Adequate security measures are in place and effectively administered.
- Any emergency equipment that is required is installed and maintained.
- Potential risks in the office environment are identified and addressed, including, but not limited to the following:
 - Fire Emergency, including emergency exits
 - Wet floors
 - Possible explosion/shock hazards from electrical/water leakage and/or low quality equipment
 - Chemical substances used for building maintenance
 - Unsafe drinking water
 - Radiation exposure hazard from technical equipment (eg. photocopiers, computers, printers)
 - Gas leaks

3.8.2 Fire Prevention and Emergency Procedures

Please refer to the "Contact List" (Annex 2) for contact details for Fire and other emergency service across PRIME program sites.

Fire Extinguishers:

Each office is to be equipped with one or more fire extinguishers. The fire extinguishers are to be located at the entry doors of each office. Instructions for the use of the extinguishers are located on the side of each extinguisher.

Evacuation Procedures:

In the case of an evacuation for a fire, team members are to immediately evacuate from their office location and assemble at the site designated by the Central or Regional office. Staff members are strongly advised not to gather personal or program materials/belongings as this may delay your evacuation.

Upon assembly at the designated location, the PD or designated staff will conduct immediately a roll call and account for all team/staff members. The designated Central or Regional Office Fire Marshall will be informed of the location of program team/staff members and of any missing team/staff members.

No one is to re-enter the building until instructed to do so by the Central / Regional Fire Marshall.

3.8.3 First Aid

The following guidelines may be used in seeking First Aid assistance:

- Ask for a First Aid Officer to be sent to the injured person
- State your exact position
- Make the injured person as comfortable as possible
- Stay with the injured person until the First Aid Officer arrives
- Maintain privacy and move bystanders away
- Report the incident to the PD or designate as soon as possible

3.9 Travel Policy and Procedure

Before program-related travel is approved, the person travelling and the PD will first assess the safety and security situations in the area of travel. This assessment may include consultation with local DepED counterparts and other partners. The PD, or his nominee during any absence, will maintain sole discretion over approval of program-related travel for in-country staff.

3.9.1 Travel Insurance

International consultants are covered by GRM's travel insurance when they are in the Philippines on PRIME – related activities. The Corporate Traveller Insurance policy and contact information is located at <http://www.grminternational.com/policy>.

National consultants and locally engaged staff are covered by an Accident & Life Insurance Plan and by Health Insurance when they are travelling on approved PRIME - related activities. National consultants and locally engaged staff should read carefully the conditions of the insurance policy to be aware of the situations not covered under the insurance.

3.9.2 Vehicles

PRIME vehicles are to be continually kept with, where possible, a minimum of half a tank of fuel, and must carry maps, water, blankets, First Aid Kits and a copy of the Safety and Security Plan, together with the Contact List. All vehicles are equipped with seat belts and drivers as well as staff and any other passengers are required to use the seatbelts while in the vehicle.

Each PRIME vehicle must have in the glove compartment at all times a map of the province where the vehicle is located that clearly indicates all routes to the airport and/or nearest pier. These routes must be marked out on the map and staff should make themselves familiar with alternative routes.

Wherever possible, PRIME drivers are to be used. However, should a situation arise where this is not possible then other staff may be required to drive the vehicle themselves.

Use of the program vehicle is discussed further in the Vehicle Usage Policy section of the Operations Manual.

3.9.3 Driving Risks to Health

Injuries from vehicle accidents pose one of the biggest threats to health in the Philippines. Injuries from vehicle accidents are one of the most common events necessitating medical evacuation. The following proactive precautions should be taken in order to minimize risk:

- Do not accept unsafe driving. If you are unhappy with a driver make it known, and get out of the car and find alternative means of transport.
- Always wear a seatbelt. If you are in a non-program vehicle which does not have a seat belt fitted, always sit in the rear seat.
- Never drink alcohol and drive.
- Drive slowly.
- Make sure vehicles are well maintained, with good brakes, tires and lights.
- Try to avoid driving after sunset.
- Ensure that drivers are provided with rest breaks during long periods of travel.
- Use of motorbikes should be avoided.

3.10 Specific Advice for Internationally Recruited Long Term Staff Members

Since any safety and security plan has risks of failure, all international team/staff members should register with their embassy for the purposes of receiving safety and security information and to be contacted in the event that critical information is provided related to the safety and security situation in the Philippines.

Basic Precautionary Preparations:

- Prepare an inventory of furniture, valuables, household effects and automobiles; one copy to be forwarded to Administrative Officer for safe keeping;
- Check to see that passports (with minimum six months validity), identity cards and health certificates are in order;
- Advise the Administrative Officer of the names and locations of schools attended by your children/dependents;
- Check that private and PRIME vehicles are always full of fuel (not less than ½ tank of fuel at any given time) and that spare wheels and toolkits are in order;
- Maintain reserve funds of approximately US\$600 and approximately PhP 30,000 (pesos) in cash or a higher amount depending on the size of family;
- Consider what arrangements will be made for care of household pets in case evacuation is ordered;
- Give consideration to the selection of clothes, depending on season, to be packed for each member of the family should an evacuation be ordered. The weight limit should be not more than 15kg per person;
- Inform any visiting friends or non-dependent relatives visiting from overseas that they may be advised to leave the Philippines at any time;
- Prepare a plan to be discussed with household staff if evacuation occurs. This should cover arrangements for protecting the house as long as it is safe for them to do so and securing it if they have to leave; decisions they are authorized to make on your behalf (including abandoning the house; funds for a least one month's salary plus household expenses; arrangements for subsequent salary payments; and the means whereby you will communicate);

- Check to see that adequate supplies of any special medications needed by family members are ready to be packed with personal belongings;
- Have in one location all important family documents that you would want to take with you in an evacuation or relocation: e.g. cheque books, birth certificates, insurance policies.

Store enough basic foods. Make sure that you have enough water and basic foods (e.g. rice, oil, noodles, canned soups, fruits and vegetables) necessary medicines and drinking water on hand to enable you to stay at home for three to five days. You are advised to keep a supply of lamps, candles, flashlight batteries, cooking gas and other items in the case of an emergency situation.

Note: Advisers are ultimately responsible for their own safety and security and the safety and security of accompanying family members. The PRIME team will however attempt to ensure the consultants and his/her dependent's stay in the Philippines is as secure and as safe as possible.

3.11 Instructions for Visiting Short and Long Term Advisors

Visiting Short and Long Term Advisors will receive on arrival a memorandum from the PD concerning safety and security as well as a briefing on the safety and security issues and plan. Please refer to **Annex 4** for the sample memo.

The memorandum will include statements such as the following:

- Welcome to the Philippines. The current environment in Philippines has not given rise to widespread security problems that would affect visiting short and long term advisors, except in selected areas of Mindanao. However, there have been increases in the incidence of street crime in Manila and other larger cities as well as protests and demonstrations related to recent political strife. Please exercise extra precautions when in public.
- Please ensure that the PRIME Manila Office knows where you are at all times. You are advised to inform the Administrative Officer (Ms. Buena Aranda – 0917 830 0873) of your location every day prior to 9:00 am – this is the 'Whereabouts' polling that is done each day. You should provide the Administrative Officer with a copy of your planned itinerary. Inform the Administrative Officer of any changes you make as your assignment progresses. If you are travelling to a location where cell or telephone communication is not possible, please check in with the PRIME Office prior to travel and immediately upon return to an area where there is communication services.
- Telephone the Program Director (Nelson Ireland – 0921 717 8112) or the Accounts Manager (Ms. Ana Capuz – 0927 974 1059) if you have any questions about security at your present or intended locations of work assignment or if you observe a situation in the field that you believe we should know about. Do not hesitate to call at any time of the day in the case of an emergency.
- The PRIME Office will not interfere with your assignment unless there is a belief that your safety and security is at risk. If you do receive a directive from the PRIME Office to cancel the assignment activity or to make a change in the itinerary, it is because there are serious concerns about your safety and security. Please proceed as directed by the nearest PRIME Office without delay.
- Please review regularly the Safety and Security Plan and advise if there are any concerns or questions you may have. Beyond that, use your own good judgment in the field. Your personal safety and security and that of your fellow team members are more important than

any mission objective. If you decide to by-pass a destination or terminate a mission prematurely because of security and/or safety concerns, the PD will support your decision.

4 PRIME SAFETY AND SECURITY PROCEDURE

4.1 Details of the Procedure

The steps to be taken in each stage of the PRIME Safety and Security Procedure are presented below in tabular format. The tables are designed to be used as checklists by the responsible staff members.

4.2 Phase 1: Planning Stage Actions

Conditions for Planning Stage:

- Situation Normal
- Services: Normal access to and availability of infrastructure and services (utilities, transportation, banking, Government offices, food supplies, etc)
- Civil Unrest: Normal work and business activity is not impeded by demonstrations
- Client: PRIME does not experience any criminal, political or industrial duress
- Law and Order: Crime is within consistent trends
- Terrorism: No credible threat of terrorist attack
- Health: No outbreak of disease – situation as previous

No.	Action Issue	In Charge	Back-up	Results\Remarks
1.	Overall Coordination, planning, testing and training	PD	Accounts Manager	
2.	Prepare and maintain "Contact List" (<i>also as computer data file accessible to all staff</i>) and distribute current version to all staff.	Accounts Manager	Administrative Officer	Coordination with FBPOs and Administrative Officers
3.	Identify relocation destinations.	PD	Accounts Manager	
4.	Pre negotiate with hotels for relocation and maintain contact information	Accounts Manager	Administrative Officer	
5.	Establish and maintain contacts for ground transportation in all PRIME locations	PD	Accounts Manager	Coordination with all local regional staff
6.	Establish and maintain open	Accounts Manager	Administrative Officer	

No.	Action Issue	In Charge	Back-up	Results\Remarks
	flight tickets to 2 nd countries for international staff			
7.	Establish/maintain contacts for flights out of country	Accounts Manager	Administrative Officer	
8.	Develop plan for office closure (salaries, etc)	Accounts Manager	Administrative Officer	Ensure security of all office equipment is maintained during period of high risk. High Value Equipment (e.g. Computers / servers/ printers) may need to be stored in a more secure place.
9.	Prepare Personal Safety and Security Plan and provide file copy to office.	All Internationally Recruited Staff		See previous section of the Safety and Security Plan
10.	Prepare and maintain itinerary/contact information for visitors- with passport details.	Accounts Manager	Administrative Officer	Coordination with all local regional staff
11.	Prepare and maintain list of other personnel who would be evacuated or relocated	Accounts Manager	Administrative Officer	Coordination with all local regional staff

4.3 Phase 2: Precautionary Stage Actions

Conditions for Precautionary Stage can include any or all of the following:

- Services: Although some services may be affected, there continues to be access to and availability of essential services
- Law and Order: moderate increase in crime, including violent crime
- Terrorism: Increased potential for limited terrorist attack; such as isolated / small scale bombings
- Civil Unrest: Civil disturbance leading to an increased disruption of business activity
- Health: Outbreak of disease in restricted areas
- Client: PRIME experiences infrequent political, criminal or social duress, business operations only moderately affected.

No.	Action/Issue	In Charge	Back-up	Results/Remarks
1.	Liaise with Embassy to determine safety and security risk	PD	Accounts Manager	
2.	Keep sufficient cash on hand for immediate expenses of relocation and evacuation, plus cash advances in case of relocation, plus office closure requirements.	Accounts Manager in coordination with local Administrative Officers	Accounts Assistant	
3.	Remind staff of advice and guidelines for home and personal security and preparation for relocation of evacuation	PD	Accounts Manager	
4.	Check Personal Security Plan and provide file copy to office if any changes needed	All International Recruited Staff		
5.	Liaise with PRIME PD as required	All Staff		

4.4 Phase 3: Restricted Movement Stage Actions

Conditions for Restricted Movement Stage can include any or all of the following:

- Services: Access to and availability of essential services are increasingly disrupted
- Law and Order: Sharp increase in crime, including the growing prevalence of violent crime
- Terrorism: Increased terrorist attacks; such as more frequent bombings
- Health: Outbreak of disease considered serious, quarantines being established
- Civil Unrest: Civil disturbance with occasional violence disrupting business activity
- Client: PRIME experiences frequent political, criminal or social duress, business operations increasingly affected.

No.	Action/Issue	In Charge	Back-up	Results/Remarks
1	Liaise with Embassy to determine safety and security risk	PD	Accounts Manager	
2.	Assemble resources for relocation or evacuation	Accounts Manager in coordination with local Administrative Officers	Accounts Assistant	Cell phones, chargers and extra batteries; cash; PRIME "Contact List"; list of key GRM staff with office/home

No.	Action/Issue	In Charge	Back-up	Results/Remarks
				telephone/fax numbers; notebook computer and portable printer, diskettes and paper, computer file with staff list and aircraft manifest formats, official Bank letter, fax and memo forms, form of simple contract for services.
3.	Final check of telephone list to see if accurate	Accounts Manager	Administrative Officer	
4.	Update the electronic files of staff and visiting advisors; print hard copies	Accounts Manager	Administrative Officer	
5.	Advise all personnel of possibility of evacuation or relocation	PD	Accounts Manager	Coordination with all local regional staff
6.	Begin continuous liaison with GRM	PD	Accounts Manager	
7.	Make preliminary arrangement for travel, road and flights to relocation / evacuation destinations	Accounts Manager	Administrative Officer	Coordination with all local regional staff
8.	Arrange for hotel space and make preliminary arrangements.	Accounts Manager	Administrative Officer	

4.5 Phase 4: Relocation Stage Action

Conditions for Relocation Stage can include any or all of the following:

- Services: Access to essential services is disrupted
- Civil Unrest: civil disturbances that result in violence and significantly impede business activity
- Law and Order: Reluctance or inability by security forces (Police/Armed Forces) to effectively maintain civil order. Warnings or plans for a state of emergency.
- Health: Outbreaks of disease uncontrolled or beyond the capacity of local health institutions
- Terrorism: Major terrorist attacks with the likelihood of further attacks, including systematic political / sectarian violence

- Client: PRIME experiences criminal, political or industrial duress causing severe disruption in business activity

No.	Action/Issue	In Charge	Back-up	Results/Remarks
1.	Liaise with Embassy to determine security/safety risk and if assistance needed for relocation	PD	Accounts Manager	
2.	Send daily briefing to GRM	PD	Accounts Manager	
3.	Obtain GRM Approval to initiate relocation (if time)	PD	Accounts Manager	
4.	Confirm arrangements with hotel(s)	Accounts Manager	Administrative Officer	
5.	Notify affected staff on time and place for concentration	Accounts Manager in coordination with local Administrative Officers	Administrative Officer	Staff members provide own transportation. Program vehicle may be used in emergencies.
6.	Decide on relocation or evacuation and destination.	PD (in consultation with Embassy and GRM if time warrants)	Accounts Manager	The action is not irrevocable at this point, but a decision on the likely action to be taken is required so that other arrangements can be made.
7.	Inform all staff of decision. Complete Call Record (Annex 5)	PD	Accounts Manager	
8.	Arrange for relocation / evacuation - travel subject to final confirmation.	PD	Accounts Manager	Confirm information required for manifest.
9.	Book hotel rooms in destination city.	Accounts Manager	Administrative Officer	

4.6 Phase 5: Relocate / Evacuation Stage Actions

Conditions for Relocate/Evacuation Stage can include any or all of the following:

- Services: Access to essential services severely disrupted and/or not available
- Civil Unrest: Breakdown of civil order involving widespread, uncontained confrontations between security forces and the general population. Shootings and sizeable casualties occur within Jakarta and the surrounding areas
- Law and Order: Declaration of state of emergency, and a breakdown in civil law, possibly combined with the Government being deposed.

- Terrorism: Sustained campaign of terrorism, tending to a breakdown of civil order. Threat of repeated terrorist attack places severe restrictions of freedom of activity.
- Health: Major outbreak of disease, capacity of health institutions fail.
- Client: PRIME business operations unable to function due to criminal, political or industrial duress

No.	Action/Issue	In Charge	Back-up	Results/Remarks
1.	Liaise with Embassy to determine security risk and if assistance for relocation or evacuation is required	PD	Accounts Manager	
2.	Obtain GRM clearance to relocate or evacuate (if time)	PD	Accounts Manager	
3.	Brief Office Staff on procedures and situation.	PD	Accounts Manager in coordination with Administrative Officer	Procedures for cash advances, per diem arrangements, eligible costs in addition to per diem, record-keeping requirements.
4.	Inform AusAID of plans to relocate or evacuate.	PD	Accounts Manager	
5.	Confirm bus and air transport arrangements.	Accounts Manager in coordination with local Administrative Officers	Administrative Officer	
6.	Confirm hotel arrangements at destination.	Accounts Manager	Administrative Officer	
7.	If required by Embassy, arrange with Embassy for police escort for buses, subject to final confirmation.	PD	Accounts Manager	Wait until aircraft departure schedule is known, but allow flexibility. It is much better to wait at concentration point (i.e. hotel) than at the airport.
8.	If required by Embassy, request Embassy to provide advance team to airport or other embarkation point, if feasible.	PD	Accounts Manager	Arrange for luggage handling and passport processing (there will be costs for these services).
9.	Periodically advise and update GRM (eg. departure and destination times)	PD	Accounts Manager	
10.	Advise AusAID of all arrivals and departures of all staff.	PD	Accounts Manager	Inclusive of program staff

5 Annexes

Annex 1 Current DFAT Advice

Philippines

HomeTravel AdvicePhilippines

Philippines overall

- Exercise normal safety precautions
- [Exercise a high degree of caution](#)
- Reconsider your need to travel
- Do not travel

Eastern Mindanao

- Exercise normal safety precautions
- Exercise a high degree of caution
- [Reconsider your need to travel](#)
- Do not travel

Central and western Mindanao, including the Zamboanga Peninsula and the Sulu Archipelago

- Exercise normal safety precautions
- Exercise a high degree of caution
- Reconsider your need to travel
- [Do not travel](#)

Latest update

This Advice was last issued on Tuesday, 29 May 2012. It contains new information under Terrorism and Crime (recent violent incidents). The overall level of advice for the Philippines has not changed. We continue to strongly advise you not to travel to central and western Mindanao, including the Zamboanga Peninsula and Sulu Archipelago, due to the very high threat of terrorist attack, kidnapping, violent crime and violent clashes between armed groups. We continue to advise you to reconsider your need to travel to eastern Mindanao.

Summary

- We advise you to exercise a high degree of caution in the Philippines because of the high threat of terrorist attack and the high level of serious crime.
- Pay close attention to your personal security at all times and monitor the media for information about possible new safety or security risks.
- Violent crime is a significant problem in the Philippines (see the "Safety and security" section).
- Recent bombings and kidnappings in Zamboanga demonstrate a heightened threat environment in that area. Possible targets include locations where people gather, which may include hotels, shopping centres, restaurants and educational and government facilities in and around Zamboanga City.
- We strongly advise you not to travel to central and western Mindanao, including the Zamboanga Peninsula and Sulu Archipelago, due to the very high threat of terrorist attack, kidnapping, violent crime and violent clashes between armed groups. Australians in these areas should leave immediately.
- Terrorist attacks could occur at anytime, anywhere in the Philippines, including in Manila. We continue to receive credible reports indicating terrorists are planning attacks against a range of targets in a variety of locations, including places frequented by foreigners. You should avoid places known to be terrorist targets (see the "Safety and security" section).
- There is a danger of kidnapping throughout the Philippines, particularly in the southern Philippines, including coastal and island tourist resorts, dive sites, and live-aboard dive boats including in remote locations in the Sulu Sea. Terrorists have kidnapped foreigners from these areas in the past. If you decide to travel to an area where there is a particular threat of kidnapping, you should ensure you have personal security measures in place, seek professional security advice and take out kidnapping insurance. See our [Kidnapping Threat](#) travel bulletin.
- In February 2012, two foreign nationals were kidnapped in the Sulu Archipelago (Tawi Tawi province), close to the border with Malaysia. In December 2011, an Australian citizen was kidnapped in Zamboanga Sibugay. In July 2011, two US citizens and their Filipino relative were kidnapped from an island near Zamboanga City. Other recent kidnappings in the Zamboanga Peninsula and Sulu Archipelago have involved Philippine nationals and citizens of Korea, Malaysia, India and Japan.
- We advise you to reconsider your need to travel to eastern Mindanao (including the provinces of Bukidnon, Camiguin, Misamis Oriental, Compostela Valley, Davao del Norte, Davao del Sur, Agusan del Norte, Agusan del Sur, Surigao del Norte and Surigao del Sur) due to the very high levels of violent crime.
- The typhoon season normally runs from late May to early December. This is also the rainy season when tropical storms, flooding and landslides may occur.
 - Be a smart traveller. Before heading overseas:
 - organise comprehensive travel insurance and check what circumstances and activities are not covered by your policy
 - register your travel and contact details, so we can contact you in an emergency
 - subscribe to this travel advice to receive free email updates each time it's reissued.



click on image to expand

Entry and exit

Visa and other entry and exit conditions (such as currency, customs and quarantine regulations) change regularly. Contact the nearest [Embassy or Consulate of the Philippines](#) for the most up-to-date information.

The Philippine Government strongly enforces immigration and entry laws. You should ensure you have proper and valid visas and remain aware of your visa status while in the Philippines. Immigration authorities may require travellers to show proof of an onward or return ticket. Your passport must be valid for at least six months beyond the date of entry into the Philippines. You should carry copies of a recent passport photo with you in case you need a replacement passport while overseas.

Australians have been detained for having improper visas or violating immigration laws. Offenders can expect jail sentences, fines, and/or deportation and may also be prohibited from entering the Philippines in the future. If you have any concerns about the status of your Philippine visa or if you want to extend your visa, you should refer to the Philippine Bureau of Immigration website.

A terminal fee is payable at the airport on departure from the Philippines.

Children under 15 unaccompanied by a parent or coming to meet a parent or parents in the Philippines must present a Waiver of Exclusion Ground (WEG). Contact the nearest [Embassy or Consulate of the Philippines](#) for more details.

Safety and security

Terrorism

We advise you to exercise a high degree of caution in the Philippines because of the high threat of terrorist attack and high level of serious crime.

Pay close attention to your personal security at all times and monitor the media for information about possible new safety or security risks.

Terrorist attacks, including bombings, are possible anytime, anywhere in the Philippines, including in Manila. We continue to receive credible reports indicating terrorists are planning attacks against a range of targets, including places frequented by foreigners.

In January 2011, a public bus was bombed in Makati, central Manila. Five people were killed and more than a dozen injured. The perpetrators of the attack remain unknown.

In planning your activities, consider the kind of places known to be terrorist targets and the level of security provided. Possible targets include places frequented by foreigners such as shopping malls (including mega malls), markets, embassies, expatriate housing complexes, hostels, guest houses, clubs, hotels, restaurants, fast food outlets, bars, pubs, cinemas, convention centres, places of worship, public transport including buses and bus terminals, ferries and trains, schools, universities, tourist areas, festivals, outdoor recreation and major sporting events. Infrastructure associated with the Philippines Government such as airports, airfields, sea ports, railways, roads, military facilities, oil depots, power and telecommunications facilities and public buildings are also potential terrorist targets.

There is a danger of kidnapping throughout the Philippines, particularly in the southern Philippines, including coastal and island tourist resorts, dive sites, and live-aboard dive boats including in remote locations in the Sulu Sea. If you decide to travel to an area where there is a particular threat of kidnapping, you should ensure you to have personal security measures in place, seek professional security advice and take out kidnapping insurance.

Central and western Mindanao, including the Zamboanga Peninsula and the Sulu Archipelago:

We strongly advise you not to travel to central and western Mindanao (including the provinces of Zamboanga del Norte, Zamboanga del Sur, Zamboanga Sibugay, Lanao del Sur, Lanao del Norte, Cotabato City, North Cotabato, South Cotabato, Sarangani, Misamis Occidental, Sultan Kudarat, Maguindanao and the Sulu

Archipelago and surrounding waters) due to the very high threat of terrorist attack, kidnapping, violent crime and violent clashes between armed groups. If you are in central and western Mindanao, you should leave immediately.

Recent bombings and kidnappings in Zamboanga demonstrate a heightened threat environment in that area. Possible targets include locations where people gather, which may include hotels, shopping centres, restaurants and educational and government facilities in and around Zamboanga City. Armed clashes between Philippine security forces and insurgent groups, including the Moro Islamic Liberation Front (MILF), could occur without warning, particularly in central or western Mindanao. Peace talks between the Philippine Government and the MILF are ongoing, but intermittent clashes could occur. Armed clashes between rival clans and other armed groups occur frequently in central and western Mindanao, often resulting in multiple deaths and injuries and the displacement of local populations.

Terrorist attacks are frequent in central and western Mindanao. In November 2011, a bomb exploded in a guest house in Zamboanga City, killing three people and injuring more than 20. In August 2011, a bomb exploded in Cotabato City, killing one person and injuring at least seven. In March 2011, at least five people were killed when a bomb exploded outside a school in Jolo City, Sulu. In October 2010, a bomb exploded aboard a rural bus in North Cotabato, killing ten passengers and injuring 31. In August 2010, a bomb exploded at Zamboanga City International Airport killing two and injuring a number of people, including a foreigner. In April 2010 attacks targeting a church and sporting centre in Isabela City killed 15 people and injured a number of others. In July 2009, a bomb exploded opposite a cathedral in Cotabato City, which killed six people and injured 40.

Credible information indicates terrorists may be in the advanced stages of planning attacks. Attacks may be imminent and could occur at anytime, anywhere in central or western Mindanao. Attacks could occur in the lead up to and following religious celebrations.

There is a danger of kidnapping throughout the Philippines. The risk is higher in the south, particularly in central and western Mindanao, where terrorists and kidnap-for-ransom gangs targeting foreigners can operate across a wide area. Numerous locals and foreigners have been kidnapped in central and western Mindanao, including in the Zamboanga Peninsula and the Sulu Archipelago. In February 2012, two foreign nationals were kidnapped in the Sulu Archipelago (Tawi Tawi province), close to the border with Malaysia. In December 2011, an Australian citizen was kidnapped in Zamboanga Sibugay. In July 2011, two US citizens and their Filipino relative were kidnapped from an island near Zamboanga City. Other recent kidnappings in the Zamboanga Peninsula and Sulu Archipelago have involved Philippine nationals and citizens of Korea, Malaysia, India and Japan, among others. Tourists were also kidnapped from a coastal resort in Palawan in 2001.

Kidnap victims are sometimes held in captivity for long periods of time before being released. Others have been killed by their captors, most recently in November 2011.

Many of these kidnappings involved the deliberate targeting of foreign nationals, highlighting the seriousness of this continuing threat to Westerners, particularly in central and western Mindanao. Tourists and local residents have also been kidnapped from coastal areas in nearby Malaysia.

If, despite our very strong advice against travel, you decide to visit central or western Mindanao, you should put in place robust measures to ensure your personal security, seek professional security advice and take out kidnapping insurance.

The Australian Government's longstanding policy is that it does not make payments or concessions to kidnappers. The Australian Government considers paying ransoms increases the risk of further kidnappings. For more information about kidnapping, see our [Kidnapping Threat](#) travel bulletin.

Terrorism is a threat throughout the world. You can find more information about this threat in our [General Advice to Australian Travellers](#).

Civil unrest/political tension

Insurgent groups operate in rural areas throughout the Philippines and are involved in attacks on targets primarily associated with the security forces. Due to the risk of violent insurgent attack that exists in rural areas across the Philippines, you should exercise caution when travelling and avoid, where possible, security forces facilities and deployments.

You should avoid any large gatherings, demonstrations, protests, rallies or other public and political events as they may turn violent. You should monitor the media for information about any protests or political rallies and follow the advice of authorities.

On 23 November 2009, at least 57 people were abducted and killed in the province of Maguindanao on the island of Mindanao in what appears to have been a politically-motivated attack.

A state of emergency remains in effect in Cotabato City and the provinces of Maguindanao and Sultan Kudarat.

Crime

Violent crime is a significant problem in the Philippines. Criminal gangs that drug and rob or assault unsuspecting tourists are active in Manila, including the Makati central business district, and in provincial resort towns.

Random acts of violence occur frequently in the Philippines. On 05 May 2012, a grenade exploded in Iligan City resulting in two deaths and 24 people injured. On 5 April 2012, two explosions occurred in tourist areas of the island of Palawan, one in Puerto Princessa and one in El Nido, causing a number of injuries. In September 2010, a grenade was thrown into a large gathering of university students in Manila, seriously injuring a number of people. Other grenade attacks, the result of domestic grievances, have occurred in parts of Metro Manila frequented by foreigners.

As in many other big cities, street crime is of concern particularly in crowded shopping malls and other public places. Pickpocketing, bag snatching and a range of scams, including those involving credit cards and automated teller machines, are common.

Gun ownership is widespread and poorly regulated, contributing to a higher incidence of violent crime. Gunfights between police and criminals are common, including in parts of Manila frequented by foreigners. These incidents often result in multiple deaths and injuries, sometimes including innocent bystanders. If you witness a confrontation between police and criminals, you should leave the area immediately.

Taxis sourced from hotels are more reliable than those hailed on the street.

Avoid travel on public buses, light rail and jeepneys where possible as opportunistic crime may occur. Armed hold-ups have occurred and in some cases have led to fatalities.

Insurgent groups operate in rural areas throughout the Philippines and are involved in violent criminal activities. Extortion activities involving violence occur regularly and are often aimed at business interests, including mining projects. In October 2007, a large group of armed men attacked an Australian-controlled mining operation in Camarines Norte, about 200km south-east of Manila. Valuables were seized and property destroyed. Similar attacks have occurred around the Australian-controlled Tampakan mine site in South Cotabato, Mindanao.

Eastern Mindanao:

We advise you to reconsider your need to travel to eastern Mindanao (including the provinces of Bukidnon, Camiguin, Misamis Oriental, Compostela Valley, Davao del Norte, Davao del Sur, Agusan del Norte, Agusan del Sur, Surigao del Norte and Surigao del Sur) due to very high levels of violent crime. Australians travelling in these areas should ensure that they have appropriate personal security measures in place, seek professional security advice and take out kidnapping insurance.

Money and valuables

Before you go, organise a variety of ways to access your money overseas, such as credit cards, travellers' cheques, cash, debit cards or cash cards. Australian currency and travellers' cheques are not accepted in many countries. Consult with your bank to find out which is the most appropriate currency to carry and whether your ATM card will work overseas.

Make two photocopies of valuables such as your passport, tickets, visas and travellers' cheques. Keep one copy with you in a separate place to the original and leave another copy with someone at home.

While travelling, don't carry too much cash and remember that expensive watches, jewellery and cameras may be tempting targets for thieves.

As a sensible precaution against luggage tampering, including theft, lock your luggage. Information on luggage safety is available from Australia's [Civil Aviation Safety Authority](#).

Your passport is a valuable document that is attractive to criminals who may try to use your identity to commit crimes. It should always be kept in a safe place. You are required by Australian law to report a lost or stolen passport. If your [passport](#) is lost or stolen overseas, report it [online](#) or contact the nearest [Australian Embassy, High Commission or Consulate](#) as soon as possible.

You are required to pay an additional fee to have a lost or stolen passport replaced. In some cases, the Government may also restrict the length of validity or type of replacement passports.

Local travel

Sea travel in the Philippines is hazardous. You should not travel on ferries unless no other means of travel is available. Ferries are often overloaded, lack necessary lifesaving equipment and are not adequately maintained. Storms can develop quickly. More than 900 people were rescued and there were a number of fatalities when a ferry sank while travelling from General Santos City to Iloilo in September 2009. In June 2008, a ferry travelling between Manila and Cebu capsized during a typhoon. Around 800 passengers and crew died.

See our bulletin on [Overseas Road Safety](#).

Standards maintained by search and rescue services, transport services and tour operators, including adventure activities such as scuba diving, may not be comparable to those in Australia. Check operators' credentials and safety equipment beforehand and ensure your travel insurance policy covers your planned activities.

Piracy occurs in the coastal areas of the Philippines. See our travel advice on Travelling by Sea for more information. The International Maritime Bureau issues weekly piracy reports on its website.

Airline safety

Australia's Civil Aviation Safety Authority (CASA) assesses the safety of all aircraft flying within, to and from Australia. CASA has certified Philippine Airlines to operate flights between Australia and the Philippines. CASA cannot assess the safety of any Philippine carriers operating within the Philippines or to other countries. On 30 March 2010 the European Union imposed an operating ban on all carriers licensed in the Philippines. The [European Union](#) (EU) website has a list of airlines that are subject to operating bans or restrictions within the EU.

The United States Federal Aviation Administration (FAA) through its foreign assessment program focuses on a country's ability, not the individual airline, to adhere to international standards and recommended practices for aircraft operations and maintenance established by ICAO. The FAA has determined that the Civil Aviation Authority of the Philippines (CAAP) is not in compliance with ICAO safety standards for the oversight of Philippine air carrier operations. For more information, visit the [FAA](#) website.

The [US Embassy](#) in Manila has advised US citizens travelling to and from the Philippines to fly directly to their destination on international carriers whenever possible.

For further information, please refer to our Aviation Safety and Security [travel bulletin](#).

Laws

When you are in the Philippines, be aware that local laws and penalties, including ones that appear harsh by Australian standards, do apply to you. If you are arrested or jailed, the Australian Government will do what it can to help you but we can't get you out of trouble or out of jail.

Information on what Australian consular officers can and cannot do to help Australians in trouble overseas is available from the [Consular Services Charter](#).

Penalties for drug offences are severe. Possession of even small amounts of so-called 'soft drugs' attracts mandatory jail sentences.

It is illegal to take photographs of official buildings for publication.

Some Australian criminal laws, such as those relating to money laundering, bribery of foreign public officials, terrorism and child sex tourism, apply to Australians overseas. Australians who commit these offences while overseas may be prosecuted in Australia.

Australian authorities are committed to combating sexual exploitation of children by Australians overseas. Australians may be prosecuted at home under Australian child sex tourism laws. These laws provide severe penalties of up to 17 years imprisonment for Australians who engage in sexual activity with children under 16 while outside of Australia.

The Philippines also has strong laws against child sex crimes and human trafficking. A number of foreigners, including Australians, have been prosecuted for these offences in the Philippines.

Information for dual nationals

Our Travel Information for [Dual Nationals brochure](#) provides further information for dual nationals.

Health

We strongly recommend that you take out comprehensive [travel insurance](#) that will cover any overseas medical costs, including medical evacuation, before you depart. Confirm that your insurance covers you for the whole time you'll be away and check what circumstances and activities are not included in your policy. Remember, regardless of how healthy and fit you are, if you can't afford travel insurance, you can't afford to travel. The Australian Government will not pay for a traveller's medical expenses overseas or medical evacuation costs.

Your doctor or travel clinic is the best source of information about preventive measures, immunisations (including booster doses of childhood vaccinations) and disease outbreaks overseas. The [World Health Organization \(WHO\)](#) provides information for travellers and our [Travelling Well brochure](#) also provides useful tips for staying healthy while travelling overseas.

Medical facilities in the Philippines are adequate in major cities but are very limited in provincial regions and remote islands. Major private hospitals, particularly in Metro Manila, are well equipped and internationally accredited. Most hospitals will require up-front payment or guarantee of payment prior to commencing treatment, which can be expensive. In the event of a serious illness or accident, medical evacuation to a destination with the required facilities may be necessary. Medical evacuation costs are considerable.

Malaria is endemic in many provincial regions of the Philippines but does not affect the capital Manila. Dengue fever has been on the rise in Manila and neighbouring provinces along with outbreaks of other mosquito-borne diseases (including Japanese encephalitis and filariasis) in many areas particularly during the rainy season between June and November. There is no vaccination or specific treatment available for dengue. We encourage you to: consider having vaccinations before travelling; take prophylaxis against malaria and other mosquito-borne diseases where necessary; ensure your accommodation is mosquito proof; and take measures to avoid insect bites, including using an insect repellent at all times and wearing long, loose fitting, light coloured clothing.

The mosquito-borne disease Japanese encephalitis is found throughout many regions of North, South and South-East Asia and Papua New Guinea. A Japanese encephalitis vaccine is registered for use and is currently available in Australia. For further details please consult your travel health doctor.

Water-borne, food-borne, parasitic and other infectious diseases (including HIV/AIDS, cholera, typhoid, hepatitis, tuberculosis, measles, meningitis and rabies) are prevalent with more serious outbreaks occurring from

time to time. We advise you to boil all drinking water or drink bottled water, and avoid ice cubes and raw and undercooked food. Do not swim in fresh water to avoid exposure to certain water-borne diseases such as bilharzia (schistosomiasis) and leptospirosis. Seek medical advice if you have a fever or are suffering from diarrhoea. Ciguatera poisoning from eating reef fish can be a hazard. For more information on ciguatera poisoning see [Queensland Health's fact sheet](#) (pdf).

Decompression chambers are located in Manila, Cebu, Batangas, Subic and Palawan.

Avoid temporary 'black henna' tattoos as they often contain a dye which can cause serious skin reactions. For further information, see the [Australasian College of Dermatologists' website](#).

Avian influenza: The World Organisation for Animal Health (OIE) has confirmed cases of avian influenza in birds in a number of countries throughout the world, including some in south-east Asia. For a list of these countries, visit the [OIE website](#).

The World Health Organization (WHO) has confirmed deaths from avian influenza in the region. The Department of Health and Ageing advises Australians who reside in the Philippines for an extended period to consider, as a precautionary measure, having access to influenza antiviral medicine for treatment. Long term residents are at a greater risk of exposure to avian influenza over time. You should seek medical advice before taking antiviral medicines. Australians intending to travel to the Philippines for shorter periods are at much lower risk of infection but should discuss the risk of avian influenza with their doctor as part of their routine pre-travel health checks.

If the avian influenza virus mutates to a form where efficient human-to-human transmission occurs, it may spread quickly and local authorities could move quickly to impose restrictions on travel. Australian travellers and long-term residents in the Philippines should be prepared to take personal responsibility for their own safety and well-being, including deciding when to leave an affected area and ensuring they have appropriate contingency plans in place. Australians in the Philippines should monitor the travel advice and [bulletin](#) for updated information and advice, and ensure that their travel documents, including passports and visas for any non-Australian family members, are up-to-date in case they need to depart at short notice.

Where to get help

In the Philippines, you can obtain consular assistance from the:

Australian Embassy, Manila

Level 23
Tower 2
RCBC Plaza
6819 Ayala Avenue
Makati City, 1200 PHILIPPINES
Telephone: (63 2) 7578 100
Facsimile: (63 2) 7578 344
Website: www.philippines.embassy.gov.au

If you are travelling to the Philippines, whatever the reason and however long you'll be there, we encourage you to register with the Department of Foreign Affairs and Trade. You can register [online](#) or in person at any [Australian Embassy, High Commission or Consulate](#). The information you provide will help us to contact you in an emergency – whether it is a natural disaster, civil disturbance or a family issue.

In a consular emergency if you are unable to contact the Embassy you can contact the 24-hour Consular Emergency Centre on +61 2 6261 3305 or 1300 555 135 within Australia.

In Australia, the Department of Foreign Affairs and Trade in Canberra may be contacted on (02) 6261 3305.

Additional information

Natural disasters, severe weather and climate

Typhoons: Typhoons usually occur in the Philippines between late May and early December and can result in substantial loss of life. This is also the wet season when tropical storms, flooding and landslides are common.

Australians are encouraged to monitor bulletins issued by the Philippine National Disaster Coordinating Council and the Philippines Atmospheric, Geophysical and Astronomical Services Administration and to take appropriate safety measures. You can also check the weather updates at www.typhoon2000.ph. Telephone and internet communications, services and transport may be disrupted in affected areas.

If you are travelling during typhoon season, you should contact your tour operator to check whether tourist services at your planned destination have been affected.

The direction and strength of typhoons can change with little warning. You can check the latest typhoon information from the World Meteorological Organisation Severe Weather Information Centre and Asia Pacific Disaster Alerts. For typhoon and other weather alerts in the Philippines, visit the Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA) [website](#) or call its hotline on +63 2 4338526.

In the event of an approaching typhoon, you should identify your local shelter. Flights and ferry services in and out of affected areas can be unsafe and could be delayed or suspended. Available flights may fill quickly. You should contact your airline or ferry operator for the latest information. The typhoon could also affect access to sea ports in the region. In some areas, adequate shelter from a severe typhoon may not be available to all who may choose to stay. You should review and follow hotel or cruise ship evacuation plans. You should carry your travel documents at all times (i.e. passport, photo identification) or secure them in a safe, waterproof location. We also suggest that you contact friends and family in Australia with updates about your welfare and whereabouts. For further information, see our Travel Bulletin: [Severe Weather – Cyclones, Hurricanes and Typhoons](#).

Earthquakes and volcanoes: Parts of the Philippines are subject to earthquakes and volcanic eruptions.

The Mayon, Taal and Bulusan volcanoes have a permanent danger zone (PDZ) established around their summits by the Philippine Institute of Volcanology and Seismology (PHIVOLCS). Mayon volcano in Albay Province has a PDZ of six kilometres, Bulusan volcano has four kilometre PDZ and the entire Volcano Island of Taal is a PDZ. You should avoid areas surrounding these volcanoes and monitor warnings issued by PHIVOLCS.

Tsunamis: All oceanic regions of the world can experience tsunamis, but in the Indian and Pacific Oceans, there is a more frequent occurrence of large, destructive tsunamis because of the many large earthquakes along major tectonic plate boundaries and ocean trenches. See the [Tsunami Awareness brochure](#).

If a natural disaster occurs, you should monitor the media and other local sources of information closely and follow the advice of local authorities.

Wildlife

Australians are advised to respect wildlife laws and to maintain a safe and legal distance when observing wildlife, including marine animals and birds. You should only use reputable and professional guides or tour operators and closely follow park regulations and wardens' advice.

For parents

For general information and tips on travelling with children see our [Travelling with Children](#) brochure.

If you are planning on placing your children in schools or childcare facilities overseas we encourage you to research the standards of security, care and staff training within those establishments. You should exercise the same precautions you would take before placing children into schools or childcare facilities in Australia.

Ideas on how to select childcare providers are available from the smartraveller [Children's Issues page](#), [Child Wise](#) and the [National Childcare Accreditation Council](#).

Annex 2 PRIME Contact List**DepEd Region Office, Region 1**

Flores St. Catbangan, San Fernando City, La union

Regional Director **OIC- Teresita Velasco**
 Assistant Director Asst. Dir. OIC - Bettina D. Aquino
 Contact No. (072) 6078143; 6978136 (Fax) 6078133
 Secretary/Admin Officer Ela Lacuro/Esther Sobrepenia

DepED Accomodation:

RELC Rate/Distance from RO: **RELC- 250-300/night, 3-5 minutes travel, R.O**

RELC Telephone No.

Names of Hotels near DepEd R.O.

Name of Hotel :	MIKKA HOTEL
Contact No:	(72) 700-57-37
Address	Quezon Ave. Brgy. III San Fernando
Room Type	
Single	P1,200/NIGHT
Twin	P1,700/RM
Triple	none

Name of Hotel :	OASIS COUNTRY RESORT HOTEL
Contact No:	(72) 242-5631; 242-5621; 242-5610
Address	Nat. Highway, Brgy. Sevilla, San fernando
Room Type	RATE/RM/NIGHT
Single	P2,062.Night
Twin	P3,599/night
Triple	none

Name of Hotel :	PLAZA HOTEL
Contact No:	(72) 888-5737, 242-5760
Address	Quezon Ave. Brgy. II, San Fernando
Room Type	RATE/RM/NIGHT
Single	P900/NIGHT
Twin	P1,200/ROOM
Triple	

Air flight Travel and Schedule

Philippine Airline (PAL)				
MANILA - LAOAG				
			DEP.	Arrival
PR227	T-TH-SA	A320	9:35	1:45
PR228	M-W-F-SU	A320	17:45	18:55
LAOAG - MLA				
PR227	T-TH-SA	A320	11:15	12:25
PR228	M-W-F-SU	A320	19:25	20:35

Note: Laoag Airport to DepEd R.O.

5-6 hrs travel time.

CEBU PACIFIC - MANILA -LAOAG, as of 16 feb 2011			
	MO/TH	19:55	21:00
5J-404	W-F/SU	18:15	19:40
	TU/SA	13:00	14:25
LAOAG - MANILA			
	MO/TH	21:30	22:35
5J-404	W-F/SU	20:00	21:20
	TU/SA	14:45	16:05

ZestAir - MNL-SAN FERNANDO				San Fernando - Manila			
Flight	Frequency	ETD	ETA	Flight	Freq	ETD	ETA
Z2171	M-W-F	1505	1620	Z2171	M-W-F	1505	1620

Zest Air San Fernando La Union Tel No. (072) 242-0350/242-0210/242-3836 (Fax) 242-0372

ZestAir Pasay City Tel. No. 852-4313 (Fax) 514-4311

ZestAir Cubao Tel No. 913-4429 (Fax) 913-4416

ZestAir Makati City Tel No. 888-2002 (Fax) 888-2003

LAND TRAVEL: MANILA - SAN FERNANDO, LA UNION**VIRON TRANSPORTATION COMP.** Tel # 741-6588

1209 bluemintE cor. Dapitan st. Sampaloc Manila

MLA-San Fernando La Union - **P340.00** ONE WAY**DOMINION TRANSIT BUS**

Tel #-7414146, 7314180

Cubao, Quezon City

FARINAS TRANSIT COMP.

Sampaloc, Manila, Tel # 7314507; 7314375; 7438580

Fare - Manila-San Fernando La Union **P280** one way only

EMERGENCY ASSISTANCE

SAN FERNANDO, LA UNION

Emergency Hotline Call	117 all over RP
PNP HotLine -	(072) 888 - 6010/888-6211/888-6010
City Fire Station -	(072) 888-6913
Mayor Office Hotline -	(072) 888-6907
Disaster Emergency Hotline -	911-1873/912-5296 & 912-2665
DSWD	(6372) 888-4632
Red Cross -	072-607-3143
	Mobile # 09189355698

HOSPITALS**BETHANY HOSPITAL INC.**

Widdoes St., San Fernando, La Union
Tel # 888- 2616/700-0000/888/3331
Fax 700-5260/700-0000

La Union Center and Hospital

Ancheta St. San fernando La Union
Tel. # 072 - 242-4796

LORMA MEDICAL CENTER

Tel. No. 888-2616/700-0000/888-3331
Fax 242-3621
Email: info@lorma.edu.ph

Ilocos training and Regional Medical Center

Parian San Fernando City, La Union
Tel # 072- 242-5024

DepEd Region II

Carig, Tuguegarao City

Regional Director OIC- Dr. Lourdes G. Angola
 Assistant Director Asst. Dir. OIC - Dr. Corazon T. Barrientos
 Contact No. (078) 3043855; 3041862; 30411587 (Fax) 3040231; 3047362
 Secretary/ Liza/Kat & Caring Taaca

DepED Accomodation:

RELC Rate/Distance from RO:

RELC Telephone No.

Names of Hotels near DepEd R.O.

Name of Hotel :	Hotel Loreta
Contact No:	(078) 846 2565
Address	Rizal St. tuguegarao City
Room Type	
Single	P1,650/NIGHT
Twin	P1,275/HEAD
Triple	

Name of Hotel :	Hotel Roma
Contact No:	(078) 844-2222
Address	Luna St. Tuguegarao City
Room Type	
Single	P800/NIGHT
Twin	P1,900/ROOM/NIGHT
Triple	None

Name of Hotel :	Hotel Del Fino
Contact No:	(078) 844-7027
Address	Bonifacio st. Tuguegarao City
Room Type	
Single	P650/HEAD
Twin	P880/ROOM
Triple	none

Air flight Travel and Schedule

Airphil express		MANILA - TUGUEGARAO			TUGUEGARAO-MANILA			
FLIGHT	FREQUENCY	ETD	ETA	AIRCRAFT		ETD	ETA	
2P 014	M-W-F-SU	720	820	DH4	2P015	M-W-F-SU	840	940
2P 018	DAILY	1530	1630	DH4	2P 019	DAILY	1650	1750
	2P 018	DAILY	1530	1630				

AirPhil Express Manila Office, Tel No. (02) 551-7991;551-3046 (Fax) 851-5253

Email: contactcenter@airphilexpress.com

AirPhil Tuguegarao City Tel No. (078) 846-7578/844-2106

CEBU PACIFIC		MANILA - TUGUEGARAO			Tuguegarao - Manila		
FLT #		ETD	ETA	AIRCRAFT		ETD	ETA
5J-504	WE-SA		845 945	5J-505	WE-SA	1505	1605
5J-508	M-T-TH-F-SU	1220	1335	5J-509	M-T-TH-F-S	1355	1505

Cebu Pacific Manila Office Tel No. (02) 7020-888;230-8888; 853-9872 (fax) 853-0113
Email: customerservice@cebupacificair.com
Cebu Pacific Tuguegarao City - Tel No. (078) 844-7066; 844 -1312

LAND TRAVEL	RATE	DESTINATION
VICTORY BUS		
Edsa, Cubao	P527	Kamias - tuguegarao
Tel # 8330293/8335019		
BALIWAG BUS		
Edsa, Cubao	P623.00	Cubao - Tuguegarao
Tel # 9123343/9123361		

EMERGENCY ASSISTANCE

Tuguegarao City

Emergency Hotline - 117 all over RP
Police Hotline - (078) 844-6644/ (078) 844-1410
Office of the High Way Patrol Group - (078) 624-0472
Police Emergency - 166
Red Cross - (632) 527-0000
DILG - (078)844-1631
PNP-R02 - (078) 844-7606
Isabela Ilagan - (078) 624-2032/ 624-0668/ 624-0220/ 624-0669

Name of HOSPITALS

SAINT PUAL HOSPITAL
Ugac Highway, Buntuan, Tuguegarao City
Tel No. (078) 446-2220

CAGAYAN VALLY REGIONAL HOSPITAL
Carig, Tuguegarao City
Tel No. (078) 446-1810

Cagayan Valley Medical Hospital
(078)844-3798/ 844-0031/ 846-7296

DepEd**CORDILLERA ADMINISTRATIVE REGION (CAR)**

Wangal, la Trinidad, Benguet

Contact No. Dr. Ellen B. Donato CESO IV
 Assistant Director OIC Asst. Dir. Atty. Sebastian G. Tayaban
 Contact No. (074) 4221318; 3093013; 4224074; (F) 4221804
 Secretary/Admin Office Lilia A. Banaue

DepED Accomodation:

RELC Rate/Distance from RO: Construction of RELC is still on going

RELC Telephone No.

Names of Hotels near DepEd R.O.

Name of Hotel :	HOTEL SUPREME
Contact No:	Email - hotelsupreme.com.ph/(74) 4432011-18 (F) (74) 4422855; Mla Direct line- 2506025
Address	Magsaysay Rd. Baguio City
Room Type	
Single	P4,350/ROOM
Twin	P3,750/ROOM
Triple	P3,750/ROOM

MICROTEL INN SUITE	<u>Other Hotels in Baguio</u>
Upper Session Rd. Baguio Cty	1. Venus Park View
Rate/room 1-2 person--P3,471.00/night	Kisad Rd. Baguio City
	Tel # 442-5597
EUROTEL BAGUIO	2. Bloomfield Hotel
123 Abano Ext. Rizal Park, Baguio City	Leonord Wood Rd. Baguio City
Tel # (64) 9985-3517	Tel # (074) 446-9112
Studio Rm P1,728 per night	3. Burham Hotel
Euro Suite One 2,321	Calderon St. Baguio City
Euro Suite Two 2,739	Tel # (074) 442-2331

DAGUPAN BUS CO. Tel # 727-2330
New York St. Cubao Quezon City
Fare Manila -Baguio - P432 one way only

VICTORY LINER -Tel # 833-0293/833-5019
EDSA, CUBAO, QUEZON CITY
Fare Manila -Baguio - P450 one way only

C.A.R.- Emergency Numbers

Fire Department Baguio City –	160, (074)443-7089; (074)442-2222
Fire Department La Trinidad –	(074) 422-1131
Police Department –	166
Mobile Group (SWAT) –	(074)447-0415
Abanao –	(074)442-1211; (074)442-7944
Precinct 1 (Naguilian) –	(074)443-9111
Precinct 2 (Camdas) –	(074)443-9112
Precinct 3 (Pacdal) –	(074)443-9113
Precinct 4 (Sct. Barrio) –	(074)443-9114
Precinct 5 (Marcos Highway) –	(074)443-9115
Precinct 6 (Aurora Hill) –	(074)443-9116
Precinct 8 (Kennon Road) –	(074)447-4010
Precinct 9 (Irisan) –	(074)443-9117
NBI –	(074)442-7203
Highway Patrol –	(074)445-0434
City Disaster Coordinating Center –	(074)442-1900; (074)442-1904
BENECO –	(074)442-2295; (074)442-6663; (074)442-9201; (074)444-9638
PAGASA –	(074)442-3464; (074)443-5515
Emergency Rescue Team -	(074) 442-1991 / 442-1900 to 02
Emergency Medical Service -	(074) 4421911
DSWD -	(0-74) 442-3946

Hospitals**Baguio General Hospital**

Marcos Highway Rotunda

Tel. No. - 169; (074)442-4216; (074)442-3338

Baguio Medical Center

9 Military Cut-Off rd.

Tel No. (074) 304-3873

Pines City Doctors Hospital

Magsaysay Rd.

Tel. No. (074) 445-9063/64

DepEd Region IV-B

Meralco Ave. cor. St Paul Rd., Pasig City

Contact No. Dr. Sinforosa A. Guiñares (OIC)
 Assistant Director Dr. Ramon Fiel G. Abcede -(OIC ARD)
 Contact No. (02) 631-0750; 637-3093 (fax) 631-4070; 637-2897
 Secretary/Admin Officer Odette/Babes/Rene Mendiola

DepED Accomodation:

RELC Rate/Distance from RO:

RELC Telephone No.

Hotels in Puerto Princesa, Palawan

Name of Hotel :	Hotel Fleuris
Contact No:	Lacao St. Puerto Princesa City
Address	(048) 434-4338; (f) 434-4203
Room Type	
Single	2,946/night Breakfast Included
Twin	4,286/night Breakfast included
Triple	

Name of Hotel :	A&A Plaza Hotel
Contact No:	(048) 434- 2274; 434-1368 to 71 (fax) (048) 434-2272
Address	National Highway cor. Wescom Rd. Puerto Princesa
Room Type	Standard Queen Rm
Single	2,283/night Breakfast Included
Twin	2,313/night breakfast included
Triple	NONE

Name of Hotel :	Legend Hotel
Contact No:	(048) 434-4270; (fax) 433-9077
Address	Malvar St., Puerto Princesa, Palawan
Room Type	
Single	1 bed 2,313/night Breakfast included
Twin	Matrimonial Bed - 2,922/night Breakfast included
Triple	NONE

Name of Hotel :	THE LUTOS GARDEN HOTEL
Contact No:	(043) 434-1132
Address	371 Rizal Ave. Puerto Princesa, Palawan
Room Type	
Single	2,054/night Breakfast included
Twin	2,500/night Breakfast Included
Triple	NONE

Hotels - Occidental Mindoro

Name of Hotel :	Sikatuna Beach resort
Contact No:	(043) 491.4108; 491.21.82
Address	San Jose, Occidental Mindoro
Room Type	
Single	P1,770/pax
Twin	
Triple	

Name of Hotel :	Sea Coast Hotel
Contact No:	(6343) 4911.202; (632) 813-7274
Address	Aiport Road, San Jose Occidental Mindoro
Room Type	
Single	P1,690/pax
Twin	
Triple	

EMERGENCY ASSISTANCE

Police Hotline -	117 & 166
Pasig Police Station -	641-0436; 643-0000 & 633-4939
Pasig Fire Station -	641-1939
Red Cross -	(02) 527-8384
NCRPO TXT HOTLINE -	2920
Calapan City -	(043) 288-3132
Red Cross Occ. Mindoro -	(043) 491-4383
Police Hotline Occi. Mindoro -	166, (043)492-2468/ 711-1264

EMERGENCY HOTLINE IN PALAWAN

Police Hotline - (048) 434.7953; 433-4362; 166
Fire Dept. - 160; (048) 433-3262

HOSPITALS

The Medical City	Pasig General Hospital
Ortigas Ave., Pasig City	Brgy. Maybunga, Pasig City
Tel. No. 635-6789; 631-8626	Tel. No. 642-7380
Rizal Medical Center	Mission Hospital
412 Pasig Blvd., Pasig City	Ortigas Ext., Rosario, Pasig City
Tel. No. 671-9740 (fax) 671-4216	Tel. No. 656-7906; 656-2816
Mobile No. 0919-3516893	

DepEd Region IX

J. Alano St. Pagadian City

Regional Director **Dr. Walter O. Albos**
 Assistant Director Sharif Adzhar H. Sarahadil
 Contact No. (062) 2153746
 Secretary/Admin Officer Shoni/Mr. Harpi/Sale

DepED Accomodation: NO RELC in Pagadian

Hotels Near DepED Regional Office

Name of Hotel :	HOTEL GUELERMO
Contact No:	(6362) 214-1479, (F) (6362) 214-1471
Address	Rizal Ave. Pagadian City
Room Type	
Single	P1,100/NIGHT
Twin	P800/ROOM/NIGHT
Triple	

Name of Hotel :	NEW ROXAN HOTEL
Contact No:	(6362) 214-1683
Address	FS PAJARES, Pagadian City
Room Type	
Single	P600/night
Twin	P700/ROOM/NIGHT
Triple	

Name of Hotel :	HOTEL ALINDAHAW
Contact No:	(062) 2154000/21540002
Address	Rizal Ave., San Francisco Dist., Pagadian City
Room Type	
Single	Php960.00
Twin	1,100.00
Triple	1,400.00

Air Flight Travel and Schedule

CEBU PACIFIC	Manila - Pagadian City			Pagadian - Manila		
Flight	Frequency	Depart	Arrive	Frequency	Depart	Arrive
5J-773	M-T-TH-F-SU	04:11	11:15	M-T-TH-F-SU	11:45	13:10

Cebu Pacific Zamboanga City Tel No. (062) 993-1145/993-1166/991-3567
 Cebu Pacific Manila Office Tel No. (02) 7020-888

EMERGENCY ASSISTANCE	
Emergency Hotline -	117 all over RP
Police Hotline -	166 or 215-3830/353-1522; 09179722194
Fire station -	160 or Mobile No.0908-9553238/0927-7153025
Provincial Fire Marshal -	0916-3313345
Dipolog City Fire Marshal -	212-3222 / 0920-413-5493
Pagadian City Fire Station -	214 - 3913

HOSPITALS				
	PAGADIAN CITY MEDICAL HOSPITAL	Zamboanga City Medical Center	PAGADIAN CITY COMMUNITY HOAPITAL	
Address	Alano St., cor. Cabrera St., Zamboanga del sur		PAGADIAN CITY	
Telephone	214-3237	991-9463/991-2934	(062) 215-3295/ 214-3810	
Fax No.	215-2647	221-7029	226-4714	

	Zamboanga del Sur Provincial Hospital	Zamboanga Doctor's Hospital	St. Francis Clinic	
Address	Zamboanga del sur		PAGADIAN CITY	
Telephone	(062) 214-4698/ 214-355	Tel # 991-1929	(062) 214-1820	
Fax No.			226-4714	

DepEd Region X

Velez St., Cagayan de Oro City

Regional Director	Dr. Luz S. Almeda
Assistant Director	Asst. Dir. Rogelio A. Evangelista
Contact No.	(08822) 710387; 722652; 727836; 720665 (F) 726 574
Secretary/Admin Officer	Mami/ Ganging Aguirre

DepED Accomodation:

RELC Rate/Distance from RO: 200/NIGHT/HEAD, Almost 2 klms away from R.O DepEd

RELC Telephone No. (08822) 714-233; 856-4349

Hotels near DepED Regional Office

Name of Hotel :	Philtown Hotel
Contact No:	(088) 231-4256
Address	Macahambus St., C.D.O.
Room Type	
Single	P930/night
Twin	P930/room
Triple	

Name of Hotel :	GRAND CITY HOTEL
Contact No:	(088) 857-1900
Address	Don Apolinar Velez, C.D.O.
Room Type	
Single	P1,180/night
Twin	P1,180/night
Triple	

Name of Hotel :	HOTEL CONCHITA
Contact No:	(0822) 727-355/856-3856 to 57
Address	Guillermo-Yacapin St., C.D.O.
Room Type	
Single	Php1,120.00
Twin	1,600.00
Triple	1,600.00
Rate are inclusive of breakfast.	

Air Flight Travel and Schedule

CEBU PACIFIC	MANILA - CAGAYAN DE ORO			CDO-MANILA		
	FREQUENCY	ETD	ETA	FREQUENCY	ETD	ETA
5J-381	DAILY	420	545	DAILY	615	740
5J-379	DAILY	620	735	DAILY	805	930
5J-383	DAILY	815	945	DAILY	1015	1145
5J-385	DAILY	1220	1350	DAILY	1420	1550
5J-389	M-W-F-SA	1450	1620	M-W-F-SA	1650	1820
5J-391	DAILY	1600	1725	DAILY	1755	1920
5J-395	M-W-F-SA	1925	2050	M-W-F-SA	2120	2245

Cebu Pacific Manila Office - Tel No. (02) 7020-888 or 853-9872

Fax - (02) 853-0113; E-mal - customerservice@cebupacificair.com

Cebu Pacific Cagayan De Oro City - Tel. No. (088) 858-3936

Philippine Airlines C.D.O. Tel No. (88) 858-8864/858-7415/857-5358

Fax - (88) 858-8863

Philippine Airlines Manila Tel. No. (632) 855-888 or 777-5939 (fax) 777-5928

EMERGENCY ASSISTANCE

EMERGENCY HOTLINE - 117 ALL OVER RP

Police Station - (088) 857-3173/857-3178/856-2471

Police Special Operation Group - (088) 858-7673

Fire Station hotline - 112 Or 856-3859

C.D.O. Emergency Swervice/Complaints Center (24 Hours) - 110 & 116

Philippine Army Department - 4th Infantry Division - (032) 231-5157, (088)350-2088

Task Force Tugis - (088) 856-9104

Red Cross Emergency Center - (02) 8928901-04

Road Watch/Vehicle towing - (088822)737-218, (088)858-7770

Phil. Long Distance Tel. (PLDT) (Directory Assistance - 118, 114

NBI - (088) 856-4188, (077) 888-2475

Bomb Squad - (088) 856-9104

HOSPITALS

CAGAYAN DE ORO POLYMEDIC

A. Velez St., C.D.O.

Tel No. 854-4467

Cagayan de Oro Medical Center

Macabalan-Tiano St., C.D.O.

Tel No. 722-256/257/005

Puerto Cummunity Hospital

Puerto Cagayan de oro City

Tel No. 858-6772/723-394

DepED Region XI

F. Torres Street, Davao City

Regional Director Dir. Susana Teresa B. Estigoy
 Assistant Director (Vacant)
 Contact No. 082-2279342;2271102
 Secretary/Admin Officer Candy/Tess Tambangan

DepED Accommodation:

RELC Rate/Distance from RO: 250-300/night/head, almost 5 kms away from R.O. DepED
 RELC Telephone No. (082)-227-2009

Hotels near DepED Regional Office

Name of Hotel :	Marco Polo Hotel
Contact No:	(082) 221-0888;225-0111
Address	CM Recto, Davao City
Room Type	Rates
Single	Php 4,675/room/night
Twin	Php 4,675/room/night
Triple	none

Name of Hotel :	Royal Mandaya Hotel
Contact No:	(082)-225-8888
Address	Palma Gil St. Davao City
Room Type	Rates
Single	Php 3,000/room/night
Twin	Php 3,000/room/night
Note:Free Breakfast for the whole duration of stay and free service hotel-airport	

Name of Hotel :	Grand Men Send Hotel
Contact No:	(082)-221-9040
Address	Magallanes-Anda Street, Davao City
Room Type	Rates
Single	Php3,000
Twin	Php3,700
Triple	Php4,800

Air Flight Travel and Schedule

Cebu Pacific	MANILA-DAVAO			DAVAO-MANILA		
Flight	Frequency	ETD	ETA	Frequency	ETD	ETA
5J-961	Daily	4:10	5:50	Daily	6:20	8:00
5J-959	Daily	5:30	7:15	Daily	10:05	12:00
5J-963	Daily	7:50	9:35	Daily	10:55	12:40
5J-965	Daily	12:10	14:00	Daily	14:30	16:15
5J-975	Daily	13:15	15:00	Daily	15:30	17:15
5J-971	Daily	16:55	18:40	Daily	19:10	20:50
5J-973	Daily	18:10	19:55	Daily	20:25	22:10
5J-969	Daily	19:25	21:10	Daily	21:40	23:20

AIRPHIL	MANILA-DAVAO			DAVAO-MANILA		
Flight	Frequency	ETD	ETA	Frequency	ETD	ETA
2P-981	DAILY	4:15	6:00	DAILY	6:30	8:15
2P-983	WE-SU	13:55	15:40	WE-SU	16:10	17:55
2P-987	DAILY	18:50	20:35	DAILY	21:05	22:50

Philippine Airlines, Davao City	Contact No.	082-235-2401
Philippine Airlines, Manila	Contact No.	02-855-8888

Airphil, Davao City	Contact No.	082-234-2969
Airphil, Manila	Contact No.	(632)-855-9000

Cebu Pacific	Davao International Airport	
Cebu Pacific	T3 Sales Office	(632)-702-8888

EMERGENCY ASSISTANCE		
Emergency Hotline	911	
Police Station	(082)-224-1313	911
Fire Station	911	
Philippine Army	(082)-234-5009	
Task Force Davao	(082)-234-7705	
Bomb Squad	(082)-234-7625	
Red Cross Emergency Service Center	(082)227-3949	
PLDT Directory Assistance	187	
Road Watch/Vehicle Towing	221-6117 / 225-5586	
NBI	225-3613 / 227-5070	

HOSPITALS			
	Southern Philippine Medical Center	Davao Doctors Hospital	San Pedro Hospital
Address	118 E. Quirino Ave, Davao City	J.P. Laurel Avenue, Bajada, 8000 Davao City	C. Guzman St. Davao City
Telephone Number	221-2101	227-2731	2212-4950
Fax No.	226-4770	221-7029	226-4714

DepEd Region XII

Carpenter Hill, Koronadal City

Regional Director **Dr. Deborah A. Adrales**
 Assistant Director Asst. Dir. **Ma. Rosa C. Guttierrez**
 Contact No. (083) 2288825; 5200421 (F) 2289753
 Secretary/Admin Officer malou/ Fatima Adza

DepED Accomodation:

Cotabato City RELC; 250-300/NIGHT/HEAD, Almost 2

RELc Rate/Distance from RO: hrs time travel from R.O Deped

RELc Telephone No.

Hotels near DepEd Regional Office

Name of Hotel :	CASA GEMMA HOTEL & RESTAURANT
Contact No:	(082) 228-2310)
Address	Benigno Aquino St. Koronadal City
Room Type	
Single	P550/NIGHT
Twin	P650/RM/NIGHT
Triple	

Name of Hotel :	ROMANA PLAZA HOTEL
Contact No:	(83) 228-3390
Address	
Room Type	
Single	P700/NIGHT
Twin	P1,200/Room/NIGHT
Triple	

Name of Hotel :	East Asia Royale Hotel
Contact No:	(083) 553.4119
Address	General Santos

Name of Hotel :	Sydney Hotel
Contact No:	(083) 552.3980
Address	Pendutan Corner Pioneer Ave. General Santos City

Air Flight Travel and Schedule

CEBU PACIFIC		Manila - General Santos			General Santos - Manila		
Flight	Frequency	Depart	Arrive	Frequency	Depart	Arrive	
5J-993	DAILY	710	900	DAILY	930	1120	
5J-995	DAILY	1230	1420	DAILY	1450	1640	
5J-997	M-W-F-SA	1440	1630	M-W-F-SA	1700	1850	

CEBU PACIFIC MANILA - Tel No. - (02) 7020-888 (Fax) 853-0113
Email: customerservice@cebupacific.com
CEBU PACIFIC GENERAL SANTOS Tel No. (083) 552-8336/301-0083

Philippine Airlines General Santos, Tel No. (83) 553-1235/552-1236 (fax) 553-3943
Philippine Airlines Manila Tel. No. (632) 855-888 or 777-5939 (fax) 777-5928

EMERGENCY ASSISTANCE HOTLINE

Emergency Hotline - 117 all over RP
Police hotline - (083) 228-5349 / 116
DILG HOTLINE - (083) 228-9457
FIRE STATION - (083) 228-5519 / 160
FIRE STATION (GenSan)- (083) 552.1160; 301.8946
Mayors Office Hotline - (083) 228-3627
Swat Team - 0999-391-3210

HOSPITALS

South Cotabato Provincial Hospital

Aguinaldo St., Koronadal City
Tel. No. - 228-2919/228-3206
Fax - 228-3506

Allah Valley Medical Specialist Center, Inc.

Purok Villegas, Gensan Drive, Koronadal City
Tel No. - 228-5037/228-3550
Fax - 228-5037

General Santos City Hospital

Fernandez St., Lagao
Tel. No. (083) 301.3127

General Santos Doctors

Hispita Nat'l Highway
(083) 552.4990

DepEd Region XIII

Km. 3, Libertad st. Butuan City

Regional Director **Dir. Gloria D. Benigno**
 Assistant Director Asst. Dir. Rebecca V. delapuz
 Contact No. (085) 3425969
 Secretary/Admin Ofc DAisy/Mirian

DepED Accomodation:

Agusan DepEd Div. RELC; 250-300/NIGHT/HEAD, Almost 1 hr

RELc Rate/Distance from RO: time travel from R.O Deped

Hotels near DepEd R.O.

Name of Hotel :	DOTTIES PLACE
Contact No:	(085) 341-4579
Address	JC Aquino Ave. Butuan City
Room Type	
Single	P1,176/NIGHT
Twin	P1,792/ROOM
Triple	none

Name of Hotel :	BUTUAN ROYAL PLAZA HOTEL
Contact No:	(085) 815-3459; 342-6854
Address	T Carlo St., Butuan City
Room Type	
Single	P600/NIGHT
Twin	P800/ROOM
Triple	

Name of Hotel :	BALANGHAI HOTEL AND CONVENTION CENTER
Contact No:	(085) 342-3064
Address	Bacolod St., Doongan, Butuan City
Room Type	
Single	3000
Twin	2500
Triple	1500
Free Breakfast, Free pool Usage, Free WI-FI internet.	

Air Flight Travel and Schedule

CEBU PACIFIC		Manila - Butuan		Butuan - Manila		
Flight	Frequency	Depart	Arrive	Frequency	Depart	Arrive
5J-785	DAILY		7:35	9:05	DAILY	9:35
						11:00
5J-787	DAILY		12:05	13:30	DAILY	14:00
						15:25

CEBU PACIFIC MANILA- Tel No. - (02) 7020-888 (Fax) 85:

Email: customerservice@cebupacific.com

CEBU PACIFIC BUTUAN CITY, Tel No. (085) 341-7519

Philippine Airlines BUTUAN CITY, Tel No. (085) 341-5156; 341-5257 ; 226-4777 (fax) 341-5144

Philippine Airlines Manila Tel. No. (632) 855-8888; 855-7888; 777-5939 (fax) 777-5928

EMERGENCY ASSISTANCE

Emergency Hotline Call 117 - all over RP

PNP HotLine - (085) 342-3023/342-7067; 342-8912

City Fire Station - (072) 888-6913;

Napolcom Hotline - (085) 342-1938/915-2376

Butuan City Police Station - 342-8912/ 342-2204

Red Cross - (085) 341-5285

HOSPITALS

Butuan Doctors Hospital

J.C. Aquino Ave., Butuan City

Tel. No. - 342-8572

Fax - 815-3185

M.J. Santos Hospital

Tel # 342-7000

Agusan del Norte Provincial Hospital

Libertad, Butuan City

Tel. No. 341-5129

Fax - 341-4936

Butuan City General Hospital

Tel # 342-2222

Maternity Hospital

Tel # 341- 7460; 342-5017; 342-6258

PRIME

Rm 303 3rd Flr., EDPITAF Bldg., DepEd Complex Meralco Ave., Pasig City
Tel. No. (02) 631.8376

OFFICE OF THE SECRETARY

Armin A. Luistro
sec@de-ed.gov.ph / sec.deped@gmail.com
Tel No. 687.2922; 633.72.28; 634.1925; 636.48.76; 631.8493

Undersecretary for Programs & Projects

Dr. Yolanda S. Quijano
Tel. No. 637.4146; 633-7202

Chief of Staff

Mr. Reynaldo Antonio D. Laguda
Assistant Secretary
Tel. No. 638.8642; 633.7266

Undersecretary for Regional Operations

Mr. Ryszalino D. Rivera
Tel. No. 638.8642; 631.8492

Undersecretary for Finance and Administration

Mr. Franciso T. Varela
Tel No. 633.9342; 631.9640

DepEd PASS DORM

Tel. No. (02) 636-4876

EMERGENCY ASSISTANCE

Police Hotline - 117 & 166

Pasig Police Station - 641-0436; 643-0000 & 633-4939

Pasig Fire Station - 641-1939

Pasig Rescue Emergency Number - 631-0099

Red Cross - 527-8384 or 136, 143

0917-8997898/ 0938-4442697

National Disaster Coordinating Council -NDCC Emergency Number

911-5061/ 911-1873 / 912-5668

NCRPO TXT HOTLINE - 2920

Metro Manila Development Authority - MMDA Emergency Number - 136

Meralco Emergency Number - 16211

09175592824/ 09209292824

Coast Guard Emergency Number - 527-6136

HOSPITALS**The Medical City**

Ortigas Ave., Pasig City

Tel. No. 635-6789; 631-8626

Pasig General Hospital

Brgy. Maybunga, Pasig City

Tel. No. 642-7380

Rizal Medical Center

412 Pasig Blvd., Pasig City

Tel. No. 671-9740 (fax) 671-4216

Mobile No. 0919-3516893

Mission Hospital

Ortigas Ext., Rosario, Pasig City

Tel. No. 656-7906; 656-2816

Annex 3 Personal Emergency Contact Information**Philippines' Response to Indigenous Peoples' and Muslim Education****Personal Data Sheet**

(Please give one copy to the office and keep one at home)

Name of Employee / Consultant: _____

Names of persons living with Employee / Consultant (for children, please include age):

1. _____

2. _____

3. _____

4. _____

(Please continue on an additional sheet if necessary)

Home Address: _____

Home telephone number: _____

Cell phone number: _____

E-mail: _____

Person who can be contacted in case of accident or other emergency:

Name and Relationship: _____

Address: _____

Phone: _____

E-mail: _____

Concerned persons can contact any of the PRIME program personnel below for assistance or information in an emergency.

PRIME Main Phone Number:

++ 63 2 631 8376 (02) 631 8376

Nelson Ireland, Program Director

++ 63 921 717 8112 (0921 717 8112)

Ana Maria Capuz, Accounts Manager

++ 63 927 974 1059 (0927 974 1059)

Buena Aranda, Administrative Officer (National)

++ 63 917 830 0873 (0917 830 0873)

Crizelle Benitez, Administrative and Accounting Assistant (Mindanao Cluster)

++ 63 948 506 0340 (0948 506 0340)

Annex 4 Memo to Advisers on Arrival

Safety and Security Plan
PRIME Program

Welcome to the Philippines. The current environment in Philippines has not given rise to widespread security problems that would affect visiting short and long term advisors, except in selected areas of Mindanao. However, there have been increases in the incidence of street crime in Manila and other larger cities as well as protests and demonstrations related to recent political strife. Please exercise extra precautions when in public.

Please ensure that the PRIME Manila Office knows where you are at all times – even if you are travelling in Mindanao. You are advised to inform the Manila-based Administrative Officer (Ms. Buena Aranda – 0917 830 0873) of your location every morning not later than 9:00 am. You should provide the Administrative Officer with a copy of your planned itinerary. Inform the Administrative Officer of any changes you make to your itinerary as your assignment progresses. If you are travelling to a location where cell or telephone communication is not possible, please check in with the PRIME Office prior to travel and immediately upon return to an area where there is communication services.

Telephone me (Nelson Ireland - 0921 717 8112) or the Accounts Manager (Ms. Ana Capuz – 0927 974 1059) if you have any questions about security at your present or intended locations of work assignment or if you observe a situation in the field that you believe we should know about. Do not hesitate to call at any time of the day in the case of an emergency.

The PRIME Office will not interfere with your assignment unless there is a belief that your safety and security is at risk. If you do receive a directive from the PRIME Office to cancel the assignment activity or to make a change in the itinerary, it is because there are serious concerns about your safety and security. Please proceed as directed by the nearest PRIME Office without delay.

Please review regularly the Safety and Security Plan and advise if there are any concerns or questions you may have. Beyond that, use your own good judgment in the field. Your personal safety and security and that of your fellow team members are more important than any mission objective. If you decide to by-pass a destination or terminate a mission prematurely because of security and/or safety concerns, the PD will support your decision

Signed; PD
Date

Annex 5 Call Record**CALL RECORD**

Name of staff member called: _____

Time of call(s): (1) _____ (2) _____ (3) _____

Was the staff member contacted? No _____ Yes _____

If no, was a message left? Machine? _____

Person (name, relationship to staff)?

Follow-up call needed? No _____ Yes _____

Other information:

Person making the contact: _____ (date/time)

Annex L

Financial Management Manual

ANNEX L Financial Management Manual

PRIME Program

Financial Management Manual

Philippines' Response to
Indigenous Peoples' and
Muslim Education (PRIME)
Program

15 October 2011
(Revised July 2012)

Document Title	Financial Management Manual - Updated
Initial Issue Date	13 May 2011
Prepared by	Accounts Manager
Revised by	Accounts Manager
Revision Date	15 July 2012
Version	3.0
Version 1.0 Reviewed by	Program Director, Project Manager, Director – Program Development

Table of Contents

	Description of Content	Page
	Acronyms and Abbreviations	i
	Financial Management Manual	1
1	General Objectives	2
2	Financial Authorisation	2
2.1	Program Funding	
2.2	Bank Account Management Arrangements	
2.2.1	Central PRIME Office	
2.2.2	Mindanao Cluster Office	
2.3	Foreign Exchange Policy	
2.4	Reporting to AusAID	
3	PRIME Program Budget	4
3.1	Reimbursable Program Expenditure	
3.1.1	Specified Personnel	
3.1.2	Short-Term Personnel	
3.1.3	Grants and Implementation Activities	
3.1.4	Operational Costs	
3.1.5	Administrative and Equipment	
3.2	Non-Reimbursable Program Expenditure	
4	Disbursement of Program Funds	5
4.1	Cheque Payments	
4.2	Cash Payments	
4.3	Petty Cash	
4.4	Procurement	
4.5	Cash Advances	
4.6	Other Payments Drawn or Drawn from Program Funds	
4.6.1	LES Salary	
4.6.2	Reimbursement of claims to Long-Term Advisers (LTA)	
4.6.3	Professional Service Provider / Locally Engaged Sub-contractor	
4.6.4	Final Payment to LES upon cessation of Contract Services	
4.6.5	Payment of Monthly Mobile Allowances	
5	Account Codes	9
6	End of Month Procedures	10
7	End of Financial Year Procedures	10
8	Financial Administration Records	10
9	Management of Program Assets	11
9.1	Asset Register	
9.2	Contents of Asset Register	
10	Grants and Implementation Activities (GIA)	11
10.1	Stages	
10.2	Financial Management	
11	Activity and Grant Codes	13
12	Travel, Accommodation and Per Diem	13
13	Fraud and/or Misrepresentation of Funds	13
14	Updating the Financial Management Manual	14
15	Distribution	14

	Description of Content	Page
16 Annexes		
Annex 1	Forecast of Expenditure	A
Annex 2	Funds Transfer Request	B
Annex 3	Cheque Voucher Form	C
Annex 4	Petty Cash Voucher	D
Annex 5	Expenses Claims Form	E
Annex 6	Cash Advance	F
Annex 7	Petty Cash Replenishment Sheet	G
Annex 8	Quote Evaluation Sheet	H
Annex 9	Purchase Order	I
Annex 10	Activity Request	J
Annex 11	Chart of Accounts	Q
Annex 12	Cashbook	T
Annex 13	Memorandum of Receipt	U
Annex 14	Asset Register	V
Annex 15	PRIME Budget Preparation Notes	

Acronyms and Abbreviations

AA	Administrative Assistant
ACA	Accounts Assistant
AM	Accounts Manager
AO	Administrative Officer
AUD	Australian Dollar
AusAID	Australian Agency for International Development
CDR	Cash Disbursement Register
FBPO	Field-Based Program Officers
FM	Financial Management
GIA	Grants and Implementation Activities
GRM	GRM International
GRM-FU	GRM Finance Unit
LEC	Locally Engaged Consultant
LES	Locally Engaged Staff
LTA	Long Term Advisers
M & E	Monitoring and Evaluation
PD	Program Director
PhP	Philippine Peso
PIP	Project Implementation Plan
PM	Program Manager
PMT	Project Management Team
PRIME	Philippines' Response to Indigenous Peoples' and Muslim Education
SFBPO	Senior Field Based Program Officer
SM	Senior Manager

FINANCIAL MANAGEMENT MANUAL

This document is the Financial Management (FM) Manual for the Philippines' Response to Indigenous Peoples' and Muslim Education (PRIME) Program. The primary purpose of the FM Manual is to document the rules, protocols, and procedures used in the financial operation and management of the PRIME Program.

The Manual is intended to be used by all parties associated with the funding and operation of the Reimbursable Accounts for the Program. In particular, the Manual is used by the Program managers and staff, the Australian Agency for International Development (AusAID) and GRM International (GRM).

In cases of discrepancy between this Manual and the Head Contract, the Head Contract prevails.

1 GENERAL OBJECTIVES

The FM Manual aims to:

- Provide financial guidelines and procedures that are acceptable and applicable in the financial operations of PRIME;
- Enable systematic processing of and approaches to the disbursement of Program funds;
- Systematise the monitoring and reporting of accounts to provide financial reports in accordance with the Program Design; and
- Establish systematic approaches to preventing and detecting errors and fraud relating to overall implementation of the Program.

2 FINANCIAL AUTHORISATION

The Accounts Manager (AM) has overall responsibility for in-country financial management in consultation with the Program Manager (PM) and Program Director (PD). The AM is responsible for the establishment, implementation of appropriate financial and accounting procedures, and the monitoring of all expenditure in accordance with the approved Program budget.

The PM coordinates directly with the GRM Finance Unit (GRM-FU) for funding requirements and other issues in relation to the financial management of the Program.

2.1 Program Funding

A three-month rolling Forecast of Expenditure (**Annex 1**) is prepared by the AM based on Program budget and activities proposed. This is sent to the PM for approval accompanied by supporting bank statements and bank reconciliations. The PM will forward the three-month forecast to the GRM-FU.

The PM prepares a Funds Transfer Request Form (**Annex 2**), which requests funds for the current month, based on the approved Forecast of Expenditure. This request is signed by the PM and the Senior Manager (SM), depending on the level of funds requested. The approved Funds Transfer Request Form, Forecast of Expenditure and all related documents (bank statements, reconciliations) is forwarded to the GRM-FU for processing.

The Forecast of Expenditure is submitted at the beginning of each month. However, more than one funding request can be made in the same month, depending on Program needs. In each case, a new Forecast of Expenditure (with updated bank reconciliations and latest bank statements) and new Funds Transfer Request Form must be completed. A week should be allowed before funds transferred from GRM Australia are received in Manila. If the request is granted, funds are then deposited in the Central PRIME office bank account in Manila.

Upon receipt of funds, the Central PRIME Program office transfers funds to its Mindanao Cluster office in Davao City based on the request for funding submitted by its Administrative Officer (AO) and approved by its Senior Field-Based Program Officer (SFBPO). The Mindanao Cluster uses the same three-month Forecast Expenditure Form, with amounts pertaining only to the current month.

2.2 Bank Account Management Arrangements

As a general rule, Program funds must be kept, deposited, and maintained in designated and authorised depository bank with a legal office in the Philippines.

At least two (2) signatories are required for the commitment of all funds. The opening/closing of bank accounts is the responsibility of the PM and AM in consultation with the PD and the GRM-FU. Inclusion and exclusion of signatories requires the written approval of the GRM Board of Directors. If any of the approved signatories leave the Program, it will be the responsibility of the PM and the

AM to ensure that person is removed from the list of approved signatories at the Bank, and that a replacement is added.

PRIME currently maintains the following depository banks with respective authorised signatories:

2.2.1 Central PRIME (Manila) Office

The Hong Kong and Shanghai Banking Corporation (HSBC), Ortigas Branch, Checking Account Number (Phil Currency): 003-256971-042.

Authorised Signatories:	Wayne Kendall (Manager – Treasury & Operations, GRM)
	Sri Thillailingam (Treasury Accountant, GRM)
	Nelson L. Ireland (PRIME Program Director)
	Rey O. Macalindong (PRIME M & E Adviser)
	Ana Maria S. Capuz (PRIME Accounts Manager)

This account receives funds from GRM Australia and is primarily responsible for payment and or settlement of accounts pertaining to expenditure incurred by the Central PRIME office and the Luzon Regional PRIME offices: CAR, Regions I, II, IVB.

This account is also the source for transferring funds to the Mindanao Cluster office in Davao City. In some cases, this account may be responsible to settle accounts directly for and on behalf of the Mindanao Cluster.

2.2.2 Mindanao PRIME Cluster (Davao) Office

The Hong Kong and Shanghai Banking Corporation (HSBC), Davao Branch, Checking Account Number (Phil Currency): 022-021471-041.

Authorised Signatories:	Wayne Kendall (Manager – Treasury & Operations, GRM)
	Sri Thillailingam (Treasury Accountant, GRM)
	Nelson L. Ireland (PRIME Program Director)
	Ana Maria S. Capuz (PRIME Accounts Manager)
	Norma M. Gonos (PRIME Snr Program Officer, Mindanao)
	Ramdino R. Abarico (PRIME Admin Officer, Mindanao)

This account receives funds from the Central PRIME office through monthly submission of request for funding using the three-month Forecast Expenditure Form (section 2.1).

This account is primarily responsible for payment and / or settlement of accounts payables/commitments incurred in Region XI and for the maintenance of a petty cash float to other Mindanao Regional PRIME offices: Regions IX, X, XII, and CARAGA. In some cases, this account may be responsible to settle PRIME accounts directly for and on behalf of Regions IX, X, XII, and CARAGA.

2.3 Foreign Exchange Policy

The foreign exchange variations will be managed in a manner that is consistent with the Australian Government Department of Finance and Administration “Guidelines for the Management of Foreign Exchange Risk”. This includes, but is not limited to, minimising the exposure to risk, striving to achieve ‘best value for money’ in foreign exchange management and properly maintaining adequate documentation to provide evidence that the risk guidelines have been adhered to and to facilitate an effective audit trail.

Australian Government regulations prohibit individual agencies ‘self-protecting’ against foreign exchange exposure/currency fluctuations. The restrictions imposed cover the management of all

accounts. GRM will determine the most favorable exchange rate options available for each transaction. Adequate documentary evidence will be maintained of any exchange rates applied.

2.4 Reporting to AusAID

The PM will be responsible for ensuring that the Program financial position is reported correctly to AusAID as per the conditions outlined in the Head Contract.

A statement of Program expenditure will be provided to AusAID on a 3-monthly basis and will include:

- Total expenditure of the Program to date
- Identifying all categories of expenditure including the Fees component and Reimbursable items
- Total expenditure for the period of 3 months
- Forward expenditure by category for the period of 3 months.

3 PRIME PROGRAM BUDGET

There are two (2) aspects to budget preparation for the PRIME Program as follows:

3.1 Reimbursable Program Expenditure

The budget for reimbursable Program expenditure is determined by GRM and approved by AusAID. This expenditure is reported and invoiced on a monthly basis to AusAID. The PM is responsible for reporting all expenditure and invoicing to AusAID.

The PM will provide monthly expenditure summaries to the AusAID Post with the monthly reimbursable invoices and provide ad hoc reports as required. The AM is responsible for monitoring expenditure and ensuring that reimbursable expenditure is correctly allocated against the agreed budget line items.

Any changes to the reimbursable budget need to be approved by AusAID. The PM is responsible through coordination with the PD for ensuring approval of the budget and informing the AM of any changes.

The Head Contract dictates the Reimbursable Expenditure categories, which are:

3.1.1 Specified Personnel

This category covers the services of employees engaged in the implementation of the Program. These employees are specifically listed in the Head Contract: the PD, Monitoring and Evaluation (M&E) Adviser, FBPOs, AM and AO in Manila. This category provides for all associated personnel costs such as salary, insurances, taxes, superannuation (if applicable), leave, mobilisation / demobilisation costs etc. Any changes to the employees or the positions listed in this category must be approved by AusAID.

3.1.2 Short-Term Personnel

This category provides for local or international advisers contracted on a periodic basis or as needed. All Short-Term Personnel inputs must be approved by AusAID.

3.1.3 Grants and Implementation Activities

All financial and infrastructure support provided to designated and qualified beneficiaries of the PRIME is funded from this category. Further information regarding this account expenditure is discussed in section 10.0.

3.1.4 Operational Costs

The Operational Costs category covers costs of training, workshops, travel and accommodation and personnel costs of the Locally Engaged Staff (LES), SFBPOs and M & E Officers both in Luzon and Mindanao Clusters. This also includes associated personnel costs such as group and health insurance cover.

3.1.5 Administration and Equipment

This category is established for the administration of PRIME. This incorporates expenses such as office utilities and amenities, the purchase of office furniture and equipment, supplies and materials, internet, communications, and the purchase and running costs of the Program vehicles.

3.2 Non-Reimbursable Program Expenditure

Non-Reimbursable Program Expenditure is expenditure that is not paid or refunded by AusAID. These costs include GRM office overheads such as GRM staff time, travel, and equipment required to effectively manage the Program. The Fixed Management Fee in the Head Contract has been established to cover these expenses as a lump sum.

4 DISBURSEMENT OF PROGRAM FUNDS

4.1 Cheque Payments

As far as is practical, expenses should be paid by cheque and receipts obtained. Endorsed cheques (written to the payee) are the preferred mode of payment. Cash cheques (except for those issued to replenish petty cash and other cash payments mentioned in section 4.6) should not be used except in cases where a payee does not have a bank account. A full written explanation should be made in such situations. The signatories for all cheques are normally the PD and SFBPO or M & E Adviser for the Central PRIME office account, and the SFBPO and AO for the Mindanao PRIME Cluster office.

Each cheque must have a minimum of two signatures to authorise payment.

The following procedures must be followed when cheque payments are made:

1. A Cheque Voucher Form (**Annex 3**) must be completed for each cheque issued. Before obtaining a cheque, the requester must submit all relevant information to the Accounts Assistant (ACA) for review. After reviewing the documents, the ACA will process the cheque voucher.
2. The Cheque Voucher along with all supporting documentation must be submitted for approval by the AM to the PD. Once approved by the PD, the ACA will prepare the cheque.
3. The cheque must clearly state the name of the supplier of the goods or services.
4. Cheque vouchers and payments issued for the month are recorded in the Program's cashbook (Section 6.0).

Cheque payments are normally issued for the following types of transactions:

1. Procurement of Program equipment, furniture, office supplies and materials (section 4.4).
2. Settlement of accounts to government agencies for mandatory employee and employer contributions.
3. Payment for accommodation in hotel establishments and or government lodging facilities, and payment of airfare to travel agencies (section 12).
4. Payment to insurers for group and individual health insurance.
5. Payment to employees for cash advances (section 4.5) and for the reimbursement of claims (section 4.6.3) for expenses incurred during travel.

6. Payment to Locally Engaged Consultants (LEC) and Locally Engaged Staff (LES) on a bi-monthly basis upon submission of Timesheet and or Daily Time Record.

4.2 Cash Payments

Where payment via cheque is not possible, payment must be made using petty cash or cheques written to cash, if the amount is over the petty cash limit (section 4.3). If a cheque is issued the procedure outlined in section 4.1 must be followed. In cases where petty cash is used, a Petty Cash Voucher must document the details of the payment and the account codes to which payment is made. All payments are to be accompanied by a detailed invoice or receipt. In cases where an invoice or receipt cannot be obtained (for taxi fares etc), PRIME staff must complete a Petty Cash Voucher or must be included in the Expenses Claims Form (Annex 5). The slip must be countersigned by the AM and the PM.

4.3 Petty Cash

Petty Cash is maintained to ensure that cash is always available for items for which cash payment is most convenient, such as:

- Office amenities, supplies and materials;
- Transportation costs related to office operations;
- Costs of meetings;
- Reproduction of office documents (e.g. office forms and reports);
- Costs of documentation (e.g. legal notary fee, document stamps, etc.); and
- Contingency fund for approved Program activities (i.e. instances when cheque payment or cash advance paid to personnel assigned to conduct an activity will not be made available as scheduled).

The Petty Cash Fund shall be kept under a separately managed funding system, which requires, at any given time, that the total composition of the fund - including Cash on Hand, un-replenished Petty Cash Voucher Forms (**Annex 4**) and Expenses Claims Forms and un-liquidated Cash Advances (**Annex 6**), shall always equal the fixed amount of the Petty Cash Fund. Petty Cash Funds are set up as follows:

- PhP 20,000.00 for Central PRIME Office
- PhP 50,000.00 for Mindanao PRIME Cluster Office
- PhP 50,000.00 for each Regional PRIME Office (currently eight Regional Offices)

Petty cash advances must be settled (liquidated) within three (3) days upon completion of the transaction for which the petty cash was used.

A further petty cash advance may be issued only upon settlement (liquidation) of the previous petty cash advance.

The Accounts Assistant (ACA), AO, and the Field-Based Program Officers (FBPO) are responsible for the petty cash fund for the Central PRIME office, the Mindanao PRIME Cluster office, and the Regional PRIME offices, respectively. The petty cash fund must be kept and stored in a secure location.

For the Central PRIME office account, purchases of PhP 5,000 or less can be paid through petty cash. The AM is allowed to authorise expenditure from the petty cash fund up to a limit of PhP 5,000. Amounts beyond this limit must be authorised by the PM.

The AM and the AO ensures that a Petty Cash Voucher, which must include the account code, is completed and the relevant receipts are attached. They also ensure that all expenditure is recorded in the Petty Cash Replenishment Sheet (**Annex 7**), which is submitted to the PM or the SFBPO in the case of the Mindanao PRIME Cluster office for approval.

Petty cash for a given month is to be replenished as soon as it is depleted by 80% or more during that month. The float should be replenished by drawing a cheque equal to the approved amount summarised in the Petty Cash Replenishment Sheet. Replenishment for the Mindanao Cluster Regional PRIME Offices must be submitted to the Mindanao Cluster AO.

The amount to replenish the petty cash fund is deposited to the individual accounts of the FBPOs. This is the account that they were authorised to open and maintain exclusively for PRIME petty cash fund.

Petty Cash Replenishments must conform to the following:

1. A petty cash reconciliation must be carried out using the Petty Cash Replenishment Sheet.
2. All petty cash vouchers (with receipts) and the corresponding Petty Cash Advance and Expenses Claims Forms must be attached to the reconciliation sheet before the float is replenished. The reconciliation sheet must be noted by AM for the Central PRIME office; AO for the Mindanao PRIME Cluster Office; and the FBPOs for the PRIME Regional Offices. SFBPOs will then endorse the Petty Cash Replenishment Sheet to PM for approval.
3. Petty cash custodianship in the regional offices is the responsibility of the FBPOs. However, the Administrative Assistants/Drivers are responsible for the recording of transactions in the Petty Cash Replenishment Sheet and organising all relevant information and documentation.
4. The AM/AO is responsible for ensuring that all supporting documentation is provided for each entry and that the costs have been coded correctly.
5. At the end of each month, the designated Petty Cash Custodians (ACA for the Central PRIME office, AO for Mindanao PRIME Cluster office, and the FBPO for the Regional PRIME offices) will complete a cash count of the petty cash and close off the petty cash account in readiness for inclusion in the end of month accounting process (Section 6.0). Once the petty cash reconciliation has been completed it can be compared with the account balance cashbooks and any variations reconciled. The details of payments made from petty cash can then be coded and a summary entered into the relevant sections of the cashbooks.

4.4 Procurement

The AM, in consultation with the PM and PD, is responsible for the management of the procurement of goods and services at Program sites. Procurement should follow the guidelines of:

1. Value for Money: Value for Money is the core principle governing effective procurement. PRIME officers responsible for procurement of services need to be satisfied that the best possible outcome has been achieved taking into account all relevant costs and benefits over the whole of the procurement cycle. Accepting the lowest price is not necessarily an indicator of best Value for Money.
2. Efficiency and Effectiveness: To demonstrate efficiency and effectiveness, PRIME staff members will ensure that the procurement arrangements are monitored, evaluated and improved to ensure they continue to offer the expected benefits.
3. Accountability and Transparency: PRIME staff members are responsible for ensuring adequate systems for recording decisions and reasons for making them are maintained. Transparency through internal and external scrutiny is an essential element of accountability and will be an inherent characteristic of all processes and procedures, plans, actions or decisions relating to procurement.

4. **Ethics:** Procurement must be conducted ethically to enable buyers and suppliers to deal with each other on a basis of mutual trust and respect; and conduct business fairly, reasonably and with integrity. PRIME staff members will:
 - Recognise and deal with any conflicts of interest;
 - Deal with suppliers even-handedly; and
 - Not accept gifts or hospitality.

It is incumbent on all staff to report to the AM and PM/PD any situations with suppliers and/or service providers which may be considered improper in terms of the actions of the provider.

The guidelines for procurement are as follows:

1. A Quote Evaluation Sheet (**Annex 8**) must be completed by the Central PRIME office AO for all items to be acquired. This document must include the full specifications of the items to be procured, comparative cost, terms and conditions, and mode of payment.
2. Three (3) representative quotations should be obtained prior to purchase for items expected to cost more than PhP 10,000. The AO records in writing the details of any verbal quotations obtained. The quotations should be kept on file.
3. A pre-numbered Purchase Order form (**Annex 9**) must be prepared by the AO, endorsed by the AM, and approved by the PM. Issuance of the PO signifies the awarding of the procurement to a designated supplier.
4. Items must be received before the associated cheque payment is released. Delivery and Official Receipts must be attached to the payment.
5. Goods purchased and classified as Assets must be recorded by the Administrative Assistant (AA) in the Asset Register, as discussed further in Section 9.

4.5 Cash Advances

A cash advance, in exceptional circumstances, may be issued to cover individual expenditure that exceed **PhP 5,000.00** and which cannot be settled from Petty Cash Fund due to insufficiency of funds. This covers items such as in-country travel, per diem, taxi fares, and accommodation of Program personnel supported by an approved Activity Request Form (**Annex 10**).

Approved cash advances are subject to liquidation immediately after the funds have been expended. No cash advance may be issued or released to a claimant unless a previous cash advance is fully liquidated, except in cases of exigency.

Excess cash from a cash advance, if any, must be returned to the AM/AO, who will deposit it back to the Program bank account.

4.6 Other Payments Drawn or Drawn from Program Funds

4.6.1 Local Salaries

Payments of Salaries are drawn from the Central PRIME account on a bi-monthly basis. The salaries of personnel assigned to the Mindanao Cluster and the Regional PRIME offices are deposited into their designated personal accounts directly from the Central PRIME account.

Salaries are calculated based on a pro-rate of 22 days per month and payable on a bi-monthly basis.

Deductions from LES pay include amounts to cover contributions to SSS, Home Development Mutual Fund, and Philhealth.

4.6.2 Reimbursement of Claims to Long Term Advisers (LTA)

Reimbursement shall be paid upon completion and submission of an Expenses Claims Form together with original supporting documents. Reimbursement must be filed or submitted to Finance within one month of the actual time of expenditure.

Reimbursement of per diems shall be allocated on a per night basis and will be based on the per diem schedule approved by the PD.

For expenditure made in a foreign currency, the amount shall be converted into local currency at the exchange rate on the last day of the month prior to the submission of the claim. (*Exchange rates provided at www.oanda.com/convert/fxhistory shall be used*).

In exceptional circumstances a cash advance to cover the cost of the accommodation associated with attendance at an event or activity may be made to an LTA providing that the LTA submits an application for the cash advance prior to the event or activity taking place.

4.6.3 Professional Service Provider / Locally Engaged Sub-Contractor

Payment, if any, to individuals other than Advisers or staff, such as a Consultant, Sub-Contractor or other third party who may render professional services as required by the Program, shall be made only if all relevant documents, such as Contract of Service, Sub-Contractor Agreement or Exchange of Letter have been signed by the Contracting Party and PM or PD before execution of service.

Under no conditions whatsoever shall employees of Department of Education be eligible for any payment for services rendered to the Program.

4.6.4 Final Payment to LES/LEC upon Cessation of Contract of Services

Note: *Cessation of Contract of Services* includes non-renewal of service and non-regularisation.

LEC/LES shall be entitled to receive any outstanding amounts due to him/her under any of the following circumstances: (1) cessation or non-renewal of contract of service; and (2) non-regularisation. Final payment made to the LES/LEC shall include any remaining salary, unused annual leave, and 13th month pay, all computed on a pro-rata basis.

4.6.5 Payment of Monthly Mobile Allowances

Each employee is entitled to receive the approved monthly mobile allowance which is paid, in cash, during the first week of each month.

5 ACCOUNT CODES

The AM is to ensure that expenditure is coded correctly as per budget and activity requirements. A revised list of codes is provided by the GRM-FU whenever any changes occur to the coding scheme. A list of the codes is also available in dropdown menus in the Microsoft Excel cashbook template.

If a new code is required the AM must inform the PM who will coordinate with the GRM-FU via email. A new code will be created and provided for.

Annex 11 presents the PRIME Chart of Accounts.

6 END OF MONTH PROCEDURES

GRM uses the ACCPAC Accounting System. The Cashbook (**Annex 12**) is populated by the ACA and AO in an excel spreadsheet, reviewed by the AM which is then sent to the GRM-FU via the PM at the end of each month (the PM will inform the AM of the Cashbook due date at the beginning of each month). GRM-FU then processes the Cashbook into the ACCPAC system. Cashbook processing is as follows:

1. Cheque vouchers are to be entered weekly into the Cashbook and the bank reconciliation must be completed monthly.
2. Petty cash vouchers are also entered weekly into the Cashbook and a petty cash reconciliation is completed as required. Petty cash reconciliations from the Mindanao Regional PRIME Offices must be submitted to the AO on the 20th of each month. This allows the AO to review the petty cash in time for submission to the AM on the 25th of each month.
3. Entries to the Cashbook will be made in PhP. The entries are converted by GRM-FU on a monthly basis at the exchange rate applicable on the date of the most recent transfer of funds.
4. Upon completion of the monthly bank reconciliation, the Cashbook and bank statement are to be sent to the AM to check that all transactions have been coded correctly. An earlier cut-off for the Mindanao PRIME Cluster is set at 25th of each month. Cashbooks must be submitted to the AM the following day. This allows time for the AM to review the Cashbook in time for the end of month closure.
5. The AM sends the verified Cashbook and scanned bank statement to the PM, who reviews the Cashbook and forwards to GRM-FU for processing. This must be completed by the last working day of the month.
6. At the close of the fiscal period GRM-FU provides the AM with a cashbook excel sheet that is to be populated for the next month.

7 END OF FINANCIAL YEAR PROCEDURES

At the end of financial year the procedure is as follows:

1. Complete the usual month end procedures and email the accounts to the GRM-FU. The accounts must then be closed off for the financial year before any transactions can be entered for the following financial year.
2. Create a new folder labeled with the Program name and the year. Copy the accounts from the current folder into the new folder. This is to ensure the complete accounts for each year are saved separately from the current folder. The financial year is from 1st July to 30th June.

8 FINANCIAL ADMINISTRATION RECORDS

All Program transactions must be supported by the correct documentation to ensure that Program expenditure is in accordance with the AusAID Contract.

The documents must also prove that the Program is adhering to the procedures specified in the Operations Manual.

The documents should be kept in good order in the PRIME offices so that information is available when needed.

The original financial documents should be sent to GRM after the annual Program audit. GRM must keep the documents for 7 years after the end of the Program for audit purposes.

If there is insufficient storage space for the documents in the GRM office the documents are boxed and archived to a records management warehouse. The boxes and their contents must be accurately logged so that the documents can be easily retrieved when required.

9 MANAGEMENT OF PROGRAM ASSETS

9.1 *Asset Register*

Assets purchased with reimbursable funds (Program assets) and non-reimbursable funds (GRM assets) will be itemised in separate Asset Registers by the AA. The PM must ensure GRM assets are to be included in the GRM asset register by the GRM-FU. For Program purposes assets are defined as having an initial value equal to or more than AUD 500 and a shelf life of over 12 months (i.e. not consumable). Program assets issued to its personnel is evidenced by the issuance of a Memorandum of Receipt (**Annex 13**). This document identifies responsibility and accountability of procured assets.

The Assets Register must be updated as goods are purchased and submitted to the Program Manager on a quarterly basis, if goods have been purchased during the relevant quarter. The Assets Register (**Annex 14**) is an important monitoring tool and must be kept up-to-date.

9.2 *Contents of Asset Register*

The AA must maintain the above asset registers with the following details for each asset:

1. Asset Number
2. Quantity
3. Description of the Asset
4. Purchase Order Number
5. Date of Delivery
6. Date of Payment
7. Cheque Number
8. Purchase Cost
9. Memorandum of Receipt (MR) Number
10. Date of MR
11. Accountable Person / Location
12. Designation
13. Status / Remarks
14. Details of Supplier

10 GRANTS AND IMPLEMENTATION ACTIVITIES (GIA)

10.1 *Stages*

GIA follows three (3) stages in carrying out activities.

The **Pre-Implementation Stage** essentially includes activities that lead to the approval of the target beneficiaries' project proposals and awarding of the grant. This stage consists of orientation and advocacy work; setting-up of mechanisms/structures/processes and institutional arrangements for project proposal preparation, appraisal, review, evaluation and approval.

The **Implementation Stage** covers project mobilisation, management and administration, the release of funds and its management, internal monitoring and evaluation, changes in the project implementation plan, audit of funds, and reporting system.

The **Completion Stage** covers the preparation and consolidation of the Project Completion Report and the submission of said document to several stakeholders.

10.2 Financial Management

PRIME shall release funds based on the approved (by DepED and GRM) Project Implementation Plan (PIP). Once approved, the Project Management Team (PMT) has to identify and appoint signatories of the bank account which must be opened with a minimum of four (4) signatories for each account. At least two (2) signatories are required to sign and approve cheque payment. The bank account must be opened and maintained separately from non-PRIME funds of the beneficiaries.

The intended recipient of funds will receive a Notice of Fund Release as soon as funds are downloaded by PRIME.

Fund releases will be treated as cash advances. Previous fund releases by PRIME, in particular the first tranche of a grant, were in accordance with the cash flow requirement indicated in the approved proposal. Fund releases were made in lump-sum or staggered releases. Any amount exceeding PhP 200,000.00 was released on a staggered (tranche) basis, which could be spread over two (2) or three (3) releases.

Succeeding fund releases are guided by PRIME Fund Budget Preparation Notes (**Annex 15**) that clarify the allocation and use of funds provided by the project.

PRIME requires the use of the Grants Financial Forms (included as Annexes in the Grants Guidelines) to record, monitor and report transactions involving cash advances. Accomplishment of these forms will enable the recipient to develop financial reports that will cover the following aspects: Resource Generation, Fund Utilisation, Income Generation and Income Distribution, if applicable. The recipient must also complete the Liquidation Form to record the acquittal of cash advances and the Cashbook Form to reconcile the Cash per Books against the Cash per Bank Statement. Use of these forms also frees the concerned personnel from any obligation upon consummation and acquittal of the cash advance and enables the recipient to be given succeeding fund releases, if any. It is a standard policy that no succeeding fund releases will be given unless previous cash advance is settled and liquidated.

A complete financial report is composed of the duly signed Grants Financial Forms, supported with valid and original invoices, delivery receipts, official receipts, and other documents to authenticate the veracity of payments. Purchase of supplies, materials, and equipment must be in compliance to the Government of the Philippines (GOP) and Government of Australia (GOA) Procurement Guidelines⁴.

The Project Treasurer/Disbursing Officer shall ensure that all cash advances have been properly liquidated and any unspent amount refunded within two weeks after project completion. Any unspent amounts or the remaining cash balance should be deposited back to the project bank account to prove that excess cash was returned to the project funds and show a clear audit trail for the grant funds.

⁴ The GoA procurement rules basically require a minimum of three (3) quotations and justification of the identified supplier/service provider.

The AM shall ensure that all cash advances have been properly liquidated and any unspent amount refunded within two weeks after project completion.

Detailed policies and procedures are presented in a separate Grants and Implementation Activities Manual.

11 ACTIVITY AND GRANT CODES

Each program activity and grant will be assigned an activity and grant codes, respectively. This procedure aims to:

1. Organise and identify each activity or grant in relation to the PRIME Program Design and Implementation Plan.
2. Allow PRIME to generate financial reports considering the allocated budget vis-à-vis actual expenditure.
3. Indicate easily which activity/grant was not implemented, deferred for implementation, or not implemented at all.
4. Trace easily the date of conduct/implementation, location, and the regional/divisional offices involved.
5. Activity codes are applicable to activities implemented in the National and Cluster levels that do not form part of the Implementation Plan under Grants.
6. Grant codes are applicable to grants that will be provided to the Central, Regional, and Divisional offices, CSOs/NGOs, and Schools/Communities based on the Central and Regional Implementation Plan.

12 TRAVEL, ACCOMMODATION AND PER DIEM

Prior to travel, employees are required to complete an Activity Request Form, for approval of the PD/SFBPO/FBPO. This authenticates and validates the purpose of the travel. Employees are also required to complete a Travel Order Form once the Activity Request has been approved by the concerned personnel. (*The Travel Order Form forms part of the Operations Manual*).

Airfare and accommodation are normally paid directly from the project and the employee only receives cash for per diem and ground travel. When an employee advances payment for the airfare and accommodation due to unavoidable circumstances, she or he will be reimbursed upon submission of the relevant documents such as official receipt or proof of purchase.

Accommodation of employees and or participants is preferably in a location situated near the Regional PRIME Offices. DepED Regional Education Learning Centers (RELC), if available, may be used as venues for the conduct of training and workshops.

13 FRAUD AND / OR MISAPPROPRIATION OF FUNDS

There is a commitment to ensuring the Program is delivered in an environment free from corruption. Fraud or misappropriation refers to dishonestly obtaining a benefit by deception or ‘behavior on the part of officials in the public or private sector whereby they improperly or unlawfully benefit themselves, their family, or those close to them, or induce other people to do so, by misuse of their official position.’

The AM will oversee the establishment of anti-corruption policies and procedures. All suspected incidents of fraud or misappropriation are to be sensitively, thoroughly and promptly reported,

investigated and dealt with. All matters must be immediately reported by GRM to AusAID. Periodic reviews of breaches are to be conducted to enable identification and rectification of any prior problems and a register of incidents is to be maintained by the AM. All incidents are to be reported to the PM and PD, who will satisfy themselves that the investigation has been appropriate and thorough.

The PD will then report to GRM and request formal closure on the final resolution of the investigation. The prevention of fraud is the responsibility of all staff. Failure to report any such suspected activities could result in disciplinary action.

14 UPDATING THE FINANCIAL MANAGEMENT MANUAL

The FM Manual will be reviewed and revised on an annual basis. The update is to be performed by 30 September each year to coincide with the preparation and submission of the Annual Plan on 15 October of each year. Aspects of financial management and operations that may be subject to updating on a more regular basis have been included as Annexes to facilitate the circulation of such updates.

15 DISTRIBUTION

A copy of this FM Manual will be distributed to all relevant staff. It is the responsibility of the AM to ensure that relevant staff receives a copy of the FM Manual and that a list is maintained as to who has been provided with a copy. This is particularly necessary as amendments and additions are provided.

16 Annexes

List of Annexes

Annex	Description
1	Forecast of Expenditure
2	Funds Transfer Request
3	Cheque Voucher Form
4	Petty Cash Voucher
5	Expenses Claims Form
6	Cash Advance
7	Petty Cash Replenishment Sheet
8	Quote Evaluation Sheet
9	Purchase Order
10	Activity Request
11	Chart of Accounts
12	Cashbook
13	Memorandum of Receipt
14	Asset Register
15	PRIME Fund Budget Preparation Notes

Annex 1 Forecast of Expenditure

00-00-PHMP		Month 1	Month 2	Month 3
		May-2011	Jun-2011	Jul-2011
	FTR Currency	Php	Php	Php
Ac Description				
306 Audit fees		0	0	0
310 Bank Charges		0	0	0
311 Consultants fees		0	0	0
312 Consultants fees - long term		0	0	0
313 Consultants fees - short term		0	0	0
322 Grant disbursement		0	0	0
328 Insurance		0	0	0
330 Interest and funding		0	0	0
312 Salaries and wages - locally engaged staff		0	0	0
338 Management fees		0	0	0
331 Internet and IT network		0	0	0
339 Materials		0	0	0
340 Marketing and promotion		0	0	0
343 Mobilisation and demobilisation		0	0	0
345 Motor vehicle and equipment		0	0	0
351 Office utilities		0	0	0
356 Postage and courier		0	0	0
358 Printing and stationery		0	0	0
361 Procurement and acquisitions		0	0	0
362 Professional fees		0	0	0
367 Rent		0	0	0
368 Repairs and maintenance		0	0	0
370 Salaries and wages		0	0	0
375 Security		0	0	0
377 Staff relocation and accommodation		0	0	0
379 Tax		0	0	0
381 Telephone		0	0	0
385 Training and workshops		0	0	0
390 Travel - Accommodation		0	0	0
391 Travel - Meals & Incidentals		0	0	0
392 Travel - transportation		0	0	0
Reimbursable		0	0	0
406- Audit Fees		0	0	0
410- Bank charges		0	0	0
423- Meal Entertainment		0	0	0
428- Insurance - Project		0	0	0
431- Internet & IT Network		0	0	0
440- Advertising and Promotion		0	0	0
445- Motor vehicles & equipment		0	0	0
456- Postage and Courier		0	0	0
458- Printing and Stationery		0	0	0
461- Procurement & Acquisitions		0	0	0
462- Professional Fees (M&E)		0	0	0
465- Recruitment		0	0	0
475- Security		0	0	0
481- Telephone, Fax, Email		0	0	0
490- Travel - accommodation		0	0	0
491- Travel - meals and incidentals		0	0	0
492- Travel - transportation		0	0	0
Non-Reimbursable		0	0	0
Total Forecast	PHP	0	0	0
Bank Statement Balance				
Manila		0		
Total	PHP	0		
Monthend Exchange Rate		1.0000		
Less Current Reconciled Bank Balance	PHP	0	0	0
Funds Requirement		0	0	0
Instalments		Requirement	Forecast	Forecast
TR	10-May	PHP	0	0
TR		PHP	0	0

Annex 2: Funds Transfer Request**Funds Transfer Request (FTR)**

Date Requested	
Business Unit	01
Cost Centre (Project Code)	PHMIP
Currency	PHP
Amount	
Project Contract Currency (<i>if required</i>)	AUD

Funds to:

Accpac Bank Code	PHSPHMIP1
Accpac Bank Description	02 PHMIP HSBC Philippines 003-256971-042 PHP

	<i>Name</i>	<i>Signature</i>
Requested By		
Project Manager	Tarla Steffens	
Country Manager (<i>if required</i>)	Niklas Enander	
CFO / MD (<i>if required</i>)	Gary Jackson	

[Treasury to complete]


	<i>Name</i>	<i>Signature</i>
Payment Creator		
First Authoriser		
Second Authoriser		

Funds from:


Accpac Bank Code	
Accpac Bank Description	

Date Transferred	
FTR Number	
Currency & Funds Transferred	
Funds Received at Destination	
Currency Conversion Rate	
In Route Bank Charges	


Annex 3: Cheque Voucher Form

 <div style="text-align: center;"> <u>Philippines' Response to Indigenous Peoples' and Muslim Education</u> </div>		
Check Voucher Form		
Date: _____		Check Voucher Form No.: CVF-Mla11- _____
Payable to		
Amount		
AR Number		
	Amount	Accounts Code
	P	
Date Required:	P -	
Prepared by:	IRIZLLE N. TAYABAN Accounts Assistant	
Noted by:	ANA MARIA S. CAPUZ Accounts Manager	
Approved by:	NELSON IRELAND Program Director	
Check Details:	HSBC#	
Received by:		
	(Please sign over printed name)	
Date:		


Annex 4: Petty Cash Voucher

 Philippines' Response to Indigenous Peoples' and Muslim Education				
CASH VOUCHER				No. CV-R__-11-0001
Payee:		Date:		
Particulars	TER No.	Accounts Code	Ref / OR No.	Amount
		-02-01-PHMIP-PM		P
		-02-01-PHMIP-PM		
		-02-01-PHMIP-PM		
		-02-01-PHMIP-PM		
		-02-01-PHMIP-PM		
		-02-01-PHMIP-PM		
TOTAL				P
Prepared by:		Approved by:		
Checked by:				
<i>Accounts Manager / Administrative Officer</i>		<i>Senior Program Officer / Field Based Program Officer</i>		


Annex 5: Expenses Claims Form

Philippines' Response to Indigenous Peoples' and Muslim Education						
						
						No. ECF-R _11-0001
Expenses Claim Form						
Name of Consultant/Staff:					Date:	
Date	Particulars	Accounts Code	Ref./ O.R. No.	Advances	Actual Expenses	Balance
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
		-02-01-PHMP-PM				
TOTAL				P	P	P
				Amount Returned / Reimbursed:		
				Date:		
Prepared by:				Checked by:		
				Administrative Officer / Accounts Assistant		
Reviewed by:				Approved by:		
Accounts Manager				Senior Program Officer / Field Based Program Officer		

Annex 6: Cash Advance

		Philippines' Response to Indigenous Peoples' and Muslim Education	
CASH ADVANCE FORM		No. CA-R__-11-0001	
Name of Consultant/Staff:		Date:	
Date	Particulars	Amount	
TOTAL		P	
Prepared / Received by:			
Checked by:		Approved by:	
Accounts Manager / Administrative Officer		Senior Program Officer / Field Based Program Officer	

Annex 8: Quote Evaluation Sheet

																																		
Philippines' Response to Indigenous Peoples' and Muslim Education																																		
Quote Evaluation Sheet																																		
Item/s to be Purchased: Date Required:																																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;"></th> <th style="width: 20%;">Supplier No. 1</th> <th style="width: 20%;">Supplier No. 2</th> <th style="width: 20%;">Supplier No. 3</th> <th style="width: 20%;">Justification</th> </tr> </thead> <tbody> <tr> <td>Name of supplier</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Unit & Total Price</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Delivery / Availability</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Terms</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Comments</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>						Supplier No. 1	Supplier No. 2	Supplier No. 3	Justification	Name of supplier					Unit & Total Price					Delivery / Availability					Terms					Comments				
	Supplier No. 1	Supplier No. 2	Supplier No. 3	Justification																														
Name of supplier																																		
Unit & Total Price																																		
Delivery / Availability																																		
Terms																																		
Comments																																		
Accounts Code: I certify that this is within budget and approved contract: (Program Manager/Accounts Manager)																																		
Requested by: (Requisitioner)																																		

Annex 9: Purchase Order**GRM International Pty Ltd**

ACN 010 020 201

Trustee House, Level 6, 444 Queen Street,
Brisbane Queensland 4000 AustraliaGPO Box 449
Brisbane Queensland 4001 AustraliaTelephone: +617 3025 8500
Facsimile: +617 3025 8555
Email: info.australia@grminternational.com

www.grminternational.com

Purchase Order

To: _____

Reference No.: PO-PHMIP-001

Attention: _____

Address : _____

Date: _____

Contact No/s: _____

Please supply the item(s) as indicated below:

Qty	Description	Cost Code	Unit Cost (PHP)	Total (PHP)
Total				PHPxxxxxxxxx

Note:Terms of payment: Delivery upon 3 days clearance of check*

Please dispatch goods to:

Ana Maria S. Capuz*Accounts Manager*

PRIME Program

Rm. 303, EDPITAF Bldg.,

DepED Complex, Meralco Ave., Pasig City

Tel. No.: 0927 9741059

Nelson L. Ireland

.....

*Approved:**Program Director*

Annex 10: Activity Request

Philippines' Response to Indigenous Peoples' and Muslim Education



Activity Request No.:			
AIP Charging:			
Title:			
Level of Impl.:	<input type="checkbox"/> CO-Led	<input type="checkbox"/> Cluster Region-Led	<input type="checkbox"/> Region-Led <input type="checkbox"/> Division-Led
Category:	<input type="checkbox"/> Training/CB	<input type="checkbox"/> Writeshop/Workshop	<input type="checkbox"/> Meeting <input type="checkbox"/> Field Visit
Schedule:	NOTE: For Meetings, please disregard the context and objectives in this page.		
	INCLUSIVE of travel time:		
	DATES	Involved Units (CO/Regions/Divisions)	Suggested Venue:
		▪	
		▪	
Check-in the Venue:			
Check-out:			
Output Number:			
Context:			

Expectations:	OBJECTIVES: At the end of the activity, the participants will be able to:	EXPECTED OUTPUTS:
	1.	▪
	2.	▪
	3.	▪
	4.	▪
	5.	▪
	6.	▪

Participants:	CENTRAL OFFICE		REGION/S		DIVISION/S	
Sub-Total:				Sub-Total:		
OVER-ALL TOTAL PAX:						
NOTE/S:						

[illegible]

NOTE: This page will be filled up for Training, Writeshop/Workshop and Meeting.

<i>Proposed Program of Activities/Agenda:</i>		
Date and Time	Activities	Assigned Person/s
Day 0 –		
Day 1 –		
	▪	
	▪	
Day 2 –		

NOTE: This page is to be filled up only for Field Visit.

Itinerary of Travel of Participants

Date	Place to be visited		Activity/ies to be Conducted	Involved Persons
	From	To		

ESTIMATED EXPENDITURES:

ITEM OF EXPENDITURE	UNIT COST	# REQUIRED (e.g. # of pax or RP)	DAYS REQUIRED	SUB-TOTAL <u>GOA</u>	SUB-TOTAL <u>GOP</u>	SUB-TOTAL <u>OTHERS</u>
<u>For Live-IN Event:</u>						
Accommodation & Food						
<u>For Live-OUT Event:</u>						
Food						
Supplies and Materials for the event and Reproduction Cost for workbooks / handouts						
Equipment Rental (as required)						
Resource Persons/ Facilitators/ Speakers						
Streamer/ Banner						
Per Diems – GoP Participants						
Domestic <u>Airfares</u>						
Airport Terminal fees						
Ground Transportation Land transport Terminal / Toll fees						
Vehicle Rental/ Petrol/toll fees						
Sea Transportation						
Sea port Terminal fees						
Other Expenditures: (pls. specify)						
↳						
SUB-TOTAL:						
TOTAL:						

Prepared by: GoP	_____	_____	Reviewed by: GOA	_____	_____
	Date		Regional Program Officer/Adviser	Date	
Funds Available: GoP	_____ Finance Manager/Region or Division Accountant		_____ Accounts Manager/Mindanao Cluster Admin Officer		
	Date: _____		Date: _____		
Approval for Funding: GoP	_____ Program Manager/Regional Director/Schools Division Superintendent		_____ Program Director/Senior Project Officer		
	Date: _____		Date: _____		


Annex 11: Chart of Accounts

GRM International Accounts Code - PHMIP				
Activity Code	Job Code Description	Code	Job Code	
Consultant Fees Long Term	Program Director	312 02-01-PHMIP	PM	SP01
Consultant Fees Long Term	M&E Adviser	312 02-01-PHMIP	PM	SP02
Consultant Fees Long Term	Accounts Manager	312 02-01-PHMIP	PM	SP03
Consultant Fees Long Term	Field Based Field Officer 1 - Reg I	312 02-01-PHMIP	PM	SP04
Consultant Fees Long Term	Field Based Field Officer 2 - Reg II	312 02-01-PHMIP	PM	SP05
Consultant Fees Long Term	Field Based Field Officer 3 - Reg IVB	312 02-01-PHMIP	PM	SP06
Consultant Fees Long Term	Field Based Field Officer 4 - CAR	312 02-01-PHMIP	PM	SP07
Consultant Fees Long Term	Field Based Field Officer 5 - IX	312 02-01-PHMIP	PM	SP08
Consultant Fees Long Term	Field Based Field Officer 6 - X	312 02-01-PHMIP	PM	SP09
Consultant Fees Long Term	Administrative Officer Manila	312 02-01-PHMIP	PM	SP12
Consultant Fees Long Term	Program Officer Region XI	312 02-01-PHMIP	PM	SP22
Consultant Fees Long Term	Program Officer Region XII	312 02-01-PHMIP	PM	SP23
Consultant Fees Long Term	Program Officer Region Caraga	312 02-01-PHMIP	PM	SP24
Short Term Specified Personnel				
Consultant Fees Short Term	Adviser 1	313 02-01-PHMIP	PM	ST01
Consultant Fees Short Term	Adviser 2	313 02-01-PHMIP	PM	ST02
Consultant Fees Short Term	Adviser 3	313 02-01-PHMIP	PM	ST03
Consultant Fees Short Term	Adviser 4	313 02-01-PHMIP	PM	ST04
Consultant Fees Short Term	Adviser 5	313 02-01-PHMIP	PM	ST05
Consultant Fees Short Term	Adviser 6	313 02-01-PHMIP	PM	ST06
Grants & Implementation Activities				
Grant	Grants - Schools	322 02-01-PHMIP	PM	GO01
Grant	Grants - Communities	322 02-01-PHMIP	PM	GO02
Grant	Grants - CSO/NGO	322 02-01-PHMIP	PM	GO03
Grant	Grants - Divisions	322 02-01-PHMIP	PM	GO04
Grant	Grants - Regions	322 02-01-PHMIP	PM	GO05
Grant	Grants - Central Office	322 02-01-PHMIP	PM	GO06

	Operational Costs			
Consultant Fees	Subcontracting	311	02-01-PHMIP	PM OC01
Materials	Production & Copying	339	02-01-PHMIP	PM OC02
Procurement and Acquisitions	Project	361	02-01-PHMIP	PM OC03
Salaries and Wages	Accounts Assistant	370	02-01-PHMIP	PM OC10
Salaries and Wages	Driver Manila	370	02-01-PHMIP	PM OC11
Salaries and Wages	Driver Region I	370	02-01-PHMIP	PM OC13
Salaries and Wages	Driver Region II	370	02-01-PHMIP	PM OC14
Salaries and Wages	Driver Field 3	370	02-01-PHMIP	PM OC15
Salaries and Wages	Driver Region CAR	370	02-01-PHMIP	PM OC16
Salaries and Wages	Driver Region IX	370	02-01-PHMIP	PM OC17
Salaries and Wages	Driver Region X	370	02-01-PHMIP	PM OC18
Salaries and Wages	Driver Region XI/Davao	370	02-01-PHMIP	PM OC19
Salaries and Wages	Driver Region XII	370	02-01-PHMIP	PM OC20
Salaries and Wages	Driver Region CARAGA	370	02-01-PHMIP	PM OC21
Salaries and Wages	M & E Coordinator Luzon	370	02-01-PHMIP	PM OC25
Salaries and Wages	M & E Coordinator Davao	370	02-01-PHMIP	PM OC26
Salaries and Wages	Senior Program Officer Luzon	370	02-01-PHMIP	PM OC27
Salaries and Wages	Senior Program Officer Davao	370	02-01-PHMIP	PM OC28
Salaries and Wages	Communications Officer	370	02-01-PHMIP	PM OC29
Salaries and Wages	Administrative Officer Davao	370	02-01-PHMIP	PM OC30
Salaries and Wages	Activity & Grants Controller	370	02-01-PHMIP	PM OC31
Training and Workshops	Training	385	02-01-PHMIP	PM OC04
Training and Workshops	Stakeholder Workshops	385	02-01-PHMIP	PM OC05
Travel Accomodation	Program Travel	390	02-01-PHMIP	PM OC06
Travel Meals and Incidentals	Program Travel	391	02-01-PHMIP	PM OC06
Travel Transportation	Program Travel	392	02-01-PHMIP	PM OC06

	Contractor Admin & Equipment				
Internet and IT Network	Internet -Manila	331	02-01-PHMIP	PM AE01	
Internet and IT Network	Internet- Web	331	02-01-PHMIP	PM AE02	
Internet and IT Network	Internet-Field	331	02-01-PHMIP	PM AE03	
Materials	Materials printing-Manila	339	02-01-PHMIP	PM AE04	
Materials	Materials printing-Field	339	02-01-PHMIP	PM AE05	
Motor Vehicle and Equipment	Vehicle Hire	345	02-01-PHMIP	PM AE06	
Motor Vehicle and Equipment	Running Costs Manila	345	02-01-PHMIP	PM AE07	
Motor Vehicle and Equipment	Running Costs Field	345	02-01-PHMIP	PM AE08	
Motor Vehicle and Equipment	Private Use Contribution	345	02-01-PHMIP	PM AE09	
Office Utilities	Utilities Manila	351	02-01-PHMIP	PM AE10	
Office Utilities	Utilities Field	351	02-01-PHMIP	PM AE11	
Office Utilities	Office Amenities Manila	351	02-01-PHMIP	PM AE12	
Office Utilities	Office Amenities Field	351	02-01-PHMIP	PM AE13	
Postage and Courier	Communications Manila	356	02-01-PHMIP	PM AE14	
Postage and Courier	Communications Field	356	02-01-PHMIP	PM AE15	
Printing and Stationery	Office Supplies Manila	358	02-01-PHMIP	PM AE16	
Printing and Stationery	Office Supplies Field	358	02-01-PHMIP	PM AE17	
Procurement and Acquisitions	Office Set up	361	02-01-PHMIP	PM AE18	
Procurement and Acquisitions	Vehicles	361	02-01-PHMIP	PM AE19	
Telephone	Communications Manila	381	02-01-PHMIP	PM AE20	
Telephone	Communications Manila	381	02-01-PHMIP	PM AE21	
Training and Workshops	Annual Planning Workshop	385	02-01-PHMIP	PM AE22	
Training and Workshops	Annual Review Workshops	385	02-01-PHMIP	PM AE23	
Training and Workshops	Other Annual Workshops	385	02-01-PHMIP	PM AE24	
Reimbursible Expenses:					
Audit Fees		406	02-01-PHMIP		
Bank Charges		410	02-01-PHMIP		
Entertainment		423	02-01-PHMIP		
Insurance		428	02-01-PHMIP		
Internet and IT Network		431	02-01-PHMIP		
Marketing and Promotion		440	02-01-PHMIP		
Motor Vehicle and Equipment		445	02-01-PHMIP		
Postage and Courier		456	02-01-PHMIP		
Printing and Stationery		458	02-01-PHMIP		
Procurement and Acquisitions		461	02-01-PHMIP		
Professional Fees		462	02-01-PHMIP		
Recruitment Fees		465	02-01-PHMIP		
Security		475	02-01-PHMIP		
Telephone		481	02-01-PHMIP		
Travel Accomodation		490	02-01-PHMIP		
Travel Meals and Incidentals		491	02-01-PHMIP		
Travel Transportation		492	02-01-PHMIP		


Annex 12: Cashbook

 PHMIP-Phil. Muslim and Indigenous Peoples' Education Program Petty Cash Transactions		Legend Free Text Field Value from drop down list Automatically Populated Head Office Updated Tax Description 9 = NO TAX TRACKING	Column A B C D E F G H I J K L	Details Entry Number Date of Transaction. Must be in format dd/mm/yyyy. Invoice or Receipt No. of the persons/organisations making payments to/receiving payments from. Name of Persons/Organisations making payments to/receiving payments from. Petty cash voucher number G/L Account from available codes Account Description (Automatically populated based on selection in Column F) Job Code Description (Automatically populated based on selection in Column F) Description of Receipts or Expenses (flows to G/L) - free text limited to 52 characters only. Tax Class applicable to a transaction. Select "9" if Not Applicable Description of Receipts or Expenses (flows to G/L) - for MR Team processing purpose only. Amount to be distributed to G/L Account. Payments as Positive (+) amounts; Receipts as Negative (-) amounts
--	--	---	---	--


Note: All fund transfers should be coded as 998-02-01-PHMIP

Line	Date	Invoice/Ref	Payee	PCV No.	GL Account	Account Description	Job Code Description	Description-52 Characters Only	Tax Class	
	<i>valid date</i>	<i>free text</i>	<i>free text</i>	<i>free text</i>	<i>Select From List</i>	<i>automatically populated</i>	<i>automatically populated</i>	<i>free text</i>	<i>Select From List</i>	
1									9	
2									9	
3									9	
4									9	
5									9	
6									9	
7									9	
8									9	
9									9	
10									9	

Annex 13: Memorandum of Receipt

Philippines' Response to Indigenous Peoples' and Muslim Education							
							
						Ref. No. MR-PHMIP-_____	
MEMORANDUM OF RECEIPT							
This MEMORANDUM OF RECEIPT is being executed for and between Mr./Ms. _____ (name, designation) , herein referred to as the "Assignee" and PRIME herein referred to as the "Assignor" and represented by its Program Director, Nelson L. Ireland .							
The assignor appoints to the Assignee usage and handling of the following item(s) including accessories, herein referred to as the "item" and is further described herein below:							
Unit	QTY	Description	Unit cost	Total Cost			
TOTAL							
As Assignee, I acknowledge to have received from PRIME Program the following item(s) for which I am responsible. Herein, I affix my signature as declaration of my acceptance and receipt of the item(s) being in good condition and I further declare that the item(s) shall be used exclusively for the program following Government of the Philippines (GOP) and Government of Australia (GOA) guidelines as per the Exchange of Letter (EOL) and Memorandum of Understanding (MOU).							
Unauthorized use of project equipment shall be dealt with appropriately by PRIME Management based on the gravity of the violation. In case of loss of, or damage to project equipment, the assignee is required to submit a written report to the PRIME Management and, if necessary, any other relevant authorities, such as the Police, within twenty-four (24) hours of the incident. Any other relevant documents arising from this, such as Incident or Police Reports, must be submitted to PRIME Management as soon as such documents become available.							
Assignee: _____ (name) _____ (designation)				Witness: William Leguip Admin. Assistant			
Date Received: _____							
If SURRENDERED/RETURNED				Noted By: Nelson L. Ireland			
Assignee: _____				Program Director			
Date Surrendered/returned: _____				Date _____			

Annex 14: Asset Register

Philippines' Response to Indigenous Peoples' and Muslim Education														
														
ASSET REGISTER														
As of 16 June 2011														
Asset No.	Qty	Description	Serial Number	P.O. Number	Detail of Suppliers	Date of Delivery	Date of Payment	Check No.	Amount	M.R. No.	Date of MR	Accountable Person / Location	Designation	Status / Remarks
YEAR 2011														
AR-PHIMP-OE-001	1	LENOVO X201 Tablet 4gb DDR3 SDRAM, 320GB SAT A HDD	R9-AK4M4 11/01	PHSTR2-0032	Integrated Comp. System	2-Feb-11	18-Mar-11	003562	109,000.00	MR-PHIMP-0007	4-Apr-11	Nelson Ireland / CO	Program Director	(14 apr. 11, temp. endorsed to ms Ladaw) 16-May-11, Returned to MPE-C.O
AR-PHIMP-OE-002	1	LENOVO (ThinkCentre) A70 desktopW/dual core only (CPU) 1gb pc3-8500 ddr sdram, 320gb 7200rpm hdd standard 104-keyboard (s/n: 01711289) & Mouse (s/b: 44N8745 090)	0864A24S5BFM MF	PO-PHIMP-002	Integrated Comp. System	14-Mar-11	18-Mar-11	003562	22,500.00	MR-PHIMP-0001	21-Mar-11	William Leguip / CO	Admin Asst	
AR-PHIMP-OE-003	1	Lenovo D186 18.5" wide LCD Monitor	V1LZ355	PO-PHIMP-003	Integrated Comp. System	16-Mar-11	18-Mar-11	003562	7,500.00					
AR-PHIMP-OE-004	1	UPS-APC back-ups ES, 500VA/300w	7B1050L05923	PO-PHIMP-002	Integrated Comp. System	15-Mar-11	18-Mar-11	003562	2,450.00					
AR-PHIMP-OE-005	1	LENOVO (ThinkCentre) A70 desktopW/dual core only (CPU) 1gb pc3-8500 ddr sdram, 320gb 7200rpm hdd; Standard 104-keyboard (S/N:01711158) & Mouse (S/N: 44L9625)	0864A24S5BFM ND	PO-PHIMP-002	Integrated Comp. System	14-Mar-11	18-Mar-11	003562	22,500.00	MR-PHIMP-0013	6May-11	Marie France Balawitan	Information & Advocay Officer	
AR-PHIMP-OE-006	1	Lenovo D186 18.5" wide LCD Monitor	V1LZ393	PO-PHIMP-003	Integrated Comp. System	16-Mar-11	18-Mar-11	003562	7,500.00					
AR-PHIMP-OE-007	1	UPS-APC back-ups ES, 500VA/300w	7B1050L07856	PO-PHIMP-002	Integrated Comp. System	15-Mar-11	18-Mar-11	003562	2,450.00					

Annex 15: PRIME Budget Preparation Notes

‘PRIME FUND’: BUDGET PREPARATION GUIDANCE NOTE#1 (September 2011)

I. THE PRIME FUND

1. This Budget Preparation Guidance Note is issued to clarify the allocation and use of funds provided by AusAID that are intended to support DepED’s plans to improve access to basic education by disadvantaged IPs and Muslim communities.
2. For the purposes of this Budget Preparation Guidance Note, AusAID funds will be referred to as the ‘**PRIME Fund**.’
3. The ‘**PRIME Fund**’ is a designed primarily as a grants program for the purpose of improving access and quality of basic education for disadvantaged Indigenous Peoples’ and Muslim communities.
4. The ‘**PRIME Fund**’ is composed of three major accounts as follows:
 - i. **Grants Fund**
 - ii. **Operational Costs**
 - iii. **Administrative Costs**

GRANTS FUND

5. The **Grants Fund** totals **5,915,499 Aus\$** or roughly equivalent to Two Hundred Sixty Six Million Pesos⁵ (**PhP 266,000,000.00**). The **Grants Fund** is equivalent to 53% of the total PRIME Fund.
6. The **Grants Fund** will be allocated according to the directions and guidance provided by the PRIME Grant Guidelines. The PRIME Grant Guidelines are based on the DepED SBM Grants Guidelines, informed by previous educational grant programs and are aligned with the roles and responsibilities outlined in RA 9155 for the different stakeholders and administrative levels within DepED.
7. Based on the current PhP to Aus\$ exchange rates, the **Grants Fund** is to be allocated to the various levels within DepED according the following breakdown:

DepED Organisational Level	PhP Grant Allocation	Approx % of Total
Central Office	PhP 27,000,000.00	10%
Regional Offices (9 Regional Offices)	PhP 27,000,000.00	10%
(Each Regional Office)	PhP 3,000,000.00	
Division Offices (est. 27 Division Offices)	PhP 27,000,000.00	10%
(Each Division Office)	PhP 1,000,000.00	
School/Community Grant Funds	PhP 185,000,000.00	70%
(est. 370 School/Communities – Max. Grant)	PhP 500,000.00	
TOTAL	PhP 266,000,000.00	100%

⁵ Based on an exchange rate of 45 PhP to 1.00 Aus\$

8. The bulk of **Grants Fund** (70%) are allocated for School/Community Grants and have been distributed in the following manner:

Organisation	PhP Grant Allocation	# Max. Grant ⁶	Approx %
Schools	PhP 120,000,000.00	240	65%
CSO/POs/NGOs	PhP 25,000,000.00	50	13.5%
Communities	PhP 40,000,000.00	80	21.5%
Total School/Community Grants	PhP 185,000,000.00	370	100%

OPERATIONAL COSTS

9. **Operational Costs** cover the following type of expenditures: Personnel Costs, Program Travel, Meals and Accommodations, Subcontracting, Production and Copying, Capacity-Building and Stakeholders' Workshops.
10. The total amount of **Operational Costs** is **3,891,889 Aus\$** or One Hundred Seventy Five Million Pesos (**PhP 175,000,000.00**).
11. The Capacity Building (Training) allocation within the Operational Costs budget includes activities such as: supporting the development of the PRIME Program Implementation Plan, provision of M&E Training, National and Cluster Wide Capacity Building – for example, training on Grants Management. The total Capacity Building Budget is Fourteen Million One Hundred and Ninety Thousand Pesos (**PhP 14,190,000.00**).
12. The Stakeholders' workshop budget includes the costs of conducting the quarterly Monitoring, Evaluation and Plan Adjustment meetings and coordination activities with key stakeholders. The total budget for stakeholders' workshops is Fifteen Million Five Hundred Seventy One Thousand and Eight Hundred Ninety Pesos (**PhP 15,571,890.00**).

ADMINISTRATIVE COSTS

13. **Administrative Costs** cover PRIME Fund procurement, motor vehicles and equipment, office utilities and office supplies.
14. The total budget amount for **Administrative Costs** is **1,278,719 Aus\$** or Fifty Seven Million Five Hundred Forty Two Thousand and Three Hundred Fifty Five Pesos (**PhP P57,542,355.00**).

II. GUIDANCE IN THE ALLOCATION OF PRIME FUNDS

15. The primary method for the allocation of PRIME Funds to schools, communities, Division Offices and Regional Offices is through the allocation of the **Grants Fund**.
16. The alternative method for the allocation of PRIME Funds is through the **Operational Costs** budget which is used primarily for capability building activities which are 'above' the regional level and are designed and implemented at the cluster or national levels.

GRANTS FUNDS

17. For PRIME **Grants Funds**, Schools, Communities, Divisions and Regions are required to prepare and submit proposals which are **based on the plans** that have been prepared to improve access to basic education for disadvantaged IPs and Muslim communities.

⁶ The indicative school/community grant allocation is approximately PhP 500,000.00 for the three year duration of the program. This figure is based on the SBM Grants guidelines which provide a range of between 50K to 200K Pesos grants per school per year. With leverage funds and if not all school will be awarded the maximum amount, the number of schools and communities can increase accordingly.

18. PRIME **Grants Funds** at all levels will be accessed through the preparation, review and approval of PRIME Grants Proposals according to the PRIME Grant Guidelines.

GRANTS FOR SCHOOLS

19. Grants for schools will be based on the requirements and proposed activities included in the School Improvement Plan (SIP). Initial grant activities may include adjustments to the SIP or preparation of a SIP if one does not exist.

GRANTS FOR COMMUNITIES

20. In some instances, communities may not be served (or are underserved) by schools. In these instances, grants may be provided to communities based on the requirements and proposed activities included in the Community Education Improvement Plan (CEIP). Initial grant activities may include preparation of a CEIP.

GRANTS FOR CSO/PO/NGO

21. In some cases, communities not served (or underserved) by schools may not have the capability to prepare CEIPs or proposals for grants. CSO/PO/NGOs with a legal identity can be eligible to propose for support through the PRIME Grant Fund. Grants for CSO/PO/NGOs will be based on the requirements and proposed activities included in the Community Education Improvement Plan (CEIP) or in the absence of a CEIP, grants can be used to support the preparation of a CEIP.

GRANTS FOR DIVISION AND REGIONS

22. PRIME Grants Funds for Division and Regions will be based on activities identified in the approved DepED Regional PRIME Implementation Plan (R-PIP) and where appropriate the Division PRIME Implementation Plan (D-PIP).
23. The Regional PRIME Implementation Plan (R-PIP) is prepared by Nine Regions with the support of their respective priority Divisions.

GRANTS FOR CENTRAL OFFICE (NATIONAL)

24. PRIME Grants Funds for Central Office will be based on activities identified in the Program Design Document (PDD) or on the basis of proposals prepared by central office bureaus and units. Central Office activities proposed for PRIME Grants Funds must be identified in the national PRIME Implementation Plan.

OPERATIONAL COSTS

25. All activities which need to be conducted above the level of the Regional Office including Cluster activities and national activities will be funded through the **Operational Costs** budget.
26. Cluster and national capacity building and training activities will be accessed through the preparation and submission of Activity Requests to the national PRIME Fund Office.
27. Cluster and national capacity building activities must be reflected in the national PRIME Implementation Plan in Component 3: Capacity Building Activities and Component 4: Program Management and Administration.

III. PRIME GRANTS FUND AS A LEVERAGE FUND

28. The PRIME **Grants Fund** is intended to be used as a leverage fund, to access other resources and assets in support of Indigenous Peoples' and Muslim education projects.
29. The School/Community, Division and Regional PRIME Implementation Plans are expected to reflect all the costs associated with supporting and improving access to and quality of basic education for Indigenous Peoples' and Muslim communities. Thus the plans will reflect the total requirements to adequately provide the required services.
30. PRIME **Grants Fund** is intended to provide supplementary support funds and is not intended to provide the only source of funds that will be required to meet the demand for basic education services by disadvantaged IPs and Muslim communities.
31. The PRIME Grants Fund should be supplemented by other funds that may come from other sources such as Local Government support, support funds from other local elected officials, funds from other national government agencies, resources and funds from civil society organisations and private business, and other foreign funds.

‘PRIME FUND’: BUDGET PREPARATION GUIDANCE NOTE #2 (October 2011)**I. ALLOCATION OF ACTIVITY COSTS AND ELIGIBLE DIVISIONS**

1. This Guidance Note (#2) is issued following the review by the Office of Planning Service and the endorsement of the PRIME Regional Program Implementation Plans (R-PIPs) at the Monitoring, Evaluation and Plan Adjustment (MEPA) Workshop at the end of September 2011.
2. This Budget Preparation Guidance Note follows the issuance of the first Guidance Note on 2 September 2011 and is intended to provide additional explanation on allocations of grants.

Assignment of Activity Costs to Grant Allocations

3. With the endorsement of the R-PIPs at the MEPA at the end of September 2011, **effective 1 October 2011**, all PRIME Program activities for which there is an AusAID counterpart funding will be charged to grant allocations that were assigned in the first Budget Preparation Guidance Note of 2 September 2011. The original allocations for each DepED level are provided below:

DepED Organisational Level	PhP Grant Allocation	Approx % of Total
Central Office	PhP 27,000,000.00	10%
Regional Offices (9 Regional Offices)	PhP 27,000,000.00	10%
(Each Regional Office)	PhP 3,000,000.00	
Division Offices (est. 27 Division Offices) ⁷	PhP 27,000,000.00	10%
(Each Division Office)	PhP 1,000,000.00	
School/Community Grant Funds	PhP 185,000,000.00	70%
(est. 370 School/Communities – Max. Grant)	PhP 500,000.00	
TOTAL	PhP 266,000,000.00	100%

4. As grant proposals from the Regions, Divisions and schools/communities are still in the process of being prepared, reviewed and approved until such time as the grant proposals are approved, Regions are to continue to prepare and submit the “Activity Request” (AR) form in order to track activities.
5. Once the grant proposals are formally approved, the Regions and Divisions will be advised of the amount remaining in their respective grant allocations to inform future programming and budgeting.

Eligible Schools Divisions for Possible Inclusion in the PRIME Program

6. Based on a rapid assessment of available data at the Regional level, DepED initially identified ten (10) priority Schools Divisions to initiate PRIME Program activities.
7. A more comprehensive assessment was completed during September 2011 which ranked by ‘relative disadvantage’ to access to basic education twenty-four (24) Schools Divisions serving IP populations and ten (10) Schools Divisions serving Muslim populations.
8. DepED Office of Planning Service, based on the available resources to conduct the Baseline Survey and to support the implementation of the PRIME Program, limited to twenty-four (24) the number of Schools Divisions that could possibly be included as part of the PRIME Program. Accordingly, not more than fourteen (14) additional Schools Divisions are eligible for consideration for inclusion in the PRIME Program.

⁷ There has been an adjustment to the number of Schools Divisions based on the available funds for the Baseline Survey and the increased allocations for Divisions which are serving both IP and Muslim populations. See Section below on “Adjustments to Schools Division Grant Allocations”. The result is an increase of PhP 1 Million to Divisions and a corresponding decrease to central office of PhP 1 Million.

9. The initially identified Schools Divisions (10) together with the possible additional Schools Divisions (14) by priority ranking⁸ are identified in the table below:

Region	Initial Divisions	Possible Divisions with Priority Rank	
I	Ilocos Sur	La Union	12
II	Isabela	Nueva Viscaya	7
CAR	Ifugao	Mountain Province	2
		Apayo	3
		Kalinga	6
IV-B	Mindoro Occidental	Palawan	1
IX	Zamboanga del Norte	Zamboanga Sibugay	10
	Zamboanga del Sur		
X	Bukidnon	Lanao del Norte	11
XI	Davao del Sur	Davao del Norte	4
		Davao Oriental	14
XII	Sarangani	Sultan Kudarat	8
		South Cotabato	9
XIII	Agusan del Sur	Surigao del Norte	5
		Agusan del Norte	13

10. The fourteen (14) additional Schools Divisions identified for possible inclusion in the PRIME Program will not be automatically included since there needs to be additional information provided by the Regional Office to support inclusion of the proposed additional Divisions. The information to be provided by the Regional Office must consider capability of the proposed Schools Division, the capability of the Regional Office to coordinate and manage PRIME Program activities in more than one Schools Division as well as political, environmental and socio-economic factors.
11. Accordingly, Regional Offices are required to request from DepED CO OPS, the inclusion of additional Divisions from the list of eligible Schools Divisions noted above.

Adjustments to Schools Division Grant Allocations

12. As there are a number of Schools Divisions that have been identified as serving primarily IP populations, others serving primarily Muslim populations and some serving both IP and Muslim populations, there have been adjustments to the total grant allocations for those Schools Divisions which have been identified as serving both IP and Muslim populations to recognise the need for additional activities.
13. The allocation for Schools Divisions with priority for both IP and Muslim populations has been increased to PhP 1,500,000 from the original allocation of PhP 1,000,000.
14. The adjusted allocations together with the identification of the population served and the priority rank within each population are provided in the table below:

⁸ The priority ranking of the additional Schools Division is based on the assessment report of the consultant and removing the 10 Divisions already identified.

Region	Schools Division (with Possible Additions)	PhP Allocation	IP Rank (of top 21)	Muslim Rank (of top 9)
I	Ilocos Sur	PhP 1,000,000.00	14	-
	La Union	PhP 1,000,000.00	16	-
II	Isabela	PhP 1,000,000.00	-	-
	Nueva Viscaya	PhP 1,000,000.00	10	-
CAR	Ifugao	PhP 1,000,000.00	12	-
	Mountain Province	PhP 1,000,000.00	4	-
	Apayo	PhP 1,000,000.00	6	-
	Kalinga	PhP 1,000,000.00	9	-
IV-B	Mindoro Occidental	PhP 1,000,000.00	20	-
	Palawan	PhP 1,500,000.00	1	1
IX	Zamboanga del Norte	PhP 1,500,000.00	2	3
	Zamboanga del Sur	PhP 1,500,000.00	5	6
	Zamboanga Sibugay	PhP 1,500,000.00	19	5
X	Bukidnon	PhP 1,500,000.00	3	2
	Lanao del Norte	PhP 1,000,000.00	-	7
XI	Davao del Sur	PhP 1,000,000.00	-	-
	Davao del Norte	PhP 1,500,000.00	7	8
	Davao Oriental	PhP 1,500,000.00	18	9
XII	Sarangani	PhP 1,000,000.00	21	-
	Sultan Kudarat	PhP 1,500,000.00	11	4
	South Cotabato	PhP 1,000,000.00	13	-
XIII	Agusan del Sur	PhP 1,000,000.00	15	-
	Surigao del Norte	PhP 1,000,000.00	8	-
	Agusan del Norte	PhP 1,000,000.00	17	-
TOTAL		PhP 28,000,000.00		

II. AVAILMENT OF FIRST TRANCHE (OCTOBER 2011) GRANTS

15. The first tranche of grants has been recognised primarily to support preparatory activities at the regional, divisional and school/community levels.
16. For the previously identified Regions (9) and the priority Divisions (10), there is an endorsed R-PIP upon which the grant proposal can be based and prepared.
17. At the time of preparation of this Guidance Note, Central Office has yet to issue a 'Call for Proposals' although there is an intention to do so. As there is urgency to release funds in October/November 2011, this Guidance Note intends to facilitate submission and release of grants for schools, Divisions and Regions.
18. Notwithstanding the absence of the 'Call for Proposals' Regional offices are encouraged to prepare and 'package' all grant proposals coming from within their region (Regional grant proposal, endorsement of the Division proposal and forwarding of the Division endorsement of school proposals) as a single submission to Central Office. The 'package' will include the following elements:

Cover letter to Undersecretary for Regional Operations with copy furnished to Assistant Secretary, Planning and to Chief, PPD-OPS requesting the following:

- ✓ Approval of the Regional Grant Proposal – according to Grant Guidelines and aligned with R-PIP. Grant Proposal will be included as an Annex.
- ✓ Request for Grant Release to the Priority Division based on the Grant Proposal that was reviewed and approved by the Regional office.

- ✓ Request for Grant Release to the Selected Schools/Communities based on the Grant Proposals that were reviewed and approved by the Division Office.
19. For identified schools/communities within the 10 priority Divisions, it is understood that there may have been inadequate time prior to the October 2011 tranche to prepare proposals. In these instances, it is proposed that the Division office request grant funds on behalf of the identified schools/communities for the purposes of 'mobilisation' and planning.
 20. For the proposed additional Divisions (up to 14), as these Divisions were only recently identified as possible additions to the PRIME Program and will be unable to prepare proposals in time for the October 2011 release of grants, it is proposed that the Regional office request grant funds on behalf of the proposed Division for the purposes of 'mobilisation' and planning.
 21. For schools/communities and for any proposed additional Division (#19 and 20 above), it is suggested that grants be held 'in trust' by the respective Division/Region to support preparatory activities and that future grant allocations be provided directly to the identified proponent schools/communities and Divisions.

III. ADJUSTMENTS TO NUMBER OF GRANT TRANCHES AND AMOUNT OF GRANT RELEASES

22. With the conclusion of the PRIME Program in June 2014, expert advice has recommended that the original plan of having a final grant release in April of 2014 would not be appropriate from the financial management and monitoring perspectives. As the managing contractor is responsible for ensuring the appropriate, effective and efficient use of AusAID funds, an April 2014 grant release is not recommended.
23. Accordingly, the number of grant releases will be reduced from 6 to 5 over the duration of the PRIME Program with the final grant release in October of 2013.
24. With the preparation, review and endorsement of the R-PIPs and Central Office plans for PRIME, adjustments to the amount of grants to be provided over the duration of the PRIME Program can be better estimated. Based on an analysis of activity as well as an expectation that a large portion of the school grants will be provided in April of 2012 following the preparatory activities being funded between October 2011 and March 2012, the following schedule and estimated amount of grant releases has been recommended:

DepED Organisational Level	PhP Grant Allocation	Oct 2011	Apr 2012	Oct 2012	Apr 2013	Oct 2013
Central Office ⁹	26,000,000.00	4 M	10 M	5 M	5 M	2 M
Regional Offices (9)	27,000,000.00	4 M	10 M	5 M	5 M	3 M
(Each Regional Office)	3,000,000.00					
Division Offices (est. 24 Division Offices)	28,000,000.00	6 M	10 M	5 M	4 M	3 M
(Each Division Office serving only IP or Muslim populations)	1,000,000.00					
(Each Division Office serving both IP or Muslim populations)	1,500,000.00					
School/Community	185,000,000.00	10 M	70 M	40 M	40 M	25 M
(est. 370 School/Communities – Max. Grant)	500,000.00					
TOTAL	266,000,000.00	24 M	100 M	55 M	54 M	33 M

⁹ The allocation of PhP 26 Million was adjusted from PhP 27 Million based on the CO-PIP and the requirement to increase the total Division allocation from PhP 27 Million to PhP 28 Million due to the adjustments in allocations per Division.

‘PRIME FUND’: BUDGET PREPARATION GUIDANCE NOTE #3 (November 2011)**I. ALLOCATION OF GRANT ALLOCATIONS PER DIVISION/SCHOOL/COMMUNITY**

1. This Guidance Note (3) is issued following the approval of the PRIME Program Annual Plan in October 2011 and the endorsement of the additional fourteen (14) priority Divisions following the presentation of the research on priority Divisions at the Monitoring, Evaluation and Plan Adjustment (MEPA) Workshop at the end of September 2011.
2. This Budget Preparation Guidance Note follows and builds upon the information in two previous guidance notes issued on 2 September 2011 (Guidance Note #1) and 4 October 2011 (Guidance Note #2) and is intended to provide additional information on the distribution and allocations of grants now that the 24 priority Divisions have been identified.

**Proposed Allocation per Priority Division and
Proposed Average Number of Grants per Division for IP and Muslim Communities**

Region	Schools Division (with Possible Additions)	PhP Allocation per Division	# Grants	Comment
I	Ilocos Sur	PhP 1,000,000.00	12	
	La Union	PhP 1,000,000.00	12	
II	Isabela	PhP 1,000,000.00	12	
	Nueva Viscaya	PhP 1,000,000.00	12	
CAR	Ifugao	PhP 1,000,000.00	12	
	Mountain Province	PhP 1,000,000.00	12	
	Apayo	PhP 1,000,000.00	12	
	Kalinga	PhP 1,000,000.00	12	
IV-B	Mindoro Occidental	PhP 1,000,000.00	12	
	Palawan	PhP 1,500,000.00	22	IP and Muslim
IX	Zamboanga del Norte	PhP 1,500,000.00	22	IP and Muslim
	Zamboanga del Sur	PhP 1,500,000.00	22	IP and Muslim
	Zamboanga Sibugay	PhP 1,500,000.00	22	IP and Muslim
X	Bukidnon	PhP 1,500,000.00	22	IP and Muslim
	Lanao del Norte	PhP 1,000,000.00	12	
XI	Davao del Sur	PhP 1,000,000.00	12	
	Davao del Norte	PhP 1,500,000.00	22	IP and Muslim
	Davao Oriental	PhP 1,500,000.00	22	IP and Muslim
XII	Sarangani	PhP 1,000,000.00	12	-
	Sultan Kudarat	PhP 1,500,000.00	22	IP and Muslim
	South Cotabato	PhP 1,000,000.00	12	
XIII	Agusan del Sur	PhP 1,000,000.00	12	
	Surigao del Norte	PhP 1,000,000.00	12	
	Agusan del Norte	PhP 1,000,000.00	12	
TOTAL		PhP 28,000,000.00	368	

NOTES:

- Assumes that there will be incremental costs for Divisions which serve both IP and Muslim populations, therefore an additional 500,000 has been provided for the 8 Divisions as noted above for a total allocation for each of these Divisions of 1,500,000.
- Assumes adjustment to account for provision of TA and supervision in Divisions with both IP and Muslim populations (from 12 per Division to 11 each for IP and Muslim for a total of 22)
- Assumes All 14 Additional Priority Divisions will be included and Maximum Grant Allocations of 500,000 per school/community will be utilised
- Assumes maximum number of Grants is set at 368 if Maximum Total Grant per Proponent of 500,000 is allocated – if Total Grant per Proponent is reduced more coverage can be attained (see footnote)
- Focus should be on quality NOT quantity!
- Excerpt from Budget Note #1: Distribution of Grants at the School/Community levels must be taken into consideration.

Organisation	PhP Grant Allocation	# Max. Grant ¹⁰	Approx %
Schools	PhP 120,000,000.00	240	65%
CSO/POs/NGOs	PhP 25,000.000.00	50	13.5%
Communities	PhP 40,000.000.00	80	21.5%
Total School/Community Grants	PhP 185,000,000.00	370	100%

Thus for each Division – approximately 65% of the allocation for school/community level grants is to go to schools.

Calculations are as follows:

Number of Grants at Maximum (500,000) for Divisions with either IP or Muslim focus

12 x 500,000 = 6 Million; 65% of which is for schools (6 M X .65 = 3,900,000); and leaves 2,100,000 for community (non-school) level grants per Division.

22 - Number of Grants at Maximum (500,000) for Divisions with both IP and Muslim focus

22 x 500,000 = 11 Million; 65% of which is for schools (11 M X .65 = 7,150,000); and leaves 3,850,000 for community (non-school) level grants per Division.

¹⁰ The indicative school/community grant allocation is approximately PhP 500,000.00 for the three year duration of the program. This figure is based on the SBM Grants guidelines which provide a range of between 50K to 200K Pesos grants per school per year. With leverage funds and if not all schools will be awarded the maximum amount, the number of schools and communities can increase accordingly.

‘PRIME FUND’: BUDGET PREPARATION GUIDANCE NOTE #4 (February 2012)

1. This Guidance Note (#4) is being issued following a review of the grant management processes conducted in January and February 2012 in preparation for the April 2012 release of grants.
2. This Budget Preparation Guidance Note builds upon and adjusts information and processes contained in three previous guidance notes issued on 2 September 2011 (Guidance Note #1), 4 October 2011 (Guidance Note #2) and 8 November 2011 (Guidance Note #3) as well as the initial issuance of the PRIME Grant Guidelines in October 2011. This Guidance Note #4 intends to provide information on adjustments to as well as clarification on the allocation amounts and processes for availing grants by Regions, Divisions and Schools/ Communities.

I. GRANT ALLOCATION AMOUNTS FOR REGIONS, DIVISIONS, SCHOOLS AND COMMUNITIES

3. As noted in Budget Note #3, the distribution of grants to Divisions and Schools/Communities is provided in the following table. The allocation of 3 million pesos per Region remains unchanged.

**Allocation per Priority Division and
Minimum Number of Grants per Division for IP and Muslim Communities**

Region	Schools Division	PhP Allocation per Division	# Grants ¹¹	Comment
I	Ilocos Sur	PhP 1,000,000.00	12	
	La Union	PhP 1,000,000.00	12	
II	Isabela	PhP 1,000,000.00	12	
	Nueva Viscaya	PhP 1,000,000.00	12	
CAR	Ifugao	PhP 1,000,000.00	12	
	Mountain Province	PhP 1,000,000.00	12	
	Apayo	PhP 1,000,000.00	12	
	Kalinga	PhP 1,000,000.00	12	
IV-B	Mindoro Occidental	PhP 1,000,000.00	12	
	Palawan	PhP 1,500,000.00	22	IP and Muslim
IX	Zamboanga del Norte	PhP 1,500,000.00	22	IP and Muslim
	Zamboanga del Sur	PhP 1,500,000.00	22	IP and Muslim
	Zamboanga Sibugay	PhP 1,500,000.00	22	IP and Muslim
X	Bukidnon	PhP 1,500,000.00	22	IP and Muslim
	Lanao del Norte	PhP 1,000,000.00	12	
XI	Davao del Sur	PhP 1,000,000.00	12	
	Davao del Norte	PhP 1,500,000.00	22	IP and Muslim
	Davao Oriental	PhP 1,500,000.00	22	IP and Muslim
XII	Sarangani	PhP 1,000,000.00	12	-
	Sultan Kudarat	PhP 1,500,000.00	22	IP and Muslim
	South Cotabato	PhP 1,000,000.00	12	
XIII	Agusan del Sur	PhP 1,000,000.00	12	
	Surigao del Norte	PhP 1,000,000.00	12	
	Agusan del Norte	PhP 1,000,000.00	12	
TOTAL		PhP 28,000,000.00	368	

¹¹ This number is the **MINIMUM** number of grants allocated to Schools/Communities and is based on a calculation of each School/Community being provided the maximum grant allowable over the duration of the PRIME Program (3 years) – 500,000 Pesos per proponent. The amount of 500,000 Pesos is based on the SBM Grants guidelines that provides a range of between 50K to 200K Pesos grants **per school per year**. With funds intended to be **leveraged** to obtain additional funds from other sources and assuming schools are not awarded the maximum amount of 500,000 Pesos, the PRIME Program anticipates at least 500 grant recipients.

4. In previous budget guidance notes, advice was provided that the total allocation at the School/Community Level would be distributed, with 65% of the total grant amount available at the school/community level designated for DepED schools and 35% designated and reserved for non-DepED proponents. The table below was in Budget Note #3.

Organisation	PhP Grant Allocation	Min. Grant #	Approx %
Schools	PhP 120,000,000.00	240	65%
CSO/POs/NGOs	PhP 25,000,000.00	50	13.5%
Communities	PhP 40,000,000.00	80	21.5%
Total School/Community Grants	PhP 185,000,000.00	370	100%

5. To provide specific allocations at the school/community level, the table below is provided.

Allocation and Distribution of Grants for Schools/Communities per Priority Division

Region	Schools Division	PhP Allocation for Schools/Communities	Total Allocation for Schools (DepED)	Total Allocation for Non-DepED
I	Ilocos Sur	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
	La Union	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
II	Isabela	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
	Nueva Viscaya	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
CAR	Ifugao	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
	Mountain Province	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
	Apayo	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
	Kalinga	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
IV-B	Mindoro	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
	Occidental Palawan	PhP 11,000,000.00	PhP 7,150,000.00	PhP 3,850,000.00
	Palawan	PhP 11,000,000.00	PhP 7,150,000.00	PhP 3,850,000.00
IX	Zamboanga del Norte	PhP 11,000,000.00	PhP 7,150,000.00	PhP 3,850,000.00
	Zamboanga del Sur	PhP 11,000,000.00	PhP 7,150,000.00	PhP 3,850,000.00
	Zamboanga Sibugay	PhP 11,000,000.00	PhP 7,150,000.00	PhP 3,850,000.00
X	Bukidnon	PhP 11,000,000.00	PhP 7,150,000.00	PhP 3,850,000.00
	Lanao del Norte	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
XI	Davao del Sur	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
	Davao del Norte	PhP 11,000,000.00	PhP 7,150,000.00	PhP 3,850,000.00
	Davao Oriental	PhP 11,000,000.00	PhP 7,150,000.00	PhP 3,850,000.00
XII	Sarangani	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
	Sultan Kudarat	PhP 11,000,000.00	PhP 7,150,000.00	PhP 3,850,000.00
	South Cotabato	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
XIII	Agusan del Sur	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
	Surigao del Norte	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00
	Agusan del Norte	PhP 6,000,000.00	PhP 3,900,000.00	PhP 2,100,000.00

6. Be advised that non-DepED proponents can be eligible for grants in excess of 500,000 Pesos. The 500,000 Pesos maximum allowable is for school-based proposals only.
7. Be advised that the allocation reserved for non-DepED proponents (35% of the total allocation for Schools/Communities) may not be converted for use by DepED proponents. Regional Offices and Divisions should be aware that if the allocation of 35% for non-DepED proponents is not utilised, these funds may be transferred to other Regions and Divisions that have been able to engage non-DepED proponents. Regions and Divisions may avail of additional technical assistance to support their attempts to engage successfully non-DepED proponents.
8. The grant proposals of non-DepED proponents that are for proposed activities within a specific Division will be reviewed and approved by the Division Office.
9. Grant proposals from non-DepED proponents that propose activities that are for more than one Division will be reviewed and approved by the Regional Office – however, if a grant is awarded, the allocation will be taken from each of the Division's 35% reserved allocation for non-DepED proponents.
10. Grant proposals from non-DepED proponents that propose activities that are for more than one Region will be reviewed and approved by the Central Office – if a grant is awarded the allocation will be taken from the Central Office grant allocation.

II. GRANT AVAILMENT BY REGIONS, DIVISIONS AND SCHOOLS/COMMUNITIES

11. For the October 2011 release of grants, all Regions, Divisions, Schools and non-DepED proponents were required to submit grant proposals for review and approval to initiate grant awards and releases.
12. For the April 2012 release of grants, Regions and Divisions will have grants released based on the approved Regional Program Implementation Plans (R-PIPs) for Regions and approved Divisions Program Implementation Plans (D-PIPs) for Divisions. Separate grant proposals from Regions and Divisions will no longer be required for the April 2012 grant release. Schools/Communities are still required to prepare and submit grant proposals for review and approval by the Division Office prior to the release of these grants.
13. Please note that R-PIPs and D-PIPs must be prepared to cover the entire duration of the PRIME Program to demonstrate where the total grant allocation for the Region and Division (3 million and 1 million respectively) will be directed.
14. Central Office will be responsible for the timely review and appraisal of all R-PIPs – the approval of which will result in the immediate allocation and release of grant funds to the Region – in the separate bank account established for the PRIME Program. The PRIME Program expects that all R-PIPs will be reviewed and approved before the end of March 2012.
15. Regional Offices will be responsible for the timely review and appraisal of all D-PIPs – the approval of which will result in the immediate allocation and release of grant funds to the Division – in the separate bank account established (or to be established for new priority Divisions) for the PRIME Program. The PRIME Program expects that all D-PIPs will be reviewed and approved before the end of April 2012.
16. Division Offices will be responsible for the review and appraisal of all school/community (non-DepED proponents) grant proposals. To provide for flexibility in the preparation, review and awarding of grants at the school/community level, the PRIME program will release block (lump sum) funds to the Division in April and May 2012.

17. Based on an analysis of the demand on grant funds by Regions, Divisions and Schools/Communities, a significant percentage of the total grant allocation will be released during April/May 2012. The table below provides an indicative cumulative total of all grant release as of May 2012.

Organisational Level	Total Allocation	Minimum Cumulative ¹² Release by May 2012
Central Office	PhP 27,000,000.00	PhP 5,000,000.00
Regional Office (per Office)	PhP 3,000,000.00	PhP 2,000,000.00
Division Office (per Office)	PhP 1,000,000.00	PhP 750,000.00
Schools/Communities – IP or Muslim	PhP 6,000,000.00	PhP 3,000,000.00
Schools/Communities – IP and Muslim	PhP 11,000,000.00	PhP 5,500,000.00

III. GRANT LIQUIDATION BY REGIONS, DIVISIONS AND SCHOOLS/COMMUNITIES

18. Previous advice provided on the grant funds liquidation process required liquidation once 75% of the grant had been expensed. To provide for increased responsiveness and flexibility of the financial management of grants, liquidation of grant funds can now be initiated upon 50% of the grant being expensed.
19. Note that liquidation reports and requests for additional funds to replenish grant allocation must occur prior to the next grant release to avail of the subsequent grant release. For example, grant funds provided in April 2012 must provide a liquidation report prior to the October 2012 grant release in order to be eligible for the October grant release.

IV. GRANT AUDITS/REVIEWS

20. As part of the responsibility of GRM as the Managing Contractor for AusAID funds provided to the PRIME Program, we are obligated to conduct reviews and audits of funds, including the grant funds provided to the Central, Regional, Division Offices as well as schools and non-DepED proponents.
21. GRM will work with DepED to conduct these reviews and audits with a view to ensuring improvements in grant management processes. The conduct of these reviews/audits is also intended to ensure that funds provided are used for the intended purposes.
22. A review of the grant process is to be conducted at the end of February 2012 with a financial audit/review proposed for May/June 2012.

V. GRANT REALLOCATIONS

23. Grant allocations for different categories of proponents may be reassigned for a number of reasons, including: requests to realign, non-performance, corrupt or fraudulent practices, emerging needs, etc.
24. For requests to re-align grant funds, requests of Regions will be made directly to OPS – Central Office. Requests of Divisions will be made to Regions – who in turn will endorse the request to OPS.
25. In situations of non-performance, reallocations will be made on a case-to-case basis to accommodate specific circumstances that may have prevented performance.

¹² Minimum Cumulative refers to the minimum amount that be released since the initial release up to the end of May 2012. If the approved R-PIP, D-PIP or proposed expenditures of Schools/Communities indicate that additional funds are required prior to October 2012, then additional funds over and above the Minimum Cumulative Amount may be released by the end of May 2012.

26. In situations of corrupt or fraudulent practices, the reallocation may be immediate, including initiating efforts to recover funds that have been improperly expended/used (as per AusAID guidelines).
27. The first major reallocation of grants will be considered during the October 2012 grant release based on performance observed for the April 2012 grant release and the results of grant reviews and audits.

Annex M

Operations Manual

ANNEX M Operations Manual

PRIME Program

Operations Manual

Philippines' Response to
Indigenous Peoples' and
Muslim Education (PRIME)
Program

15 October 2011
(Revised July 2012)

Document Title	Operations Manual - Updated
Initial Issue Date	13 May 2011
Prepared by	Accounts Manager
Revised by	Accounts Manager
Revision Date	15 July 2012
Version	3.0
Version 2.0 Reviewed by	Program Director, Project Manager, Director – Program Development

Table of Contents

	Description of Content	Page
	Acronyms and Abbreviations	i
1	Introduction	1
2	Management Responsibilities	1
2.1	GRM Office	
2.1	PRIME Program Offices	
2.3	Governance Structure	
3	Reporting Requirements	3
3.1	Preparation of Reports	
4	Human Resource Management	3
4.1	Recruitment	
4.1.1	Technical Adviser Recruitment (International and LEC)	
4.1.2	LES Recruitment	
4.2	Long Term Advisers	
4.2.1	Personal Data Sheet (PDS)	
4.2.2	Mobilisation and Interim Accommodation	
4.2.3	Hours of Work	
4.2.4	Remuneration	
4.2.5	Taxation	
4.2.6	Leave	
4.2.7	Recreation Leave	
4.2.8	Compassionate Leave	
4.2.9	Bereavement Leave	
4.2.10	Sick Leave	
4.2.11	Public Holidays	
4.2.12	Travel	
4.2.13	Visas	
4.2.14	Demobilisation of Advisers	
4.2.15	Debriefing	
4.3	Short Term Advisers (STA)	
4.3.1	Approval Process	
4.3.2	Remuneration	
4.3.3	Per Diems	
4.3.4	Accommodation	
4.3.5	Hours of Work	
4.3.6	Public Holidays	
4.3.7	Travel	
4.3.8	Leave	
4.3.9	Visas	
4.4	Dispute Resolution	
4.5	Personal Safety and Security	
4.6	Health/Medivac	
4.7	Locally Engaged Staff and Consultants (LES/LEC)	
4.7.1	Terms of Employment	
4.7.2	Employment Contract	
4.7.3	Short Term/Casual LES	
4.7.4	Time Recording	
4.7.5	Wage Procedures for LES/LEC	

	Description of Content	Page
	4.7.6 Leave Entitlements	
	4.7.7 Procedures for Reporting Staff Absences	
	4.7.8 Public Holidays	
	4.7.9 Hours of Work	
	4.7.10 Overtime and Time-Off-In-Lieu (TOIL)	
	4.7.11 Insurance and Indemnities	
	4.7.12 Performance Management	
	4.8 Program Travel and Allowances	
	4.9 “Whereabouts” Report	
5	Risk Management	12
6	General Management	12
	6.1 Client Relationships	
	6.2 Reporting on Significant Events/Issues	
	6.3 Protocols	
	6.4 Cultural and Contextual Awareness	
	6.5 Compliance with Laws	
	6.6 Media	
	6.7 Intellectual Property	
	6.8 Program Expenditures	
	6.9 Compliance with AusAID Policy	
	6.10 Guidelines for Considering Gender, Environment and Small Business Issues in Procurement Processes	
7	Fraud Policy	14
8	Program Vehicles	17
	8.1 Vehicle Use	
	8.2 Insurance	
	8.3 Vehicle Accidents	
	8.4 Fueling of Vehicle	
	8.5 Private Use of Vehicles	
9	Audits	18
10	Confidentiality	19
11	Professionalism	19
12	Administration and Office Management	20
	12.1 Record Keeping	
	12.2 Office Stationery	
	12.3 Office Equipment and Supplies	
	12.4 Stock Inventory	
13	Communications	21
14	Publicity	22
15	Information Technology	22
	15.1 Email	
	15.2 IT Support	
	15.3 Inappropriate Material	
	15.4 Computer Trespass	
	15.5 Intellectual Property and Copyright	
	15.6 Security and Standards	
	15.7 Computer ‘Housekeeping’	
	15.8 Password Management	
	15.9 Disaster Recovery	
	15.10 Virus Scans	

	Description of Content	Page
16	Annexes	26
Annex 1	Personal Data Sheet	A
Annex 2	Leave Application Form	C
Annex 3	Travel Approval Form	D
Annex 4	Daily Time Record	E
Annex 5	Timesheet	F
Annex 6	Overtime / TOIL Form	G
Annex 7	Personnel Clearance Form	H
Annex 8	Whereabouts	J
Annex 9	Vehicle Usage Policy	K
Annex 10	Daily Vehicle Log	O
Annex 11	Vehicle Use Request Form	P
Annex 12	Code of Conduct	Q
Annex 13	Equipment Use Request Form	U

Acronyms and Abbreviations

AA	Accounts Assistant
AA/Driver	Administrative Assistant/Driver
AM	Accounts Manager
AO	Administrative Officer
AusAID	Australian Agency for International Development
DepED	Department of Education
DTR	Daily Time Record
EDPITAF	Education Development Projects Implementing Task Force
FBPO	Field Based Program Officer
GoP	Government of the Philippines
GRM	GRM International
IPs	Indigenous Peoples
LEA	Locally Engaged Adviser
LEC	Locally Engaged Consultant
LES	Locally Engaged Staff
LTA	Long Term Adviser
PRIME	Philippines Response to Indigenous Peoples' and Muslim Education
OPS	Office of Planning Services
PD	Program Director
PDS	Personnel Data Sheet
PM	GRM Program Manager
SFBPO	Senior Field Based Program Officer
SM	GRM Senior Manager
STA	Short Term Advisers
TOIL	Time Off In Lieu
TWG	Technical Working Group

1 Introduction

The goal of the Philippines' Response to Indigenous Peoples' and Muslim Education (PRIME) Program is to improve equitable access to and quality of basic education for girls and boys in disadvantaged Indigenous Peoples' (IPs) and Muslim communities.

The objective of PRIME is to allow the Government of the Philippines (GoP) through the Department of Education (DepED) to provide better access to an appropriate, policy driven, sustainable and quality education for girls and boys in Muslim and IPs communities. It will stimulate demand for education services at the community level.

To achieve this objective, the Program will have three elements:

- Indigenous Peoples' Education;
- Madrasah Education; and
- Management and monitoring capacity building for DepED.

2 Management Responsibilities

2.1 GRM Office

The PRIME Program is managed by GRM International (GRM) based in Brisbane, Australia. GRM as the managing contractor for the Australian Agency for International Development (AusAID) is responsible for the following:

- Coordination of the Program with counterparts/partners in implementing the Program;
- Development of Annual Plans, work plans, and reports required by AusAID;
- Employment / management of full-time staff to meet the demands of the Program;
- Recruitment of short-term or long-term technical assistance;
- Funding of all implementation activities carried out under the Program; and
- Funding of all operating and management requirements of the Program.

2.2 PRIME Program Offices

The Program is based in the Central office of DepED within the EDPITAF. The Program office is managed by the Program Director (PD) who maintains overall responsibility for the management and financial accounting practices for all activities conducted under the PRIME Program. The Program has established a satellite office in Davao to act as the coordinating office for the 'cluster' of field-based staff working in Mindanao. The Davao office is managed by a Senior Field Based Program Officer (SFBPO) who is supported by an Administrative Officer (AO). An SFBPO has been appointed to provide support to the Luzon/Visayas 'cluster' with administrative support through the central PRIME Program office.

Within the nine (9) targeted regions of the PRIME Program, Field Based Program Officers (FBPO) are assigned (supported by an Administrative Assistant/Driver). The FBPO is responsible for supporting the implementation of the PRIME Program activities within the target region.

The PD is responsible for the day-to-day management of the Program, including the management of the Adviser team and support staff and ensuring close liaison with AusAID to ensure the smooth operation of the Program. The PD is supported by a GRM appointed Program Manager (PM) and Senior Manager (SM). The PD, PM and SM are responsible for developing activity-operating budgets and ensuring that the Program is implemented within the activity-operating budget as approved by DepED and AusAID.

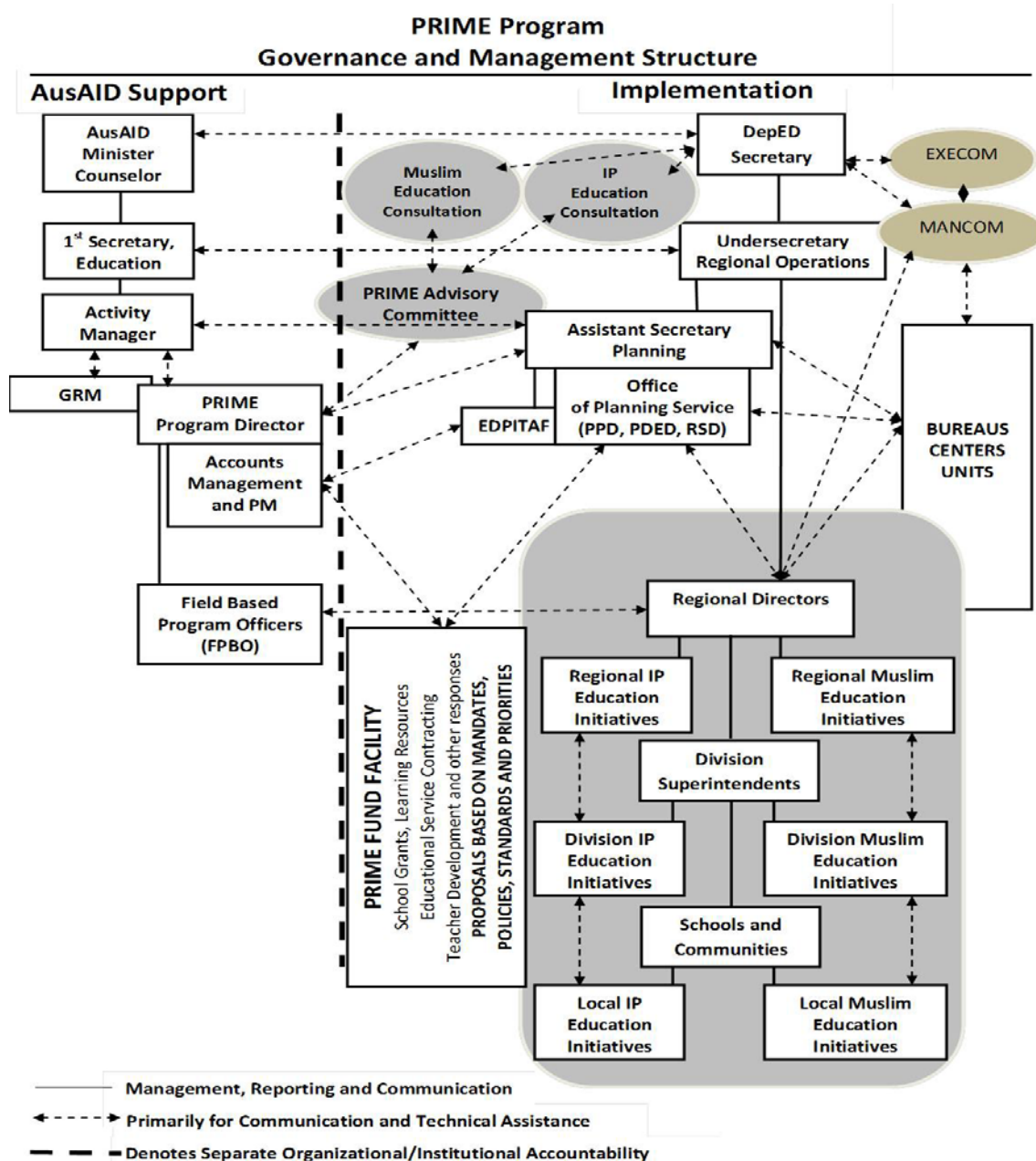
2.3 Governance Structure

The governance structure of the Program is comprised of key DepED executive, bureau, regional and divisional officials.

DepED's Bureaus of Elementary and Secondary Education and the Bureau of Alternative Learning Systems are responsible for managing the design and implementation of Program initiatives at the national level.

DepED's Office of Planning Services (OPS) is responsible for the overall coordination of program implementation and leads the conduct of periodic progress reviews. OPS is supported by the Education Development Projects Implementing Task Force (EDPITAF) in coordinating the Program at the national level, including overall financial management of DepED financial resources.

The diagram below outlines the governance structure for the Program.



3 Reporting Requirements

3.1 Preparation of Reports

Program reporting includes all reports specified in the Head Contract between AusAID and GRM. The PD is responsible for the preparation and delivery of these reports, which, for quality assurance purposes are reviewed by the PM and/or the SM. The PD and PM coordinate any amendments to any reports and manage the process of ensuring that reports (and appropriate quantities) are submitted to AusAID (either to the Post or to AusAID Canberra) by the agreed submission date.

The Head Contract (as amended) contains a complete list of reports required and the due dates for submission of these reports. Overall responsibility for the on-time submission of all reports remains with the PD.

All reports must:

- Be provided in accordance with the specifications in the Contract;
- Be accurate and not misleading in any respect;
- Be prepared in accordance with AusGUIDE;
- Be provided in the format and on the media approved or requested by AusAID;
- Not incorporate either the AusAID or the Contractor's logo; and
- Incorporate sufficient information to allow AusAID to monitor and assess the progress and success of the Services in achieving the objectives of AusAID's policies.

4 Human Resource Management

4.1 Recruitment

4.1.1 Technical Adviser Recruitment

Candidates for Technical Adviser positions are sourced, whether expert Advisers, volunteers or under government twinning arrangements, in line with GRM recruitment procedures, using transparent and accountable procurement processes in accordance with the Commonwealth Procurement Guidelines. Recruitment follows the guidelines outlined in the following sections.

Position Design:

All positions are designed in consultation with counterparts. Where an Activity Design requires recruitment the design should include at a minimum:

- Scope of Services;
- Minimum competencies for the position;
- Selection criteria (i.e. tertiary qualifications (where applicable), skills etc);
- Reporting requirements;
- Timeframe and location; and
- Selection process requests (interview involvement etc).

Advertising:

The Program prioritises recruitment of locally and regionally engaged Advisers/personnel by encouraging the use of local networks and development programs as well as advertising locally and within the regions. The Program, where relevant, uses GRM tools such as the GRM Consultants Database and GRM People management systems to ensure positions are advertised strategically and where necessary for widest possible market coverage.

Selection:

Selection tools and methodologies are identified on a case-by-case basis depending on the needs of the Program. As an overriding principle however, as long as at least two selection tools are used the recruitment process can be considered robust. A series of tools may be utilised in the selection of candidates. These include:

- Submission and appraisal of CV;
- Statement of Capability or written statement against the selection criteria;
- Interview (face to face, video conference or telephone);
- Scenario based questioning; and
- Referee checks.

Contracting:

Contract negotiations are conducted by the PD, PM or the SM based on the selection report, budget allocated, and the position advertised. Advisers are provided the standard GRM contracting

documentation. For contracts over six months (continuing service) in length Advisers may be offered the GRM Fixed Term Employment Contract. For other contracts or where subcontracting is required with a corporate entity, the GRM Subcontractor agreement is utilised. When contracting national technical Advisers a Locally Engaged Adviser (LEA) contract is negotiated.

4.1.2 LES Recruitment

Philippine nationals have been recruited for the various support positions within the Program. In each case, there is a position description/terms of reference/scope of services attached to the Contract. Applications or expressions of interest may be by advertisement but the main existing networks are used. Selection is based on the appropriateness of the qualifications and experience of the applicant to the position. Selection is coordinated by the PD. Where appropriate, other Program staff are consulted and are involved in the selection process. Part of the selection process involves an interview with the prospective staff member. After reasonable consultation with relevant staff, if there is no unanimous agreement on the appointment, the PD may make an appointment or commence the selection process again. Terms and conditions including remuneration are determined by the PD in consultation with the PM and/or SM and may vary depending on where the duties are to be performed and the budget available.

Employment of local staff complies with the Government of the Philippines and regulations pertaining to employment.

4.2 Long Term Advisers (LTA)

The PD is responsible for the administration and management of Advisers in the field, and has management authority over all Advisers and support staff. This approach is in accordance with the contract between GRM and AusAID and the terms and conditions provided for each Adviser contract. Any change to the terms and conditions of an Advisers' contract is made by the PM and/or SM. Activities that require Adviser inputs include a Terms of Reference attached to and forming part of the contract. In addition to the specification of work title, duration, location, skills requirement, and deliverables, the Terms of Reference notes interactions with the core team, counterparts and stakeholders.

The PD is responsible for ensuring that all Advisers and staff perform their duties as outlined in their Terms of Reference, which may be subject to minor periodic modification in the light of changing Program circumstances. The PD is also responsible for the delivery of the technical achievement of the Program's objectives and outputs. The PD will report to the PM and/or SM should there be any concerns or issues relating to the management or performance of the Advisers or staff.

In the case of international Advisers, prior to the Adviser's first trip to the Philippines, a pre-departure briefing may be conducted by GRM in Australia. This briefing takes the form of a Program orientation session, where the Adviser is provided with the Security and Safety Plan and relevant documents that pertain to their input. If not practical for the briefing to be conducted prior to departure it is conducted upon arrival in the Philippines by the PD or other appropriate member of the Program team.

The Accounts Manager (AM) and/or Central Office Administrative Officer (AO) will assist the Advisers in obtaining an appropriate visa. Costs of visa applications are covered by GRM.

4.2.1 Personal Data Sheet (PDS)

General information regarding Advisers, as well as their dependents residing in-country is maintained by the PM and/or AM. The Adviser is to report any changes to the PM and/or AM as and when they occur. This information will be kept in a Personnel Data File and updated as necessary. A

copy of the Adviser and any dependent's passports are kept in the file. This record is maintained for emergency situations and administrative management only and is kept confidential.

The PDS form is included as **Annex 1**.

4.2.2 Mobilisation and Interim Accommodation

A mobilisation allowance is generally paid to all LTAs to cover costs associated with moving internationally, including (but not limited to) storage or freight of furniture; transport to and from the airport; medical examinations; inoculations and passports. The mobilisation allowance does not need to be acquitted. It is the LTAs own responsibility to arrange long-term storage or freight of home contents. LTAs should note that accommodation allowances will commence on arrival, where it is their own responsibility to fund their initial accommodation, or on commencement of their accommodation lease.

4.2.3 Hours of Work

Advisers are required to work as per individual contracts. Time in excess cannot be paid or accrued nor can excess time be taken as time off in lieu of compensation.

4.2.4 Remuneration

Contract terms, including remuneration, are negotiated on an individual basis. LTAs may be an employee of GRM or a Subcontractor which determines the payment method. Salary and allowances for LTAs are generally represented as separate salary and allowances components (on occasion, a single package might be negotiated with the Adviser). Allowances generally cover other costs not specified elsewhere, including costs associated with living overseas, personal communication costs, incidentals, transport to/from a PRIME office and accommodation (where a PRIME Program vehicle is not supplied), currency exchange fees, children education (where applicable) and leave fares. In some instances, allowances may include accommodation and utilities.

Salary and allowances are generally payable on a monthly basis except as otherwise agreed. Salary and allowance packages are paid into nominated bank accounts through the GRM payroll system (for employees) or on receipt of an invoice (for Subcontractors). Employees are paid on the last day of each month by Telegraphic Transfer to their nominated bank account. Any variation to these arrangements should be forwarded to the PM by the date indicated each month if they are to be effective for the next pay. Pay slips and details of amount paid including any deductions are forwarded to the Adviser via email. Reimbursable expenses are to be approved prior to expenditure, and generally include program related expenditure such as taxi fares to and from meetings in country; office stationary etc. It is important that these expenses are approved by the PD or PM prior to expenditure. Reimbursable items subject to pre-approval are detailed in an individual's contract.

4.2.5 Taxation

It is the individual Adviser's responsibility to seek advice on tax exemption. GRM cannot provide individual tax advice and cannot guarantee exemption.

4.2.6 Leave

A Leave Register is maintained in the Program Office for all Advisers. The AM updates the register with oversight by the PM. It is expected that Advisers' leave be taken at times that coincide with leave dates of key counterparts and/or as required by the Program.

4.2.7 Recreation Leave

Unless otherwise specified in contracts, Advisers on fixed-term contracts of 91 days or more are entitled to 20 working days (4 weeks) recreation leave each year (pro-rated for part of a year). This leave must be taken in the year accrued and cannot be carried over unless there are exceptional circumstances, which may be approved by the PD or PM. In the circumstance of long term Advisers being sub-contractors of GRM and entitled to absences for recreational purposes, the Contractor is required to inform the PD or PM of intended absence providing a minimum of four weeks' notice.

Any travel time is to be taken as leave. An Application for Leave Form must be completed for all leave. The Application for Leave Form is included as **Annex 2**.

4.2.8 Compassionate Leave

Both Advisers and sub-contractors on contracts of 91 days or more are entitled to compassionate leave in circumstances where an immediate member of their family is dangerously ill or in an emergency situation. This leave is approved by the PD or PM on a case by case basis.

4.2.9 Bereavement Leave

Both Advisers and sub-contractors on contracts of 91 days or more are entitled to bereavement leave on the death of an immediate member of their family. This is approved by the PD or PM on a case by case basis.

4.2.10 Sick Leave

Unless otherwise specified in contracts, Advisers and sub-contractors on contracts of 91 days or more are entitled to ten days sick leave per annum (pro-rated for part of a year) and require a Doctors Certificate if the absence is more than two days.

4.2.11 Public Holidays

Advisers are entitled to public holidays as observed by the Australian Embassy or may opt to observe the public holidays of the Government of the Philippines. In cases where Advisers work on Public holidays, these days cannot be accrued without express permission from the PD.

4.2.12 Travel

GRM provides a return economy international air ticket for travel between the point of departure and the work location as agreed with the Adviser. All international travel is booked through the PM unless other arrangements are agreed between the Adviser and GRM. Please take note that the most direct route from the point of departure to the point of destination is to be selected. The Adviser is responsible for making any leave travel arrangements, although assistance with booking flights may be provided by the PM and GRM travel agents. Advisers contracted directly by GRM are covered by GRM's corporate travel insurance policy during leave periods. Advisers employed through Sub-Contract and/or partner organisations should consult their respective insurance policy documents for insurance requirements.

A Travel Approval Form is included as **Annex 3**.

4.2.13 Visas

Initial visas are managed by GRM and renewals are organised through the AO in the Program Office. Costs relating to visas (photographs, photocopies, etc) are borne by GRM. GRM cannot pay Advisers for costs associated with passport applications or renewals.

4.2.14 Demobilisation of Advisers

Advisers (including both sub-contractors and employees) are required to facilitate their own demobilisation requirements from the host country to their home country including:

- Confirmation of return airfares;
- Freight requirements for furniture and household goods, etc;
- Finalising arrangements with the PD (finalisation of reporting requirements; handover notes if necessary; ensuring electronic filing is achieved and all obsolete files are deleted); and
- Advising the PM of return date.

4.2.15 Debriefing

Implementing a debriefing for all expatriate personnel is recommended. The debriefing should ideally be with all Program team members, but if this is not possible, then individual debriefing sessions can be implemented.

In order to promote effective discussion, it is suggested that the following items be considered during each debriefing:

- Pre-departure Briefing – was it useful; suggestions for improvements.
- Mobilisation Issues.
- Security – Did you feel safe? Did you ever use the emergency response procedures? If so, was it useful?
- Communications with the GRM office – Did you feel these were effective?
- Accommodation concerns?
- Health – any concerns?
- Technical issues, achievements and lessons learned?

The PD ensures that notes from the debriefing are kept both in the electronic and hard copy files and provided to the PM. Relevant important comments from the debriefing sessions should be distributed to relevant PRIME Program staff.

4.3 Short Term Advisers (STA)

4.3.1 Approval Process

Under the Head Contract, GRM is able to employ STA where a need is identified that supports the overall implementation of the Program. The PD prepares a Briefing note for AusAID requesting the approval of the particular STA. This includes detailed Terms of Reference for the assignment including proposed number of, and timing of, inputs. The Briefing note also includes the proposed position classification in accordance with the AusAID Adviser Framework. The approval of all TA is subject to the approval of AusAID.

4.3.2 Remuneration

Subcontractor Agreements with STAs are negotiated on several bases (reflective of the Head Contract requirements), but are primarily:

- As a package (or “Output”) including fees and allowances calculated in a mutually agreed inclusive package for an agreed duration
- An agreed fee for services plus a standard daily per diem for the input period, with or without accommodation

Payment of fees is processed by the PM on receipt of a properly rendered invoice and/or timesheet. If outputs are required for payment, the PM is required to receive approval from the PD that all outputs have been completed to a satisfactory standard to process payment.

4.3.3 Per Diems

Per diems include other expenses incurred in relocating for the period of the contract. This includes travel to and from the office, meals, laundry, and any personal administration expenses. There should not be office expenses as STA are able to make all work related calls and obtain required printing from the office. A schedule of per diems for international and local Advisers and LES guides requests and allocations of per diems.

4.3.4 Accommodation

Accommodation is set to an agreed cost per night as stated in the Adviser's contract. These costs are generally organised and paid for by the Program office. If paid for by the Adviser, GRM requires original receipts to process reimbursement.

4.3.5 Hours of work

There are no specific hours of work for STAs. It is noted that overseas fees and allowance rates are generally based upon a 7-day working week. It is also appropriate that the majority of hours worked are suitable to local conditions, the spirit of the Program and the hours of work maintained by Program or DepED staff. No overtime will be paid or compensated through time off in lieu.

4.3.6 Public Holidays

Public Holidays are not applicable to STAs. Where the Program office is closed due to a Public Holiday, STAs make alternative arrangements for continuation of work. Care is taken to ensure that STAs are not deployed during extended national celebrations or holiday periods.

4.3.7 Travel

International and domestic fares required for the completion of duties are in economy class, unless otherwise approved by the PM. All travel bookings are arranged and paid for by the PM for international travel and by the Program office for domestic travel.

Note that in-country arrangements vary according to specific locations. Travel may be by road, ferry or other means.

4.3.8 Leave

Leave is generally not applicable to STA inputs.

4.3.9 Visas

Visas are arranged collaboratively between the Adviser, GRM and the Program depending on circumstances and location of STAs. Costs related to STA visas are borne by the Program. The Program does not pay for passport applications and/or renewals.

4.4 Dispute Resolution

The PD will mediate any disputes that may arise with Program Advisers and staff. If such mediation is unable to achieve a satisfactory resolution, the matter will be brought to the attention of the PM or if, subsequent resolution cannot be agreed, the SM.

4.5 Personal Safety & Security

A primary concern for GRM is the safety and security of Advisers and their dependents. Accordingly, a Safety and Security Plan is in place to facilitate the safety and security of Advisers and their dependents including exit from the country should the need arise.

Advisers are responsible for security arrangements at their home and guidelines for this are provided in the Safety and Security Plan. It is the responsibility of Advisers to ensure that their dependents are familiar with the plan and its contents. It is also the Adviser's responsibility to know where their dependents are at all times while they are in-country and, if circumstances dictate, provide advice to the Program office and PD of their locations.

All Advisers are required to obtain a cellular phone and it is their responsibility to ensure that it is working and carried at all times. There is a spare cellular phone and SIM card at each Program office (Manila/Davao) that may be provided to STA and visitors if required.

Advisers should heed the Australian Embassy security bulletins (<http://www.smarttraveller.gov.au/>) for travel within the Philippines. In the event of any incident that may affect security, the PD will advise the PM and/or SM immediately and take whatever precautions are necessary to ensure the safety and security of Program personnel and property. The PD will be responsible for notifying AusAID and, if necessary, and in consultation with the PM and/or SM, implementing the Safety and Security Plan.

4.6 Health/Medical Evacuation ("Medivac")

The PM is responsible for maintaining health insurance cover and processing claims for all Advisers and staff. Advisers inform the PD or delegate of the arrival and departure dates of dependents when in-country, who then advises the PM, so they can be included in the insurance cover. Each Adviser is to be given a copy of the procedures for initiating contact with the insurance company and "Medivac" at mobilisation. Where illness is considered likely to lead to a "Medivac", the Insurance Company should be made aware of the circumstances immediately, so that all options can be considered and delays can be avoided. The service is available twenty-four hours a day and the contact card with the policy details should be kept in a safe place, preferably on the person insured. A copy of the policy is kept at the Program office. Advisers on subcontract agreements who have elected to be covered by their own travel insurance company must check their own insurance documentation for requirements.

4.7 Locally Engaged Staff and Consultants (LES/LEC)

4.7.1 Terms of Employment

The PD is responsible for ensuring that there is an optimum level of administrative support provided to the Program. If the PD considers that support over and above that initially allocated by GRM and agreed by AusAID is required, full justification for such support should be made to, and approval sought from the SM and if required from AusAID.

4.7.2 *Employment Contract*

All local staff included in the Program payroll sign a LES/LEC employment contract. This contract is drafted by the PD, or delegate under PD supervision, and approved by the SM. The contract sets out employment terms and conditions, the benefits package, and includes a termination clause.

4.7.3 *Short-term / Casual LES*

Short-term casual support staff may be employed by the PRIME Program from time to time as the need arises. The PM should be consulted in advance, who will assist with evaluating budget resources. Contracting is overseen by the PD and the AM and will usually be based on a short letter of agreement.

4.7.4 *Time Recording*

All LES must complete a Daily Time Record (DTR) and submit it on a monthly basis to their supervisor for approval. The DTR Form is included as **Annex 4**.

All LEC must complete a timesheet, included here as **Annex 5** which must be submitted twice monthly in accordance with the schedule provided and agreed with the AM.

4.7.5 *Wages Procedures for LES/LEC*

A payroll sheet, which contains pertinent data on the employee's salary rate, earnings and deductions, is prepared by the AM and approved by the PM and/or PD.

If deductions are made from the employee's salary for superannuation and other charges imposed by legislation, a separate cheque is drawn for each category of deduction and paid to the appropriate government/agency office. Pay slips are provided for each payment made to a staff member and provided by the AM to the staff member either via email, mail or in person.

All payments are made in Philippine Pesos. The AM is paid in Philippine Pesos, although contracted in Australian Dollars. This salary is converted at the agreed GRM currency exchange transfer rate during each month.

Unless specified in the contract LES/LEC will be paid twice monthly (mid-month and end of the month).

Long term local staff salaries are reviewed annually (generally at the end of each year) with increases based on the agreed salary increases in the head contract. There is a 3-month probationary period on initial appointment at which time the salary is reviewed and adjusted.

Allowances are generally not paid to LES/LEC but in the event that any LES/LEC are required to move Program locations (from where they were originally appointed) on a long term basis then an accommodation allowance, mobilisation allowance and airfares may be negotiated on a case by case basis. When LES/LEC are required to travel outside of the Program location for Program purposes then travel allowances are paid in accordance with those set for the Program.

4.7.6 Leave Entitlements

Leave entitlements for all PRIME Program LES/LEC staff members are set out in individual employment contracts. All applications for leave are to be approved by the PD or approved delegate. Leave records are kept for all types of leave (annual, sick and other) by the AO as part of the personal administrative files for all staff. Leave balances will be calculated by the AO, supervised by the AM and approved by the PD.

Annual Leave

Staff on contracts 12 months or longer are entitled to 20 days recreation leave per annum (1.67 working days per month of employment). Annual leave not taken by LES/LEC does not accumulate from year-to-year. LES/LEC are required to fill out an Application for Leave (**Annex 2**) for absences from work. Applications are provided to the nominated supervisor or the PD for approval. Leave is recorded in the leave register by the AO.

Sick Leave

Staff members on contracts of 6 months or more are entitled to 10 sick days per annum. Sick leave not taken by LES/LEC does not accumulate from year-to-year. Sick leave in excess of two days requires a medical certificate. LES/LEC are required to fill out an Application for Leave (**Annex 2**) once they return to work. Leave taken is recorded in the leave register by the AO.

Maternity Leave

All LES/LEC are entitled to Maternity Leave provisions as outlined in Philippines legislation.

Compassionate Leave

All staff members are entitled to 5 days compassionate leave across the life of their contract. In extraordinary circumstances further compassionate leave can be granted on an individual basis by the PD.

4.7.7 Procedure for Reporting Staff Absences

All staff who are planning an absence from work for any reason must forward a completed and signed Application for Leave (**Annex 2**) form four weeks in advance, or as early as is practicable. Staff members who are absent from work by reason of illness should contact their supervisor by 10 am in the day of the illness to inform about his or her absence and must on the day they return to work, complete an Application for Leave form. The Leave form is approved by the PD, prior to recording payroll details and filing. If the leave is not approved, the PD will advise the staff member in writing as to the reason for non-approval and recommend a plan of action (for example alternative leave or leave without pay).

4.7.8 Public Holidays

Subject to Program specific requirements, LES/LEC will generally observe Public Holidays as approved by the PD. If staff are unable to take leave during any designated public holidays because of work commitments the equivalent time-off-in lieu (TOIL) may be taken if allowable under the terms and conditions of the contract.

4.7.9 Hours of Work

Subject to country specific conventions, LES/LEC are expected to work 40 hours per week, Monday to Friday with daily starting and finishing times at 8:00am - 12 pm, 1:00-5:00 pm or as agreed with the PD, but must include at least a 30 minute lunch break. To avoid the absence of staff in the office

during lunch hours, a shift arrangement is implemented as the prime consideration is continuity and coverage while the office is open.

4.7.10 Overtime and Time-Off-in-Lieu (TOIL)

Only under extenuating circumstances or special conditions can an application for overtime be made. Overtime can only be taken as time-off in lieu (TOIL) with prior approval by the PD.

In accordance with Philippines legislation, overtime (TOIL) is accrued at 1.5 times the regular hourly remuneration during weekdays and Saturdays, and 2 times the hourly rate on Sundays and Public Holidays. TOIL is only applicable for overtime in excess of two hours in duration for any given day.

In the case of the Administrative Assistants/Drivers, applications for time-off in lieu (TOIL) are allowed within the probationary period (3 months). Following successful completion of the probationary period, the AA/Driver is entitled to a fixed monetary incentive in place of the TOIL. However, the relevant Overtime forms must still be submitted and will be filed for the purposes of monitoring the number of overtime hours rendered.

Application for Overtime and TOIL are submitted using the form provided at **Annex 6**.

4.7.11 Insurances & Indemnities

Health and Accident Insurances are provided to LES/LEC through a local insurance company in accordance with Philippine employment regulations.

4.7.12 Performance Management

Each year during the life of this contract, LES/LEC are subject to a performance review based on the roles and responsibilities set out in their Terms of Reference. Performance indicators are identified and commented against by each staff member and their supervisor and revisited annually to provide information on areas of improvement, achievements and skills development possibilities. Performance reviews are kept on file by the AM in each LES/LEC personnel file.

4.7.13 Cessation of Contract of Services of LES/LEC

As discussed in the Financial Manual, all LES/LEC are entitled to receive any amount due to him/her, in the case of the cessation of the Contract of Services. Before any payment will be made, the Personnel Clearance Form (**Annex 7**) must be completed by his/her nominated supervisor, AO, AM, and subject for approval by the PD. The accomplished form frees the LES/LEC of any commitment/s from the program. This also serves as a guarantee for PRIME that all pending tasks, including documents, are properly turned over.

4.8 Program Travel and Allowances

The need for travel in the Philippines is based on the technical and administrative needs of the Program. Travel requests are raised by staff in consultation with the PD/PM. Costs of travel are investigated, in consultation with the AM, and allocated to appropriate budgets. Travel is scheduled based on timing of Program activities.

Travel is to be organised using the following process:

- A Travel Approval Form, included at **Annex 3**, is to be filled out by the staff member travelling. Travel by plane is subject for approval by the PD while travel by bus, boat or ferry and any other form of ground travel is subject for approval by the staff member's nominated SFBPO. The form should be filled out at least 5 days before the travel is scheduled.

- The form is provided to the respective AO to make any flight or accommodation bookings required. Organisation of travel in provincial areas by boat or vehicle can be organised locally by the staff member travelling, with copy to the Manila or Davao office as appropriate.
- The traveller is responsible for the collection, organisation and maintenance of receipts pertaining to travel and other reimbursable costs, such as terminal fees, bus fares and/or taxi fares.
- Following the completion of travel, the traveller must submit all receipts and ticket stubs to their respective AO or the AM. Reconciliation is provided against any money advanced and the traveller is reimbursed or will return money advanced by the Program Office as required. In circumstances when a cash advance is not available, reimbursements may also be paid through the Regional PRIME Office petty cash fund. For any changes in the travel schedule due to personal reasons, such as changes to flight or accommodation bookings, the corresponding associated costs will not be reimbursed, and payment will be the responsibility of the traveller.

4.9 “Whereabouts” Report

The PRIME Central Office maintains a “Whereabouts Report” of all staff, included as **Annex 8**, in order to log staff activity/ies and monitor attendance on a daily basis. This document is a colour-coded report based on the nature of each activity, such as training, workshop, meeting, school/community visit, at home base, annual or sick leave, etc. The Manila AO prepares the document and provides electronic copies to the PD, SFBPOs, and AM.

5 Risk Management

Development programs are often conducted in an inherently high risk environment. There are a variety of risk factors that need to be considered in the PRIME Program ranging from human resource related risks, security, logistical, political, and financial risks. To assist in managing these risks a Risk Management Matrix has been prepared which covers the program risks and risk mitigation strategies. This matrix is kept up to date and reviewed each year as part of the preparation of the Annual Plan. The matrix contains provisions for advance notification to AusAID of risks that may lead to the disruption or delay of the Program.

6 General Management

6.1 Client Relationships

Maintaining good working relations with AusAID as the client is essential. The PD should establish good relations with the AusAID Post for the Program and with counterparts. The PD maintains regular contact with the AusAID Post and keeps the Post abreast of Program activities. For important communications with AusAID, which impacts on Program activities, the PD will provide copies of correspondence to the PM and/or SM.

All Advisers are contractual employees of GRM. Under no circumstances may Advisers represent themselves in any way as employees or agents of AusAID.

6.2 Reporting on Significant Events/Issues

GRM must advise AusAID Canberra and the AusAID Post in Manila:

- Of any issues arising that may have a detrimental effect on the Program activities;
- Of any events or circumstances that may affect the security of the Program personnel or property; or
- Of any event whatsoever that may bring discredit to the Program, AusAID or GRM.

As soon as practical, the PD is to advise the PM and/or SM of the issue, who will then work with the PD to determine what action and/or reporting should take place.

6.3 Protocols

The following communication and management protocols are observed:

- All communications from Program Advisers and staff are channeled through the PD;
- Work related communication between staff outside of office hours should be kept to a minimum unless required by an emergency situation;
- All contractual and financial matters (including budgets and procurement) is channeled through the PD or delegate to the PM and/or SM for their consideration and approval;
- All financial reporting including the monthly financial documentation is forwarded by the PM to the SM and PD as required;
- For Advisers, personal contractual matters are handled directly by the PM; and
- While the PD maintains communication links with Post, formal contractual communication with AusAID is managed by the PM and/or SM.

6.4 Cultural and Contextual Awareness

Advisers are to make themselves aware of the cultural norms and values in the Philippines and the development context generally, including geography and demographics, the circumstances surrounding any civil unrest, the main institutions of governance, and poverty, gender, and youth issues. The Program will assist with Adviser acculturation through:

- Pre-mobilisation briefings.
- Induction Programs that, in addition to the above, encompass an introduction to the notion of capacity building and other technical matters relevant to the Program, including codes of conduct, security and safety issues, and logistical aspects of daily life in the Philippines.
- Introductions to all Program personnel and relevant government officers and counterparts, and to AusAID, if necessary.

6.5 Compliance with the Law

Advisers must comply with the laws of the Philippines at all times.

6.6 Media

Advisers are not to participate in media conferences, make press releases or make comments to the media about the Program unless approved to do so by the PD. Public relations material, press releases or oral statements about the Program must be approved by the PD or the PM and/or SM who will seek approval from AusAID for any such material outside of the guidelines approved by AusAID.

6.7 Intellectual Property

Intellectual property in relation to any Program activities is vested with AusAID at all times.

6.8 Program Expenditures

Advisers will comply with the Financial Management Manual in relation to Program expenditure. The Financial Management Manual serves as a companion document to this Procedures Manual.

6.9 Compliance with AusAID Policy

In relation to compliance with AusAID policy, the Program will:

- Ensure that AusAID's Gender and Development Policy is followed in all activities and services at all times and incorporate sufficient information in reports required under the Scope of Services of the Head Contract and in the format required by the Scope of Services, which allows AusAID to monitor and assess the success of the Services in achieving the objectives of AusAID's Gender and Development Policy.
- Ensure that all staff comply with the Child Protection Policy.
- Ensure the implementation of the Development for All Policy.
- Ensure that the performance of any service complies with Section 160 of the Environment Protection and Biodiversity Act 1999.
- Ensure that all matters relating to any service affecting the environment to a significant extent are fully examined and taken into account.
- Comply with AusAID's Environment Policy Guidelines, including advising AusAID of any potential positive and negative environmental impacts of any service and report regularly on any such impacts as required by the Scope of Services.
- Comply with AusAID's Policy on "Zero Tolerance" of Fraud.

6.10 Guidelines for Considering Gender, Environment and Small-Business Issues in Procurement Process

Gender issues are considered in all Program activities through:

- Briefing of Program personnel on GRM (and AusAID's) approach to gender and development upon mobilisation, and providing a cultural briefing covering gender and youth during mobilisation.
- Engagement of an Equity and Inclusive Education Adviser to provide input into the Program M&E Framework and, in collaboration with a national Gender Adviser, develop a Gender Equity and Inclusive Education Strategy for the Program.
- Where possible, participation of staff and Advisers in gender and development courses and workshops to ensure the inclusion of gender considerations as part of their work.

The seven employment matters that affect equal opportunity issues for women, as specified by the Equal Opportunity for Women in the Workplace Agency will be monitored. These criteria include:

- The recruitment procedure and selection criteria for appointment or engagement of persons as employees;
- The promotion, transfer and termination of employment of employees;
- Training and development for employees;
- Work organisation;
- Conditions of service of employees;

- Arrangements for dealing with sexual harassment of women in the workplace; and
- Arrangements for dealing with pregnant employees and employees who are breast-feeding their children.

The Program will implement practices and procedures that prevent discrimination in recruitment. These practices and procedures must be in accordance with Best Practice guidelines for Recruitment and Selection as detailed by the Human Rights and Equal Opportunity Commission.

While it is anticipated that Program activities will not have direct significant or long-term impacts on the environment, during the implementation of the Program we should be mindful of preserving and maximising resources. This will be achieved through:

- Waste minimisation;
- Conservation of resources;
- Appropriate re-use/recycling;
- Quality management approaches; and
- The purchase of goods made from renewable resources where possible.

Consideration will be given to limiting any negative environmental consequences that may arise from the use of Program vehicles, office equipment and other assets. In considering value for money, environmental impacts in the purchasing of goods will be considered and applied as well as ensuring that environmental requirements specified in any activity Scope of Services are implemented, monitored and reported; and comply with AusAID's Environmental Management System outlined in the Environmental Management Guide for Australia's Aid Program, including:

- Assessing and managing all actual or potential environmental impacts, both direct and indirect, to avoid or mitigate negative impacts and promote positive impacts;
- Reporting regularly on any such impacts as required by the Scope of Services; and
- Complying with all relevant environmental laws and regulations of the Philippines.

GRM will procure from small business suppliers in the Philippines where this represents best value for money.

7 Fraud Policy

The Program regards and treats seriously any fraud involving Program funds. All staff members are responsible for fraud prevention and detection. They are required to report any incident of **suspected** or **detected** fraud immediately to the PD and the PM and/or SM. In relation to Australian Government funding, it is understood fraud is defined as dishonestly obtaining a benefit by deception or other means. It extends to benefits obtained or derived that can be both tangible and intangible.

The Program maintains a zero tolerance position towards fraud. Consistent with this position and in accordance with its contractual obligations to AusAID, the Program staff will report in writing in the first instance all suspected or detected incidents to the PD/PM who will immediately report the incident to the SM.

This report will initially include the following information:

- Name of activity;
- Name of parties involved;
- Details of the suspected/detected fraud, including a chronological account of the facts giving rise to the fraud;

- Name of the suspected offenders (if known);
- Details of any witnesses;
- Copies of relevant documents;
- References to any relevant legislation;
- A nominated contact person;
- Any other relevant information (e.g. possible local sensitivities, relevant in-country agencies that can assist with investigations); and
- The current status of any inquiries.

In conjunction with the SM, the PM will immediately report the matter to AusAID.

In consultation with AusAID, the Program will investigate the suspected or detected fraud in accordance with Australian Government Investigation Standards (AGIS). The Program will engage appropriately qualified people to conduct any fraud-related investigation to avoid, inter alia, the contamination of evidence that may compromise actions to obtain redress through criminal, civil or disciplinary proceedings. The Program will maintain regular contact with the Director, Performance Review and Audit Section (or nominee) during the course of any fraud related investigation it undertakes.

The Program will consult with AusAID on the outcome of the investigation and agree on a strategy to be followed to obtain redress, where appropriate, in light of the investigation's findings. The Program will undertake the appropriate action, if required, in accordance with this strategy.

The Program will undertake and document a fraud risk assessment as part of its business risk management processes. Program personnel at all levels will be involved in this process. The results of the assessment will be documented and monitored from time-to-time to minimise and control the risks as part of a process of continuous improvement. The Program will foster and maintain the highest standards of ethical behaviour.

8 Program Vehicles

8.1 Vehicle Use

A separate Vehicle Usage Policy is included as **Annex 9** to cover all PRIME Program vehicles.

In brief, the Program will operate up to nine (9) vehicles across implementation areas. One vehicle will be allocated to the Central Office in Manila whilst remaining vehicles will be allocated to the regions where the PRIME Program is operating. These vehicles will remain the overall responsibility of the FBPO in each region. The FBPO will be supported in their location by an administrative assistant/driver who will have responsibility for the day-to-day maintenance and operation of the vehicle. The vehicles to be provided to the Regional Program offices will be identical models, identical in colour and be vehicles discrete in appearance.

Advisers and the PD and their appointed drivers are the only persons authorised to drive Program vehicles. DepED staff with a current license may be permitted to drive Program vehicles when authorised to do so by the PD or their delegate.

Any damage to vehicles must be reported to the PD as soon as practicable.

All drivers must be aware of the following with regards Program vehicles and their use:

- The PD has ultimate responsibility for the management of all vehicles;
- Program demands must always take precedence over private use;
- Drivers must have a current, valid international driving license or Philippines drivers license for the appropriate class of vehicle;
- Vehicles must be appropriately insured;
- No alterations are allowed to the project vehicles without prior written approval of the PD;
- The driver will ensure that the vehicle is managed and driven safely and in accordance with the governing road rules;
- Drivers are not permitted to drive the vehicles while under the influence of drugs or alcohol and must not drink alcohol at all on days that they are driving;
- Seat belts must be worn by the driver and passengers at all times while the vehicle is in motion;
- Smoking or eating is not permitted within the vehicles;
- Drivers must not make or receive cellular phone calls or send or read text messages whilst the vehicle is in motion;
- Responsibility is assumed by an individual for the cost incurred in the event of an accident while the vehicle is being privately used;
- Where possible, vehicles are serviced in accordance with manufacturer's requirements; and
- A Daily Vehicle Log, attached as **Annex 10**, must be completed by all drivers for all Program vehicles.

8.2 Insurance

Vehicles will be insured for both third party and comprehensive insurance which covers theft and or damage of vehicle.

8.3 Vehicle Accidents

If an Adviser or staff member is involved in an accident while driving a Program vehicle, the accident is to be reported to the Police as soon as practicable and details provided to the PD.

If at the accident scene it is apparent that it is unsafe to remain there and the vehicle is drivable, the driver should go to the nearest police station for safety and report the matter.

8.4 Fueling of Vehicle

As a general rule, when refilling a program vehicle the tank should be filled. Refilling should be conducted as soon as possible following use of one-half tank of fuel.

Petty cash will be maintained and used for the purposes of purchasing fuel for Program vehicles, and charged to Administrative Costs. In cases where the program vehicle is used for specific activities such as training or workshop, fuel costs will form part of the costs of the activity.

8.5 Private Use of Vehicles

Staff are permitted to use Program vehicles for private purposes, however this practice is not encouraged. Use is subject to availability of vehicles, an authorised driver to drive the vehicle and the approval of the staff members' supervisor. The Vehicle Use Request Form (**Annex 11**) should be used when requesting vehicles for private use.

9.0 Audits

The Head Contract with AusAID provides that where AusAID has reasonable concerns regarding the Contractor's financial management systems, AusAID must provide the Contractor with written notification of those concerns and what action is required of the Contractor. This may include:

- The Company Director providing a Statutory Declaration confirming that they have sighted the necessary supporting documentation and confirm the veracity of the claim for payment;
- Providing AusAID with additional documentation to support the claim for payment; or
- Directing that the Contractor engages an independent, suitable organisation to undertake an audit of the financial management systems, including invoicing procedures and practices.

The Contractor must respond to any notice received under the Head Contract within 14 days.

Where the Contractor does not respond within 14 days, or the response does not alleviate AusAID's concern, AusAID reserves the right, if it has not already done so, to direct the Contractor to provide AusAID with certification from an independent auditor as described in Clause 3 above.

If AusAID directs the Contractor to undertake an independent audit under this clause:

- The terms of reference must be agreed in writing by AusAID;
- The audit must be undertaken according to the standards of the professional body relevant to the particular audit and those standards must be detailed in the terms of reference; and
- The Contractor will bear the total cost of the audit.

AusAID will not make any further payments owed to the Contractor pending certification of the reliability of the Contractor's financial management systems and the veracity of the invoicing procedures and practices.

The AM, at the direction of the PD/PM, will undertake periodic auditing of all project sites and all project accounts. In undertaking this, the assistance of other GRM Finance staff may be called upon.

PRIME program accounts may also be audited by external auditors in the course of GRM's normal business obligations (i.e. in the case of a company-wide audit).

10 Confidentiality

Advisers and staff are to keep matters deemed to be confidential and associated with Program activities confidential. Advisers may be required to sign a confidentiality agreement in relation to AusAID as required by the Head Contract. For these purposes confidential information means information that:

- Is by its nature confidential;
- Is designated by AusAID as confidential; or
- The recipient knows or ought to know is confidential.

In addition, all Advisers are reminded that information related to financial aspects of the Program should be considered commercial-in-confidence and not be distributed without prior approval from the PM and/or SM.

11 Professionalism

All staff represent GRM, and therefore as GRM is a MC of AusAID, staff are by inference and extension representing the GoA.

At all times, staff will maintain high professional standards in their work and association with counterparts and partner agencies. It is also imperative that, in their personal conduct, staff conduct themselves in a manner that will not bring GRM into disrepute or threaten its good name.

GRM has an established Code of Conduct, attached as **Annex 12**, that all staff must abide by as part of their employment conditions.

12 Administration and Office Management

12.1 Record Keeping

The AM and the AOs are responsible for the establishment and ongoing maintenance of the Program office filing system. Where possible, the electronic filing system should mirror the paper filing system. Filing should include a clear numbering system where possible.

For guidelines relating to financial administration records, please see the Financial Management Manual.

12.2 Office Stationery

A standard template is to be used by all Program staff for facsimile and letters. Standard stationery for the Program is to be used for:

- Letterhead; and
- Business cards for Program staff.

Staff and Advisers, as deemed appropriate by the PD, are issued with Program specific business cards.

All communication materials are produced in-country unless it is not cost effective to do so. Procurement of office stationery is to follow the guidelines set out in the Financial Management Manual.

12.3 Office Equipment and Supplies

All orders of office supplies, such as stationery, bottled water, tea, coffee, cups, paper towels, tissues, cleaning products, etc, are to be made by the AO on the authorisation of the AM. No staff should use office supplies for personal use.

All Program related consumables are expected to be procured in-country. Notable exceptions are where:

- It is demonstrable that the quality of the good is significantly inferior;
- There are no reliable supplies or supplier available; or
- Relative exchange rates demonstrate that it is significantly cheaper to procure and import the goods (inclusive of freight and other logistical costs).

As a basic principle consumables should be purchased on the basis of competitive prices, quality and reliability. Purchases of consumables may be made from the one supplier once it is established that the above principle is being met. Where possible, suppliers should be required to deliver goods to the Program office.

Purchases of office equipment must be properly recorded in the Asset Register as discussed in the Financial Manual. All office equipment maintenance requests should be directed to the AO.

Unauthorised use of office equipment shall be dealt with appropriately by PRIME Management based on the gravity of the violation. In case of loss of, or damage to office equipment, the

concerned personnel is required to submit a written report to the AM and AO and, if necessary, any other relevant authorities, such as the Police, within twenty-four (24) hours of the incident. Any other relevant documents arising from this, such as Incident or Police Reports, must be submitted to the AM and AO as soon as such documents become available.

Procurement should follow the guidelines set out in the Financial Management Manual.

The borrowing of any equipment must be requested and recorded using the Equipment Use Request Form, included as **Annex 13**.

12.4 Stock Inventory

The PD will determine whether or not a stock inventory is to be established. If deemed necessary, an inventory list is to be maintained for stocks of consumables such as stationery and kitchen utensils/supplies. The inventory should contain the following information:

- Date of purchase;
- Name of item;
- Place of purchase;
- Quantity of item;
- Cost per unit/Total cost; and
- Date when item used/disposed.

The AO should be responsible for maintaining the stock inventory.

13 Communications

The Program office will have up to five methods of communication with the GRM office: telephone, fax, email, courier (airmail), and internet conference as technology infrastructure in Program areas allows.

Email communications should include a standard signature for all team members including:

- Name;
- Title;
- Program Name;
- Program Address;
- Telephone & Fax; and
- Program website/web-page.

The Central PRIME Program Office will maintain a 'landline' dedicated for phone calls and a line for fax. A speaker phone should be available to allow for conference calls. Calls to cell phones and or national or international calls will be booked through the DepED operator. A call log is maintained by the AO.

In Regional offices a separate landline will be requested through DepED to be used for phone calls and faxes. The PRIME Program will either pay the cost of calls or make a contribution to DepED for the use of the services.

Cellular phones are required by all long term Advisers. In special instances, the Program may provide a cellular phone on loan from the Program. With respect to cellular and landline phones, the following conditions apply:

- Use of cell phones provided by the Program is to be used exclusively for work-related purposes where a landline is not available, or for emergencies.
- The PD sets and maintains strict limits for mobile phone use, consistent with the overall Program communications budget.
- A spare cellular phone is available and may be provided to STAs and visiting PRIME Program Advisers.
- Local personal calls should be kept to a minimum at the Program office. No personal international calls should be made from the office phone unless for emergency situations. Otherwise, staff members will be provided with a debit note for personal phone charges to reimburse the Program.

Communications among offices can also be carried out through internet conference tools such as yahoo messenger or skype, depending on availability and quality of reception. Such tools can also enable personnel to take part in electronic conferences.

14 Publicity

All Program staff, led by the PD, are responsible for promoting the Program. The following guidelines should be followed:

- Business cards will be handed out each time an introduction is made;
- Any promotional material should accord with AusAID's logo guidelines; and
- The Program website/webpage should be hosted locally and may either be established or maintained as a stand-alone website or within the existing website of DepED

The website should include:

- A summary description of the Program;
- Outline program achievements/outputs to date;
- Acknowledgement of roles of the counterparts and donor agency;
- Language and cultural considerations;
- Contact details for the Program; and
- Use of an official logo as per the AusAID Logo Guidelines.

No Program information or reports that represent market intelligence or may provide strategic advantage to GRM competitors is to be published on websites.

The development and maintenance of the website will be assigned to the Information and Advocacy Officer. The approval of content for any Program brochures and website information is the responsibility of the PD, AusAID and DepED representatives.

15 Information Technology

Each user must be responsible for certain key aspects of IT management and security, which include:

- Appropriate use of passwords and password procedures;
- using resources, hardware and software, in accordance with the licensor / owner's guidelines;
- Taking precautions with regard to viruses;
- Following the prescribed procedures for access and use of data; and
- Adhering to copyright policies.

15.1 Email

Each staff member is requested to establish an appropriate email address for use on the PRIME program.

15.2 IT Support

PRIME Program offices will rely on the services of contracted IT services and/or DepED IT specialists to assist with issues relating to office software and hardware. Any IT queries, requests for assistance, maintenance or training should be forwarded to the AO to arrange the appropriate assistance. Program staff members should not request IT support from a specialist directly themselves, they must be sure to log the request through the AO as this will provide the record to allow for casually contracted support services to be paid for accordingly.

Any requests for special software should be made in writing to the PD who may consult with the IT specialist and/or PM.

15.3 Inappropriate Material

Laws prohibit the transmission of any information that promotes sexual harassment or discrimination on the basis of age, sex, marital status, race, national origin, sensory, mental, or physical handicap, or sexual preference. You may not duplicate copyright material, disclose confidential information, or promote:

- Personal political beliefs;
- Personal business interests;
- Discrimination;
- Sexual harassment; or
- Any unlawful activity.

Users who keep documents considered obscene or discriminatory within their computer account or accesses such material using Program equipment will face disciplinary procedures. Direct hypertext links to obscene or discriminatory material are also prohibited.

15.4 Computer Trespass

Users may not use any account set up for another user, unless authorised, nor make any attempt to find out the password of a service for which they have not been authorised, including accounts set up for other users.

Users may use only those IT services for which they have been authorised and use authorised services only for authorised purposes. Where a service is protected by a password to which the user has authorised access, users may not make this password available to others, unless it is part of the shared duties of the user and another person(s) to jointly access that common service.

Where it is necessary to access jointly the service, all parties must jointly share the responsibility for any actions undertaken on that service.

Where users have doubts concerning their authorisation to use any computing service, they should seek the advice of the authorised person responsible for that service.

15.5 Intellectual Property and Copyright

Where software with potential commercial value is developed users should be aware of the AusAID policy on Intellectual Property. Users must also be aware of the law of copyright as it affects computer software.

Staff members are personally responsible for complying with the Copyright Act relating to the copying of computer software and to the terms and conditions of any particular contract or software license relating to each item of software (either purchased or leased). All software used in the office must be original software.

Staff must also comply with the Copyright Act relating to reproducing and publishing material. It is forbidden to copy and or distribute for personal use any materials, documents, software, reports, etc. that are owned and or developed by the PRIME Program.

15.6 Security and Standards

Staff members who inadvertently obtain information to which they are not entitled, or if they become aware of a breach of security pertaining to any computing service, should immediately report such to the PD.

Users may not:

- Attempt to copy, disclose, transfer, examine, rename, change, add or delete electronic information unless it is part of their duties to do so;
- Attempt to interfere with the operation of Information Technology services;
- Collect or discard any electronic, printed or magnetic output without explicit permission, or unless required to do so as part of their duties;
- Under any circumstance, represent themselves as someone else, fictional or real, or as anonymous; or
- Where users originate material sent over or published on the network they must present this material in a professional manner upholding the reputation of the PRIME Program and GRM International. Such material should also accurately identify the user and their position with the PRIME Program.

15.7 Computer 'Housekeeping'

Staff members are requested to regularly delete obsolete files and messages from their directories as these occupy space on which can quickly accumulate and limit the operation of the system.

The PRIME Program aims to reduce the use of paper in the office and therefore, thought should be given as to whether individual users need to print out messages if the same messages are being filed into appropriate GRM files.

A hard copy of key documents should be printed and kept in the Program Library.

15.8 Password Management

Information handled by computer systems must be adequately protected against unauthorised modification, disclosure, or destruction. Effective controls for access to information resources minimise inadvertent employee error and negligence, and reduce opportunities for computer crime.

15.9 Disaster Recovery

It is important to anticipate and prepare for the loss of information processing capabilities. The plans and actions to recover from losses range from routine backup of data and software, to comprehensive disaster recovery planning in the preparation for catastrophic losses of information resources.

Staff are advised to backup PRIME program files especially those that are vital in the implementation of the program. PRIME provides external drives to secure respective files. This process is done monthly or as often as the staff can do the procedure.

15.10 Virus Scans

Anti virus protection software has been installed on all PRIME Program computers. The version should be updated regularly. The AO will ensure that the software is updated as necessary via IT service providers who will also be responsible for ensuring anti-virus software subscriptions remain valid.

The software is configured to always pre-check files upon opening. There are some file types others may send via email that have the potential to cause problems. This includes some executable files (filename.exe) which are not to be opened or run. If there is any doubt as to the validity of the file, it should be forwarded to the AO.

16 Annexes

List of Annexes

Annex	Description
1	Personal Data Sheet
2	Leave Application Form
3	Travel Approval Form
4	Daily Time Record
5	Timesheet
6	Overtime / TOIL
7	Personnel Clearance Form
8	Whereabouts Report
9	Vehicle Usage Policy
10	Daily Vehicle Log
11	Vehicle Use Request Form
12	Code of Conduct
13	Equipment Use Request Form

Annex 1 Personal Data Sheet**Philippines' Response to Indigenous Peoples' and Muslim Education****Personal Data Sheet**

(Please give one copy to the office and keep one at home)

Name of Employee / Consultant: _____

Names of persons living with Employee / Consultant (for children, please include age):

1. _____
2. _____
3. _____
4. _____

(Please continue on an additional sheet if necessary)

Home Address: _____

Home telephone number: _____

Cell phone number: _____

E-mail: _____

Person who can be contacted in case of accident or other emergency:

Name and Relationship: _____

Address: _____

Phone: _____

E-mail: _____

Concerned persons can contact any of the PRIME program personnel below for assistance or information in an emergency.

PRIME Main Phone Number:

++ 63 2 631 8376 (02) 631 8376

Nelson Ireland, Program Director

++ 63 921 717 8112 (0921 717 8112)

Ana Maria Capuz, Accounts Manager

++ 63 927 974 1059 (0927 974 1059)

Buena Aranda, Administrative Officer (National)

++ 63 917 830 0873 (0917 830 0873)

Crizelle Benitez, Administrative and Accounting Assistant (Mindanao Cluster)

++ 63 921 784 7555 (0921 784 7555)

ADDITIONAL INFORMATION:

Birthday	_____
Status	_____
Mother's Maiden Name	_____
TIN No.	_____
SSS No.	_____
Pag-Ibig No.	_____
Philhealth No	_____
Blood Type	_____
Acct. Name	_____
Bank Acct. No.	_____
Bank Name	_____
Branch	_____

Annex 2 Leave Application Form**Philippines' Response to Indigenous Peoples' and Muslim Education****LEAVE FORM**

Type of Leave (Please tick):	Dates (from/to including weekends/holidays)	Total number of working days
<input type="checkbox"/> Annual Leave		
<input type="checkbox"/> Sick Leave <i>For Sick Leaves of three (3) days or more a Medical Certificate must accompany this form</i>		
<input type="checkbox"/> TOIL (Time off in lieu) Dates in lieu:		
<input type="checkbox"/> Others (Specify)		

Name

Signature

Designation

Contact Address

Telephone Number/s

Date of Filing

Reason/s for Leave

Recommended by:

Accounts Manager /

Senior Program Officer /

Field-Based Program Officer

Date


☐ Approved☐ Disapproved *

Program Manager / Program Director


Date

**Leaves not approved by the Program Manager / Program Director will not be paid*

Annex 3 Travel Approval Form

Philippines' Response to Indigenous Peoples' and Muslim Education					
					
TRAVEL ORDER					
Name:				Date:	
PURPOSE OF TRAVEL					
Itinerary of Travel	Departure		Arrival		Mode of Transport
	Date (dd/mm/yyyy)	Time	Date (dd/mm/yyyy)	Time	
Requested by:			Recommended for Approval :		
Approved by:			Remark/s:		
Final Booking Arrangement	Departure		Departure		Mode of Transport
	Date (dd/mm/yyyy)	Time	Date (dd/mm/yyyy)	Time	
Arranged by:					

Annex 4 Daily Time Record

Philippines' Response to Indigenous Peoples' and Muslim Education							
							
NAME :							
MONTH :							
YEAR :							
DATE	AM		PM		OVERTIME		REMARKS
	IN	OUT	IN	OUT	REGULAR DAY	SUNDAYS / HOLIDAYS	
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							
27							
28							
29							
30							
Prepared by:					Noted by:		
Employee					Accounts Mgr / Senior Prog Officer / Field-Based Prog Officer		

Annex 5 Timesheet

Philippines' Response to Indigenous Peoples' and Muslim Education

MONTH

YEAR

APRIL

2011

T I M E S H E E T	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Total Work
Date ---->	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Days
Fill using the Codes ---->																0

T I M E S H E E T	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total Work
Date ---->	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Days
Fill using the Codes ---->																	0

Codes

0.5	Day worked
1	Day worked
X	Weekend
S	Sick day
L	Leave
H	Holiday
A	Absence for other reason

Prepared by:

Name / Signature of Adviser


Date Submitted:

MM / DD / YYYY


Approved by:

Nelson L. Ireland, Program Director

Annex 6 Overtime / TOIL Form

Philippines' Response to Indigenous Peoples' and Muslim Education		
		
OVERTIME FORM		
Name of Staff :		
Position :		
Reason/s for OT :		
Date of Overtime:		
Starting Time:		
Finishing Time		
Requested by:		
Recommended by:		
Approved by:		
<i>Consultant/Staff</i>	<i>Accounts Manager / Senior Prog Officer / Field-Based Prog Officer</i>	<i>Program Manager / Program Director</i>
Please note that all overtime forms should be accomplished and signed before the actual overtime is done.		
.....		
(To be filled by Account-in Charge)		
<u>Claim</u>	<u>Computation</u>	<u>Pesos</u>
Hours Worked		
_____ x1.5 (Reg. Days)	_____	_____
_____ x2 (Sun/Holidays)	_____	_____
Meal Allowance	_____	_____
Taxi fare (Office-Residence)	_____	_____
	Total P	=====
.....		
Computed by:		
Accounts Assistant		
Reviewed by:		
Accounts Manager		

Annex 7 Personnel Clearance Form

		Philippines' Response to Indigenous Peoples' and Muslim Education			
		Rm 303 EDPITAF Bldg. DepEd Complex, Meralco Ave., Pasig (632- 6318376)			
<u>PERSONNEL CLEARANCE FORM</u>					
EMPLOYEE INFORMATION					
Name:				Date of Effectivity	
Designation:				of Resignation:	
Office/Region:					
Employment Date:				Last Working Day:	
ITEMS TO BE CLEARED					
Administrative Office: Luzon / Mindanao Cluster					
					Remarks:
Files	Petty Cash Fund				
	Petty Cash Vouchers -hard copy				
	Reports / ACRs				
	Communications				
	Rapid Appraisal				
	RPIP				
	Prime Grants & Guidelines				
	Soft copies of Files				
	Cash Advances				
	Others: (Please specify)				
Equipment	Laptop and accessories				
	Hard drive				
	USB				
	Printer				
	Smartbroadband				
	Keys-filing cabinet, office				
	Employee ID				
	Others: (Please specify)				
Office supplies					
Administrative Officer Luzon / Mindanao Cluster			Senior/Field Based Program Officer Luzon / Mindanao Cluster		
Date:			Date:		

Administrative Office: Manila							
	Asset Registry/Memo of Receipt			<input type="checkbox"/>			
	Travel /Hotel bookings			<input type="checkbox"/>			
	Maxicare Card			<input type="checkbox"/>			
	Group Insurance			<input type="checkbox"/>			
	PRIME Contact List			<input type="checkbox"/>			
	Website			<input type="checkbox"/>			
	Certificate of Employment			<input type="checkbox"/>			
	Clearance Certificate			<input type="checkbox"/>			
	Others: (Please specify)			<input type="checkbox"/>			
	Buena Aranda						
	Administrative Officer						
	Date:				Date:		
Finance							
	Payroll			<input type="checkbox"/>			
	Leave Credits			<input type="checkbox"/>			
	Petty Cash Fund			<input type="checkbox"/>			
	Cash Advances			<input type="checkbox"/>			
	Others: (Please specify)			<input type="checkbox"/>			
	Ana Maria Capuz						
	Accounts Manager						
	Date:						
Exit Interview / Approval of Clearance				Remarks, if any:			
	Nelson Ireland						
	Program Director						
	Date:						

KEY:	Manila Office
R1	R1 Home Base
R2	R2 Home Base
CAR	CAR Home Base
R4B	R4B Home Base
R9	R9 Home Base
R10	R10 Home Base
R11	R11 Home base
R12	R12 Home base
R13	R13 Home base
	Meeting
	Workshop/Training
	Community/School visit
	Annual Leave
	Sick Leave
	TOIL
	Bereavement Leave
	In Australia

J

Annex 9 Vehicle Usage Policy**VEHICLE USAGE POLICY*****Project Vehicle***

The PRIME Program has allocated nine (9) vehicles assigned to the following offices:

- Manila Office/Region IVB
- Region I – La Union
- Region II – Tuguegarao
- CAR – La Trinidad
- Region IX- Pagadian
- Region X – Cagayan de Oro
- Region XI- Davao / Mindanao Cluster
- Region XII- Koronadal
- CARAGA – Butuan City

The program vehicles are the overall responsibility of the Program Director (PD) for the Manila Office and the Field-based Program Officers (FBPOs) for the regional offices. These officers are supported by Administrative Assistants/Drivers (AAs/Drivers) responsible for the day-to-day maintenance and operation of the vehicles.

Central office and Region IVB will share one (1) program vehicle because their offices are located in the same area in Pasig City. In cases of conflicting schedules for the use of the program vehicle between these offices, the Central office will hire a service vehicle. The same procedure applies to Region XI and Mindanao Cluster, for which the Mindanao Cluster will hire a service vehicle to prioritise use of the project vehicle by the Region XI Prime Office.

Designated Parking Areas at PRIME Offices

When the vehicle is parked at the PRIME office, it must be parked only at a designated parking area in the DepED Regional Office, located as near as possible to the PRIME office. Parking of a program vehicle in places other than the designated parking area is not allowed.

Should an alternative parking area be assigned by the DepED Regional Office, the PD must be informed of this.

Authorised Use of Vehicle

The AAs/Drivers, FBPOs and the PD are the only persons authorised to drive the program vehicle. DepED staff with a current license may be permitted to drive program vehicles when authorised to do so by the PD or a person delegated by the PD.

In urgent and exceptional circumstances, a local team member who holds a current licence to drive may drive a program vehicle.

The program vehicles will only be used by the FBPOs in the implementation of the PRIME program in the respective regions and divisions. Program activities include training events, workshops, meetings with stakeholders, and community/school visits.

FBPOs may use the program vehicle to attend PRIME event/s or activity/ies outside their regional home base, provided said travel is approved by respective SFBPOs.

It is mandatory that the program vehicle is used for official purposes only.

Conveying or transporting the FBPOs by the AAs/Drivers between residence and Regional PRIME office, and vice-versa is not allowed, unless the FBPOs are on official travel. In cases where FBPOs require to be transported for valid reason/s, such as security purposes, this must be communicated, in advance of travel, to the PD.

Use of program vehicle by any PRIME personnel for private or personal purposes may be permitted upon approval of the PD. However, program demands must always take precedence over private use. All expenses associated to the personal use of the program vehicle will be shouldered by the user. The ***Request for Private Use of Project Vehicle*** form must be accomplished for this purpose.

The following must be observed on the use of the program vehicle:

- Drivers must have a current, valid international driving license or Philippine driver's license for the appropriate class of vehicle;
- The driver will ensure that the vehicle is managed and driven safely and in accordance with the governing road rules;
- There will be no alterations to the project vehicle without the prior written approval of the PD;
- Drivers are not permitted to drive the vehicles while under the influence of drugs or alcohol and must not drink alcohol at all on days that they are driving;
- Seat belts must be worn by the driver and passengers at all time while the vehicle is in motion;
- Smoking or eating is not permitted within the vehicles;

- Drivers must not make or receive cellular phone calls or send or read text messages while the vehicle is in motion
- Responsibility is assumed by an individual for the cost incurred in the event of an accident while the vehicle is being privately used;
- Where possible, vehicles are serviced in accordance with manufacturer's requirements, and
- A **Daily Vehicle Log** must be completed by all drivers for all program vehicles

Maintenance of program vehicle

The project vehicle is to be maintained in good condition and regularly serviced. Any damage must be reported to the PD as soon as practicable.

Alteration to the program vehicle's interiors and exteriors is not permitted. Alteration and/or installation of accessories may be permitted only upon written approval of the PD.

Fuelling of the Vehicle

As a general rule, when fueling a program vehicle the tank should be filled. Re-filling the fuel should occur as soon as possible after one-half of the fuel is used. Petty cash will be maintained and used for the purposes of fueling Program vehicles, charged to Administrative Costs. In cases where the program vehicle is used for specific activities such as training or workshop, fuel costs will form part of the costs of the activity.

Vehicle Insurance

Vehicles are insured for both third party and comprehensive. If theft cover cannot be obtained cover for damage only should be secured. Please contact the Accounts Manager for any issues relating to vehicle insurance.

Vehicle Accidents

All accidents are to be reported to the Police as soon as practicable and details provided to the Program Director. It is the responsibility of the driver concerned to provide the following:

- Affidavit / Accident Report / Police Report duly notarised
- Estimate of Cost of Repair
- Stencil of Engine and Chassis numbers - five (5) copies each
- Photocopy of Driver's license
- Photocopy of Certificate of Registration and Official Receipt

- Photocopy of Insurance Policy
- Photos of Damage and Damage adjacent with Vehicle Plate Number

For vehicle in Central Office/Region IVB, upon completion of these requirements, AA should submit it to:

Toyota Pasig
124 E. Rodriguez Avenue
Brgy. Ugong, Pasig City
Office Phone Number: 632 2386777 / 632 6719854
Cellphone Number: 0922 7975769 / 0905 2524313

Attention: Robert Tedd Pizarro

For vehicles in the Luzon and Mindanao Clusters, upon completion of these requirements, AAs should submit them to the nearest Toyota Branch who will then coordinate with the accredited Insurance Company.

If it is apparent that it is unsafe to remain at the scene of the accident and the vehicle is drivable, the driver should proceed to the nearest police station both for safety and to report the matter.

Annex 10 Daily Vehicle Log

[illegible]

Annex 11 Vehicle Use Request Form**Philippines' Response to Indigenous Peoples' and Muslim Education****Request for Private Use of Program Vehicle****TO BE COMPLETED BY PROGRAM PERSONNEL**

- i. Name of Personnel _____
- ii. Date and Time Required _____
- iii. Reason for Hiring _____
- iv. Signature of Personnel _____

Recommended for Approval:

AM/AO/FBPO/SFBPO

TO BE COMPLETED BY PROGRAM DIRECTOR

Approved []

Disapproved []

Signed: _____

Date: _____

Program Director

.....
(To be completed by Driver or Person responsible for vehicle)

- i. KMS (from logbook)
- | | | | |
|--|----------------|--------------|----------------------|
| | _____ Km Start | _____ Km End | _____ Total Kms Used |
|--|----------------|--------------|----------------------|
- ii. Overtime Charged (from logbook)
- | | | | |
|-------------------------|-------|----------------|-------|
| Hours Worked | | | |
| _____ x1.5 (Reg. Days) | _____ | | _____ |
| _____ x2 (Sun/Holidays) | _____ | | _____ |
| | | Total P | ===== |

.....
 Use of program vehicle for private or personal purposes is covered by the Vehicle Usage Policy under the PRIME Operations Manual.

Annex 12 Code of Conduct

CODE OF CONDUCT

INTRODUCTION

1. This Code of Conduct applies to employees of the GRM International Group (GRM), its subsidiaries¹ and subcontractors. References to employees herein also refer to the subcontractor and its personnel providing services to GRM.
2. The Company has committed itself to the achievement of high ethical standards for all employees.
3. The Company expects that employees will not only meet the minimum standards of conduct required under this Code, but will strive and encourage others to achieve the highest standards of conduct possible.
4. The Code is intended to be used by Company employees in determining what is right and proper in their actions. It has been developed to provide all Company employees with a set of guiding ethical principles, associated obligations, and standards of conduct, to assist them to determine acceptable standards of conduct. It aims to ensure that we promote a positive image of the Company and its employees at all times and that the reputation of the Company and its shareholders, clients and other partners will be upheld through the standards of ethics and conduct demonstrated by all.
5. All employees, regardless of their status within the Company (full-time, part-time, temporary, contract, etc), are expected to adhere to this Code of Conduct.
6. It is important to note also that the absence of any specific reference in the Code to any act or omission that may bring discredit upon the Company does not mean that such an act or omission is condoned or permitted.
7. Failure to adhere to any aspect of this Code of Conduct will result in disciplinary action, including possible termination. Grave offences against this Code of Conduct will be regarded as serious misconduct and will result in summary dismissal.
8. If you have any questions relating to this Code or your ethical obligations you should discuss them with your supervisor, Team Leader or GRM Senior Manager.

ETHICS PRINCIPLES

1. Ethics are the rules or standards of conduct any society imposes in respect of the rights and interests of its members recognising the fundamental moral principles that underpin every decision and action a member of that society may make.
2. In the work environment, these principles can be used to provide guidance in situations where no specific rules are in place, or where matters are unclear. They help determine what is right and proper in our actions.
3. This Code of Conduct is based on the following fundamental ethics principles and obligations:
 - Respect for the law and system of Government;
 - Respect for persons;
 - Integrity;
 - Diligence; and
 - Economy and efficiency.
4. The standards of conduct described in this Code are derived from these ethics principles and obligations. They apply directly to all Company employees and are the standards that will be used when determining the appropriateness of an employee's conduct against the provisions of this Code.

STANDARDS OF CONDUCT

1. Personal Conduct

- 1.1 In the performance of all duties, the Company and its employees must strive to achieve the highest standards of conduct and accountability.
- 1.2 At all times under the provisions of this Code, employees are expected to:
 - demonstrate high standards of professional integrity and honesty;
 - act in good faith, with care and diligence, and in the best interests of the Company;
 - treat all persons, including children, with respect, dignity and reasonable compassion, in an equitable and fair manner, and with proper regard for their rights and obligations, regardless of race, colour, sex, religion, ethnic or social origin or disability;
 - comply with, and be seen to act within, the spirit and letter of the law and the terms of this Code;
 - when travelling internationally, respect the laws and values of the host country;
 - obey any lawful direction, instruction or order given by any person authorised by law to do so;
 - disclose any fraud, corruption, misconduct and maladministration² of which they become aware;
 - act in the best interests of, and in a manner that will not reflect adversely on, the Company, its shareholders, clients and partners, and the wider community;
 - conduct themselves in a manner that does not discredit the individual employee, having regard to their official position within the Company;
 - perform any duties associated with their position conscientiously, courteously, efficiently, impartially, and to the best of their ability, in a manner that bears the closest external scrutiny and meets all legislative and Company standards;
 - set and maintain standards of leadership that are consistent with the Company's corporate goals and policies, be seen at all times to act in support of these goals and policies, and actively contribute to their achievement³;
 - seek to maintain and enhance the confidence of clients, partners, colleagues, shareholders and the wider community in the integrity of the Company.
 - exercise high standards of personal and professional conduct, and encourage colleagues and subordinates to do the same;
 - observe merit in recruitment, promotion and other selection processes;
 - safeguard privacy and confidentiality of matters of a personal nature relating to other colleagues;
 - adhere to management principles and practices that foster the rights and wellbeing of employees; and
 - ensure subordinates are set equitable and fair workloads.

² Maladministration is administrative action that is unlawful, arbitrary, unjust, oppressive, improperly discriminatory or taken for an improper purpose

³ This obligation does not detract from an employee's duty to act independently of Company policy if such independence is required by legislation or client contract, or is a customary feature of the employee's work (eg. Justices of the Peace).

¹ collectively referred to throughout the Code as "the Company"

- 1.1 All employees are expected not to:
 - intimidate, engage in sexual or other forms of harassment, unlawfully discriminate or otherwise abuse any person, including children;
 - improperly use their official powers or position, or allow them to be improperly used;
 - inappropriately distract other employees from carrying out their duties;
 - allow personal relationships to adversely affect their work performance or that of other employees; or
 - induce other employees to breach this Code.

2. Conflict of Interests

- 2.1 Employees are expected to perform their duties in such a manner that client confidence and trust in the integrity of the Company is preserved.
- 2.2 Employees are expected to arrange their private or other official affairs in a manner that will prevent any actual¹ or apparent² conflict of interests from arising wherever foreseeable.
- 2.3 Where a conflict of interest does arise between the private or other official interests of an employee and the official duties or responsibilities of that employee within the Company, the employee is to disclose details of the conflict to the appropriate Senior Manager.
- 2.4 Any conflict of interests relating to an individual's employment with the Company will be resolved in favour of the Company and the public interest.
- 2.5 In the event that an employee is obliged to adhere to a Code other than that applying in the Company (such as other professional codes) and ethical conflicts or dilemmas arise as a result, it is the employee's responsibility to draw such conflict of interests to the attention of the appropriate Senior Manager for resolution in consultation with the relevant professional body.

3. Political Activity

- 3.1 Any political activity by employees is to be conducted in a private capacity.
- 3.2 Employees are expected to clearly separate any official action or views from any political action or views, and to ensure that no conflict of interests arises between such activity or comment and their official duties.
- 3.3 Employees and advisers overseas must never participate in any political or religious discussions or activities with nationals.

4. Intellectual Property and Copyright

- 4.1 All intellectual property developed in the course of employment with the Company remains the property of the Company or, where contractually specified, the property of its clients.
- 4.2 Employees must comply with all legislation, Company policies and procedures, and contractual policies and procedures of clients, covering intellectual property and copyright.

¹ An actual conflict of interests exists when a reasonable person, in possession of the relevant facts, would conclude that the employee's private or other interests are interfering with the proper performance of their Company duties.

² An apparent conflict of interests exists when it appears that an employee's private or other interests could interfere with the proper performance of their Company duties.

5. Access to Information

- 5.1 In the performance of Company duties, employees are granted access to many sources of information, confidential or otherwise. With this access comes a requisite level of accountability and trust that the information will only be used for official purposes.
- 5.2 It is the view of the Company that there is no excuse for employees to betray the trust of the Company or its clients by making any unauthorised, improper or unlawful access or use of any official or confidential information available to them in the performance of their duties.
- 5.3 When dealing with official or confidential information of the Company, employees are not to access, use or release information without an official purpose related to the performance of their duties within the Company.
- 5.4 Where any employee breaches this provision they must expect that the Company and/or its clients will institute appropriate disciplinary or criminal proceedings.
- 5.5 Employees need to be aware that this type of activity is viewed by the Company as misconduct and any employees who breach the provisions of this section will be dealt with accordingly.

6. Computer Use

- 6.1 Acceptable use by Company employees of the global internet, the Company internet service including electronic mail (email), and any connected computer communications network, server, personal computer workstation or laptop, is solely for Company purposes.
- 6.2 As such, employee access to and use of the variety of internet services, both internal and external to the Company, are considered a business privilege and should be treated as such by all users.
- 6.3 In brief, the Company characterises as unethical and unacceptable, any activity which purposely:
 - seeks to use Internet services for private and personal business;
 - seeks to gain unauthorised access to any resources within or outside the Company;
 - disrupts the intended use of the Company's Internet service and/or the global Internet;
 - wastes resources (people, capacity, computer) through such actions;
 - destroys the integrity of or misuses any host/server information assets;
 - compromises the privacy of any users or other departments;
 - does not comply with applicable local and national laws;
 - compromises corporate proprietary or otherwise-sensitive information; or
 - does not comply with other corporate policies or procedures, including sending or forwarding emails which violate GRM's policy against discrimination, harassment, vilification and bullying e.g. emails with violent, sexual or racially offensive content.
- 6.4 Employees who breach the Company's policies on computer use may have their information technology benefits (such as email access) revoked. Disciplinary action may also be taken where infringements warrant formal action. For example:

Downloading, accessing, viewing and distributing prohibited material that is potentially discriminatory, offensive or which could be considered harassment is prohibited. The Company reserves the right to monitor any and/or all Internet related activity occurring through the Company Internet services.

- Any employee found in violation of this policy may be subject to denial of access or termination of employment and will be reported to the relevant authority where illegal material is involved.
 - The Company will not tolerate pirate software on company computers under any circumstances. Apart from the obvious injustice to the software author, the fines are onerous. Personal fines up to \$50,000 and/or imprisonment and Company fines are up to \$250,000. Company Directors are held personally liable. If an employee knows or suspects there may be pirate software on a PC they must arrange to have it removed immediately. This applies to all software and manuals no matter how inexpensive unless officially recognised as free 'public domain'. If using public domain or 'shareware' software, please note the special conditions governing the use of such material.
 - Internet services are recognised as powerful communication tools for today's business community and can significantly increase productivity. However if misused, this power can be detrimental to the business. The transfer of text and images etc. via e-mail and/or download from the Internet is only to be done when essential to the business operation and an employee's job. It does cost the Company financially both in direct internet access charges and additional computer equipment required to store superfluous information.
 - Email is a direct form of communication from the Company to the recipient. As such, each employee must be aware they are representing the Company when using email communications. The Company disclaimer is automatically appended to all external emails.
 - In addition to legal and moral obligations employees must be wary of the possibility they may introduce a virus into their computer through pirate software, email or the Internet, or worse into the corporate network and information database. Although the Company has software to detect known viruses others do get generated.
- 6.1 Employees who are unsure of their obligations in relation to any aspect of computer use in the workplace should contact the Information Technology Manager for advice or assistance.

7. Access to Company Resources

In the performance of Company duties, employees are expected to:

- use or manage both human and material resources efficiently, effectively, and only for the benefit of the Company and its shareholders, clients and partners;
- avoid waste, misuse, abuse, or extravagant use, of resources of any kind belonging to or leased by the Company;
- ensure that all facilities, physical resources and other property belonging to or leased by the Company are given due care and maintenance;
- conserve and safeguard Company assets;
- budget honestly; and
- respect the environment by engaging in environmentally friendly work practices.

8. Gifts and Benefits

- 8.1 In their official capacity, employees are not to solicit any personal or other benefits, except where specifically

authorised by the Company (e.g. legitimate pursuit of donations or sponsorship in accordance with Company policy).

- 8.2 The Company recognises that there will be instances where employees will be offered benefits (gifts, hospitality, etc) and that under certain circumstances it will be appropriate for employees to accept them. However, employees are to avoid all situations in which the acceptance of any benefit could create an actual or apparent conflict of interests with their official duties.
- 8.3 Employees are to consider the following when making this decision:
- Who is offering the benefit?
 - What is the purpose of the offer?
 - What is the timing of the offer?
 - Does the value of the benefit exceed a nominal value?
 - Is the offer likely to be regular or repetitive?
 - Is acceptance of the benefit consistent with other Company policy?
 - Could the acceptance compromise you, another person or the Company?
 - Could acceptance of the benefit stand external scrutiny?
- 8.4 If there is any doubt about the intention or integrity of the source making an offer, employees are expected to reject the offer.
- 8.5 Where the value of the offer exceeds nominal value and refusal of the hospitality or benefit may cause offence, the offer should be accepted and immediately brought to the attention of the Managing Director.

9. Payments to Government Public Officials

- 9.1 No employee of GRM is allowed to provide a benefit, or cause a benefit to be provided, or offer or promise to provide a benefit, or cause an offer or promise of provision of a benefit, to any foreign public official. This relates to any person employed, contracted, performing work, or representing any government body, public enterprise, or any international agency including any international or multilateral agency.
- 9.2 Should any representations be made by any persons soliciting such payment or the provision of any such benefits, then this should be reported immediately to the relevant Team Leader or Senior Manager.
- 9.3 On occasions local custom may suggest providing minor benefits to public officials to expedite minor routine government action. GRM does not condone such activities and in the event they are likely to occur, this should be discussed with the appropriate Team Leader or Senior Manager prior to taking action. Examples of such activity would include expediting the issuance of visas, provision of driver's licences etc.
- 9.4 Any persons found not adhering to the above GRM policy, will be subject to severe disciplinary action.

10. Outside Employment

- 10.1 Employees may not engage in any employment outside the Company if such employment:
- interferes with the effectiveness of the performance of their duties within the Company;
 - creates or appears to create a conflict of interests; or
 - reflects adversely on the Company.

- 10.2 Employees in overseas assignment and consultants under fixed contract for the assignment cannot undertake another

11. Child Protection

11.1 GRM maintains a zero tolerance policy towards child abuse.

11.2 No employee is to engage in behaviour that is intended to shame, humiliate, belittle or degrade children, including using language towards children that is harassing, abusive, sexually provocative or culturally inappropriate.

11.3 No employee is to engage in any form of sexual activity with children, where under all applicable laws, the child is under the age of consent

11.4 All employees are required to adhere to the following rules when dealing directly with children (excluding where applicable the employee's own child(ren)), and in doing so take responsibility for ensuring do not place themselves in a position where they risk allegations being made against them:

- Ensure another adult is present at all times
- Not invite unaccompanied children into a private residence unless they are in immediate risk of injury or in physical danger
- Not sleep close to unsupervised children, unless necessary and then only in the presence of another adult
- Not access or store child pornography via any medium
- Refrain from physical discipline of children
- Refrain from hiring children as domestic labour which is inappropriate for their age or places them at significant risk of injury

11.5 When photographing or filming children for work related purposes employees must:

- Endeavour to comply with local traditions or restrictions for reproducing personal images
- Obtain the informed consent of the child or parent/guardian of the child by explaining how the images will be used
- Ensure the images present children in a dignified and respectful manner, not a vulnerable or sexually suggestive manner
- Ensure file labels do not reveal identifying information about the child if sending images electronically

11.6 Employees are obliged to immediately report concerns or allegations of child abuse in accordance with GRM's Child Protection Policy.

GRM GROUP FRAUD POLICY

The GRM regards and treats seriously any fraud and maintains a zero tolerance position towards fraud.

Fraud is defined as dishonestly obtaining a benefit by deception or other means. It extends to benefits obtained or derived that can be both tangible and intangible.

All staff are responsible for fraud prevention and detection. They are required to report any incident of suspected or detected fraud immediately to the relevant Team Leader and Senior Manager. This report will be in writing and will initially include the following information:

- Name of the project or activity
- Name of parties involved
- Details of the suspected/detected fraud, including a chronological account of the facts giving rise to the fraud
- Details of any witnesses
- Copies of relevant documents
- References to any relevant legislation

- A nominated contact person
- Any other relevant information (eg, possible local sensitivities, relevant in-country agencies that can assist with investigations)
- The current status of any inquiries

The relevant Senior Manager will immediately report to the Managing Director and Chief Financial Officer and, if required, to the relevant client. Subject to the decision of the GRM Group Managing Director, (in consultation with the client (if required)), the Chief Financial Officer, and the Country Manager and Financial Controller), GRM will investigate the suspected or detected fraud. GRM will engage appropriately qualified people to conduct any fraud-related investigation to avoid, inter alia, the contamination of evidence that may compromise action to obtain redress through criminal, civil or disciplinary proceedings.

The Managing Director, the client (if required), the Chief Financial Officer, the Country Manager and Financial Controller will agree on a strategy to be followed to obtain redress, where appropriate, in light of the investigation's findings. The company will undertake the appropriate action, if required, in accordance with this strategy.


DETERMINING APPROPRIATE CONDUCT

1. In the first instance, employees are expected to assess the appropriateness of their own conduct in relation to decisions or actions they take as follows:
 - Would your decision or action withstand scrutiny by the community or the Company?
 - Will your decision or action comply with this Code of Conduct and Company policy?
 - Does your decision or action comply with all laws, regulations and rules?
 - Is your decision or action fair to the community, your family, your colleagues and others?
2. The Company's responsibility in determining whether an employee's conduct, whether on or off duty, is right and proper in terms of this Code requires examination of:
 - the nature of the conduct exhibited; and
 - the context in which the conduct takes place.
3. Appropriateness of conduct is determined within this framework, with reference to the expectations of the Company, applicable legislation, the wider community and the provisions of this Code.
4. Where the conduct of an employee does not satisfy the self-assessment criteria above, or will otherwise adversely reflect on the Company, it will be deemed by the Company as inappropriate hereunder.

BREACHES OF STANDARDS OF CONDUCT

1. All employees are expected to familiarise themselves with this Code and ensure that its provisions are observed.
2. Failure to comply with standards of conduct outlined in the code, without valid reason, will be addressed as a disciplinary issue.
3. Employees requiring advice or assistance concerning their obligations under this Code should seek assistance from their Team Leader or the Senior Manager in charge.
4. When assessing perceived or actual breaches of the Code of Conduct, Management will adhere to the principles of natural justice, i.e. the affected person must be given the opportunity to present their case and have that information considered before any decision is made; and the decision maker must have no personal interest in the matter to be decided, have no bias as to the outcome, and act in good faith throughout the process.

Annex 13 Equipment Use Request Form

<u>Philippines' Response to Indigenous Peoples' and Muslim Education</u>	
	
Equipment Request Form	
Date : _____	
Employee Name / Borrower : _____	
* Equipment Needed: (Please select one)	
Data Projector	<input type="checkbox"/>
Digital Camera	<input type="checkbox"/>
Digital Video Camcorder	<input type="checkbox"/>
Laptop	<input type="checkbox"/>
Desktop	<input type="checkbox"/>
Printer	<input type="checkbox"/>
Other	<input type="checkbox"/>
If you chose 'Other', please specify what type of equipment.	
Date Needed: _____	
Start Time: _____	
End Time: _____	
Reason/s for Borrowing:	
<div style="border: 1px solid black; height: 40px; width: 100%;"></div>	
Signature of Borrower:	
Approved by:	
Senior Field Based Program Officer / Admin Officer / Accounts Manager	
Date:	

Annex N

Most Significant Change Stories

ANNEX N Most Significant Change Stories (January – June 2012)

1 Background

Qualitative Findings in the Prime program will be presented in the Form of **Most Significant Change Stories, Process documentation and Promising Practices**.

The Most Significant Change (or significant challenge) Stories are short vignettes documented by the Region and Division Monitoring and Evaluation groups that were collected around the two domains of change of: Stakeholder Participation and Changing Attitudes and Perceptions.

The Promising practices documentation is the collection of field level programs, activities or strategies that show promise for possible replication in other areas or may have implications for management level decisions. For this SMPR, two Promising Practices will be highlighted: the Hagura Experience of Ancestral Domain Education Planning and Apayao Division Use of DO 62 as the Framework for Education Planning (DEDP).

The Process documentation for this semester refers to the documentation of insights and stories from the experiences of the nine Prime Field Based Program Officers on the milestones and initial gains they observed in their Region and Divisions. Process documentation tries to capture the gains we have made in specific progress markers. Some of the initial gains documented have been in the areas of evidence-based planning, community engagement of IP communities, developing an IP lens for proposal making and self-acceptance of ethnicity.

Both MSCs and Promising Practices are the qualitative methods of the Prime for collecting data concerned with describing meaning and experience. They provide an in depth and rich description of change and learning. Reflections on the MSCs and the promising practices will be presented in the form of Progress Markers that reflect growth in the accomplishment of outputs and outcomes. Identifying realistic and observable progress markers are essential to success in Outcome evaluation. They are the “indicators” of progress over time and measure the deeper and deeper levels of transformational change in the stakeholder’s commitment towards the program’s vision.

2 Process of Qualitative Data Gathering and Analysis

The Most Significant Change process involves the collection of significant change (MSC) stories emanating from the Central Office, Regional, Division, School and Community field level, and the systematic selection of the most significant of these stories by panels of designated stakeholders or staff. Documentation of promising practices forms part of the implementation plan of every Prime Region and is facilitated by the Monitoring and Evaluation Office of Prime.

During the SMPR, the workshop on selected MSC stories and promising practices reviewed the stories in the light of the progress markers (Annex 1) for the Prime outcomes. The MSCs and promising practices were linked to two of the three outcomes of the Prime program and their corresponding progress markers:

Outcome 1: Increased demand for educational services in disadvantaged IP and Muslim communities
Progress Marker: Increased participation of stakeholders in program planning.

Outcome 3: Positive changes in the attitudes and perceptions among internal and external stakeholders towards (a) IP and Muslim identity and cultures; and (b) IP and Muslim education
Progress Marker: Positive changes in attitude of

DepED personnel towards IPs and Muslims and IP and Muslim education.

Reflecting on the progress markers, the SMPR participants focused on two evaluation questions:

- What improvements in Knowledge, Attitude, Skills and Practice were evident in the stories?
- What are the implications of these changes in policy, process, and strategy for the CO/RO/DO level?

3 Progress Marker: Change in Attitude and Perception

The change in attitudes and perceptions of the internal stakeholders focuses on the shift in perspective towards a new awareness and commitment in working with communities for IP/ Muslim education.

Diagram 1: Perception Change Diagram



3.1 Status Quo on Perception of IP Culture and Education

This process begins with a description of the original status quo in perception on IP/ Muslim culture and IP/ Muslim education. From the stories, this status quo was described as a spectrum of perspectives ranging from:

- Lack of awareness of IP/Muslim culture and practices
- Lack of concern for IP/Muslim issues
- Passive discrimination
- Prejudice

Excerpts from the stories and process documentation give examples of the status quo:

On Lack of Awareness:

"I learned that our school is one of the recipients of the Prime program. As the School Head I attended a Prime conference. I learned all about the Prime grants. From that, I realized deeper that the school where I belong is a place of the indigenous people. This helped me to understand why the parents and the students are behaving so shy and so naïve even though they possess exceptional skills and talents."

"During the orientation on the Prime program, our Schools Division Superintendent designated me as the Division Focal Person. I was so surprised and did not expect it. I am not an IP and I am not a Division official I am a school head of one of the schools which does not even have a single IP learner. I questioned myself. How can I deliver my responsibilities when I know little about the IPs?"

On Lack of Appreciation:

“The first time I was informed to join the meeting of Prime I had a feeling of hesitation. Not that I did not like to attend but I thought, there is nothing I can do regarding the program, I do not appreciate the culture of the IPs because I never had the chance to mingle with them. I have very limited knowledge about them as a person and as a group.”

On Discrimination:

“When I was in the elementary grades we IPs were unfairly treated by some of teachers specially in the giving of honors. The Ilocanos first before the Isnags. It was a bitter experience on my part because I knew very well that I was better than some of them academically.”

Status Quo for the CAR Region

The Cordillera Administrative Region (R-CAR) is a special case in that they are composed of a majority of IPs. Given their long history of assimilation and of discrimination, they evolved a different conception of their identity that is being challenged by the new framework on education.

For many of the Cordillerans, there is a need to restore their sense of indigenous pride in their culture and traditions. Lack of acceptance of their ethnic identity is a struggle for many of them and is their status quo in perception of IP culture.

On Lack of Pride in Ethnic Identity

“Yes, there were times that I felt ashamed of my ethnicity. I felt so small and ashamed in dealing with other people. But I probably attributed this to my having grown-up in the barrio.”

“As an IP, I felt a little inferior of my identity for the past years, especially during my college days. I was brought up as an Ibaloi, with the signature characteristic of being shy. I always thought it was okay to live with that attitude. But this habit became a hindrance to some of our people who did not excel even though they were born with exceptional skills and intellect.”

“Why do I have to be proud that I am an Ibaloi? When I was in HS if I identified myself as an Ibaloi I was labeled as shy, not assertive. So instead I would say I was of mixed tribe, and not admit I was pure Ibaloi.”

“The immersion helped me to further realize that we have been separated from reality by the “star spangled curtain” discussed by William Henry Scott. We have not realized earlier how damaging being too much assimilated has done to us as an IP group. If Scott termed it as the “Star Spangled Curtain, I would say it is the education curtain that has covered our eyes to the reality that is our desire to get ourselves in the majority group, the identity of being an IP will soon disappear”

I started my work as a School head in a Muslim community with mixed emotions – excitement, sadness, fear and regret. The stories my father told me when I was young made me mad at Muslims. He described them as strong and brave but untrustworthy. I grew up with fear and doubts every time I encountered a Muslim person. The fact is that when I

started serving them I realized that most of them are intelligent although they lack self-esteem. Probably, the wall that has divided Christians and Muslims has not given them a chance.

“I realized that we are not only discriminated against by the non-IPs but we also discriminate against some IPs. Sometimes we have some pre-conceived ideas about others which make us expect some things and these things may even be hilariously funny at first but which make us wonder why we had these thoughts in the first place. Truly ignorance is the root cause of discrimination which may be an act of the IPs or the non IPs.”

3.2 Critical Interventions

Several critical interventions helped them to move from this status quo to a new status quo in perception on IP/ Muslim culture and IP/ Muslim education. These interventions included

- New knowledge from the introduction of Department Order 62 Framework for IP Education, IPRA Law, Prime goals and program features, etc.
- New experiences from Prime project activities of immersion, advocacy, community engagement
- New responsibilities in the Prime program for the Focal persons, RMEG and DMEG teams
- New relationships with civil society groups, NCIP, IP leaders and stakeholders, etc.

On New Experiences:

“It was when I went to one of the Prime Grant recipient schools that I observed, talked and immersed with the people in the community that I was shocked. I came to know the various origins of IPs and their lifestyle. I was able to discover the true personhood of the IPs so down to earth, so compassionate and easy to mingle with. One thing I like in them is their hospitality. They discussed with us their plans and observed proper decorum. Since then my perception has changed. Gone are my ideas that they are discourteous. I was amazed with the songs and dances they presented and I learned they have a rich culture.”

“The first move of the Prime team was the Orientation to stakeholders after the identification of recipient schools. One of the topics was the integration of Prime program in the school’s SIP. This was the task given to me that made me ask for brochures and other extra reading. With this came a deeper understanding and appreciation of the program. This was even further enhanced when we had our immersion activities at Pamana Ka in Occidental Mindoro. I am now challenged as an IP to play a great role and take a great responsibility in making my co-IPs understand and realize who a true IP is and his important role in the community. “

On New Responsibilities:

“During the community visits/ consultations to the Prime school grantees, it was then that I realized that IPs are very special who need special and important treatment these days. It came to my mind that “How could we attain quality education if some of the places in the province do not even have access to basic education. That time, I realized the importance of my designation as the Division Focal Person.”

3.3 New Status Quo on Perception of IP/ Muslim Culture and Identity

These interventions helped spark a new awareness and perception of IP/ Muslim culture, identity and education. The new status quo is marked by the following:

- Increased cultural awareness
- Increased cultural sensitivity
- Self-acceptance of ethnicity (for IPs)
- Commitment to IP/ Muslim education

On Cultural Awareness:

"I have come to realize that the Indigenous People, who in the past have become marginalized due to their unique culture, are like other Filipinos who are entitled to all rights. Their customs and traditions which they have preserved for many centuries should be respected and perpetuated. Thus a special system of education suited to their needs should be devised."

*Sulat Mangyan ay kahanga-hanga
Katalinuhan ng mga Gurango'y nakikita
Kay Liwanay raw into nagmula
Pangalan ko'y may 71 (seventy one) pa
Magkahalong tuwa at paghanga
Ang nangibabaw sa aking puso't diwa
Sa kulturang namasid at nakita
Iginagalang, iniingatan at inuunawa*

*Excerpt from: Pamanang Tunay!
Ni: Rosalinda Tavera
R-CAR Immersion sa Occidental Mindoro*

On Cultural Sensitivity:

"My most significant experience was learning that the IP communities have their own way of learning by way of attuning their way of life or culture. The mainstream way of learning is strange to them which in a way forces them to dislike going to school and redounds in increased drop outs. The highlight was the realization by all that IPs are to be understood in the context of their culture and not from the mainstream lens."

"Educators need to be more aware and sensitive to the culture and also knowledge of the culture in order to be successful in integrating indigenous knowledge in the curriculum."

"IP education is possible if the following is done – start from where the students are. Always start from what they know and what they are in touch with. Topics should be introduced to students from their own understanding and from their own culture. Localize or situate topics in the day to day life and activities of the students. Start from where they are, learn from what they do. Learn their issues and cultural life. Always bring them back to their own culture. Apply parallelisms of culture if there is more than one tribe represented in the class. Evoke their own values which they practice and which they want to preserve."

"IKSPs are a rich source of information which can be incorporated to the mainstream educational system. IKSPs whether scientifically true or false, can still be used as a point of

interest and jump-off points leading to the main contents. Just because we don't understand some IKSPs doesn't mean that they are wrong, false or untrue. Given the proper context, they are true. Man as a human being, will be poorer if we dismiss the vast wealth of IKSPs, by doing so we will only succeed in destroying part of our common heritage."

Self-acceptance of ethnicity:

I had my first PRIME experience when I attended the immersion at Tugdaan Mangyan Center for Learning and Development. In my encounter with the Mangyan students, teachers and the community, I had developed in myself pride of one's culture, love and care of one's identity with rich tradition. It was an eye-opener to me that no one could certainly preserve one's culture other than ourselves.

Taking pride in my own culture is another important realization that I learned and developed personally from my close encounter with the Mangyan tribe. "Kahit Ifugao, Igorot, Isinai o ano ka man, dapat mong ipagmalaki at huwag ikahiya."

My immersion experience in PAMANA KA where I encountered the Mangyan tribe was so significant and life-changing because it opened up so many closed doors of my being an IP or Isnag particularly. The experience posted me several challenges..."

- 1. That being an IP, I have to be very strong in keeping up my own culture;*
- 2. That the IP have their own unique ways for survival which should be passed to the next generation for survival skills; and*
- 3. That an IP is happy and satisfied with simple living despite the complexities of the modern world.*

"The PAMANAKA experience has opened my eyes on what really being an IP is all about. I know that I am an IP but the experience made me connect with my ancestors – giving me an appreciation of who they are – of how they survived - of their strengths and of their intelligence in taming the wilds not for survival but for peaceful co-existence. The experience changed my idea of development and what development is about. It made me more proud of being an Igorot."

"My experience in PAMANAKA made me realize and internalize my being an IP. What will be my role/contribution being one educator in the development of the education system for the generation of my Lupang Ninuno. Changes in me personally – (realized) the values towards our culture, the spirituality of the environment and rituals being performed and proper practices to save our Mother Earth which are the indigenous practices."

"My PAMANAKA experience has suddenly broadened and widened my consciousness as an IP. I found value in the rituals and other practices I once considered traditional. I can shout to the world that I am proud and lucky to be an IP Igorot."

And if we are not to do something now I am sure our being an Igorot will soon be nowhere. It is not until everything is lost, then we realize that our "primitive" IP ways of living is still the best. Agriculture is now going back to organics means which is our ancestor's way of doing things. Healthy food is cooked the way our ancestors did it, what other proofs do we need?"

If the DepED management has to undergo this activity to be fully convinced of the impact of IP Ed, how long will it take the teachers? I therefore say that we need to start from self-

identity of being an IP. For IP Ed to be successful there is really a need for self-awareness or more for IP awareness."

Commitment to IP Education:

"With my experiences in the Prime project, I am now aware of what being an IPs means, what they need and what I can give as a non-IP. IPs deserve quality education for they play a significant role in the total development of our country. I realized that as the Division Focal Person this is not just a work, I should say that it is my commitment to Indigenous peoples."

"The experience helped me realized what I had been struggling to do when I was a teacher is what is really needed today for I have been struggling within my inner self as an Araling Panlipunan teacher I had been teaching correctly when I integrated local history and used local resources as the environment around – since nobody affirmed them I just imagined that I did in correctly but now I know that I was on the right path and even especially now that I am a supervisor – I have been encouraging the teachers to go beyond the classroom, to use the locality as a rich source of knowledge. "

"Nature is the best teaching and learning material in the classroom. Indigenous knowledge is the best springboard for lessons in the class, and then curriculum materials should be based on these realizations."

"I dreamed I could be a steward to help the Muslim people. I started by listening to how they spoke about their life. I decided to remain in the Muslim community as my residence so that I could immerse myself and my family and learn to accept them in our life. Then things started. God guided me to find an NGO that helped Muslim communities with livelihood skills, education and culture development. But I was still looking for something that could uplift their life. Allah is great, he blessed us with Prime. Now there is a tremendous opportunity for change, not only in access and quality of education but in how they can reclaim their self-esteem."

One particular story puts captures the change in perception in a succinct way:

ATTITUDE CHANGE STORY: "IGNORANCE OF THE LAW EXCUSES NO ONE..."

Several years ago, when I was still a high school classroom teacher assigned in a remote barangay, I used to handle students belonging to Mangyan tribes. In those days, I was always saddened by the fact that majority of these students dropped from schooling after few months of attending classes. One culprit, I suppose, was the distance of the school from their residences which are normally situated in the mountain ranges.

At times, I was irritated by their attitude of not responding whenever I call them during the discussion. They do not normally speak out when called. I perceive them to be dull and blunt. And I was unwittingly putting the blame to their teachers in the elementary grades. But just the same, I cannot do anything for them to stay and finish high school.

With my eagerness to help them, I urge the Barangay Officials to pass a resolution to the Municipal Council clamoring for the opening of an extension high school in their community. This step would probably help them in their schooling. There will be no need for them to walk for three to six hours in risky aisles of steep mountainsides and crossing rivers to reach the

school. The school will be put up in the midst of their village. And this would somehow address the problem of dropping out.

We were very happy because the Municipal Government responded positively to the proposal. They helped us in our advocacy and forwarded the same to the Department of Education. But to our dismay, when almost everything is set for putting up a high school there, it was the Mangyans themselves who opposed in the proposal. Some of them were actually the same persons who have signed in the campaign for the project to be pushed through. They said the DepEd should seek first the approval of their respected elders.

I really could not see the logic why of all people it was they who would hamper the implementation of the project. Why they did so remained a big question mark in my mind for quite some time.

My perception of the Mangyans changed dramatically when I was promoted as the English Supervisor. By then, I became a member of the Division PRIME Team. At first I was hesitant. But through the discussions with the PRIME people, I began to realize the salient features of the program. The activities we have undertaken served as an eye opener for me to appreciate what they have, and their unique way of doing things. Really naïve, yet they found it productive.

*The immersion activity had exposed me to their true nature. In the conduct of their lessons, I personally observed how lively their discussions were. The pupils and students are exactly the opposite of my former IP students. They are now sharing their thoughts and ideas, explaining things in their context. I came to realize that, at the end, their negative response towards the opening of the school was right because it has to go through a process of consultation to the elders, by way of “**free, prior, and informed consent**” as mandated by IPRA Law.*

3.4 Promising Practice on Change in Perception: Division Apayao

Division Apayao in the Cordillera Administrative Regions grappled with the problem of how to actualize DO 62 in schools serving IP communities. Through immersion and exposure activities they broadened their understanding of what it meant to use an IP lens in developing a culturally responsive curriculum. Through a consultative and participatory process, the Division conducted a series of workshops for the development of their IP Education Framework. The experience changed their perception of what it meant to indigenize the curriculum, moving from the simple process of introducing cultural dances, art, literature and artefacts to a deeper understanding that it needed to focus on the ancestral domain. To get to this realization, they had to first do an analysis of the ancestral domain during the colonial period and compare it to the ancestral domain of IPs in Apayao today. Some salient strategic policies they adopted after this workshop were the following:

1. DepED-Apayao IP Education shall be Ancestral Domain based.
2. DepED-Apayao IP Education shall be IKSPs based.
3. The unit of planning for DepED-Apayao IP Education is the Apayao Ancestral Domain.
4. The IP Education Development Plan of Apayao should be institutionalized as an integral part of the Division Education Development Plan.
5. The DepED-Apayao IP Education shall be integrated in the Provincial School Board Plan.
6. A “Platform of Cooperation” shall be institutionalized among all stakeholders namely, ICCs, IPs-DepED, NCIP, NGO/IPOs and community.

3.5 Initial Gains on Progress Marker

The following were insights and recommendations gathered from DepED Regional representatives from Prime regions on the progress markers for change in attitude and perception:

1. What improvements in Knowledge, Attitude, Skills and Practice were evident in the stories?

Knowledge	Attitude	Skills
Greater understanding of need for FPIC	Positive attitude toward IP contributions to environmental awareness.	Able to advocate for a culturally responsive education to other stakeholders
Greater understanding of DO 62. and IPRA Law	Positive attitude towards indigenous systems of learning	
Awareness of IP rights to determine their own education system	Greater acceptance of IP self-identity	Practice
Greater awareness of discrimination suffered by Muslims and IPs	Being sensitive to the unique needs of IP/Muslim	Increase the support and concern for IP Education of the Department
	Paradigm shift from being prejudice to acceptance	
	Pride in the uniqueness and talents of the IP community	

2. What implications to policy, process, and strategy do these improvements imply for the CO/RO/DO level?

IMPLICATIONS TO POLICY AND PROCESS

- Break through towards provision of information on existing laws on IPRA (NCIP and NCMF)
- Institutionalize in DepED interfaith and intercultural dialogue between and among Tri-peoples
- Interventions showed be evidence-based so as to address their needs and improve quality of life
- PAPs should be more focus on there needs to improve quality and their education
- Need for guidelines and standards on IKSPs based curriculum development
- Need for more immersion/ exposure to model IP schools and programs, indigenous learning systems
- Develop a curriculum that is responsive and ancestral domain based (For CAR)
- Operationalize Regional Committee on Education For All.
- Create a platform of cooperation between DepED, NCIP, LGUs and other NGOs agencies
- Set immersion program as regular process to contextualize educators understanding of IPs and Muslims
- Creation of a Department for Special/Targeted assistance to Multi-grade schools

IMPLICATIONS TO POLICY AND PROCESS

- In CAR division, instituted DO 62 as the framed for education planning
- Dislodging the biases/stigma brought by history
- Provision of DO 62 can be actualized n school servings community
- In CADT areas, need to situate IP education within context of Ancestral Domain
- Work with other agencies to strengthen council of elders
- Strengthening the partnership of CSO and NGO in the budget preparation, execution and monitoring.

4 Progress Marker: Stakeholder Participation

In a broad sense, stakeholders are persons who will benefit through the outcomes of a planning process, program or project. In PRIME, the internal stakeholders are the DepED constituents (CO, RO, DO, School) students and parents, while the external stakeholders are tribal groups, Local Government Units, line agencies, non-government organizations, peoples organizations and other entities who have interests and ability to contribute to the outcomes.

The qualitative information on Stakeholder Participation presented herein is contextualized from the Stakeholder Engagement Spectrum which shows the levels of participation along the continuum illustrating low community participation to high community participation.

Information → Consultation → Involvement → Collaboration → Support

The progress marker on stakeholder participation is analysed through these descriptors:

Information	Consultation	Involvement	Collaboration	Support
Communicate information to Stakeholders	Seek the opinion of Stakeholders	Stakeholders participate in decision-making and action	Stakeholders share decision-making	Stakeholders to implement their own actions

Critical inputs that relate to Stakeholder Participation include:

- Guidelines on Enhancing Culture-Sensitive School Improvement Plan
- Community Education Participatory Planning Tools
- Advocacy on DepED Order 62 Policy Framework for IP Education, IPRA Law, enabling laws
- Capability building on Project Proposal Development and Management, Evidence-based, demand-driven principles
- Cross visits, immersion and community engagement activities

Initial gains on the progress marker on Stakeholder Participation are gleaned from the story samples which demonstrate the levels of participation in PRIME program. From the descriptors on stakeholder participation, these stories have indicated levels of participation in terms of consultation, involvement, collaboration and support.

STORY 1: TEACHER-IN-CHARGE, IP SCHOOL

“The School Improvement Plan is mostly based on school-related problems, but we realized that it is better to involve both the school and the community in the planning to determine the real causes of absenteeism. For instance, now we have found out that some absences incurred are culture-related or connected to the cultural calendar of the children’s tribe.

The joint school-community planning process can be sustained through the partnership of the Division and the stakeholders such as the LGU which can designate the Barangay Health Workers to help in the data gathering. Many agencies can utilize the information from the comprehensive planning process such as the Department of Health and the Department of Social Welfare and Development.

“From the series of consultations among parents, chieftains and school, holistic proposal was developed which aim to address the problems of school children and other children who are out-of-school. Through this participatory planning process, we get to know better the indigenous culture. For instance, when they say “we don’t have food, only camote” we understand better the underlying misconceptions.

Since data gathering on culture is also included in the plan, it is quicker to get and utilize the information in the MTBMLE and it is easier to share our own stories. This creates more bonding with the pupils and encourages the teachers develop strategies which are more flexible.

We consider this planning process as more “genuine” because we know better the situation and there are more partners to solve the problems of low performance indicators.

Currently, the District of Talacogon West has shared the information and forms used in the school-community planning process among the 30 schools in the District so that they can also implement the same process in their own communities.”

STORY 2: TECHNICAL STAFF FOR IP CONCERNS, PROVINCIAL GOVERNMENT

“We welcome this school-community planning model because the Provincial Government looks at the wider scope that includes the ancestral domains, thus, some specific concerns might be overlooked at the provincial level more likely to put emphasis on the economic aspect and livelihood. Here, more specific data on IPs are given attention and more focused on IP education to encourage preservation of IP culture and values.

The information from the planning process are very useful to the Provincial Government to support its programs development and implementation, including Information, Education and Communication (IEC). This collaborative mechanism encourages community participation that involves DepED, parents, Local Government Units and tribal leaders where teachers and LGU counterpart can conduct house-to-house information gathering. Detailed information on community situation will help in making student tracking system.”

STORY 3: BARANGAY LEADER AND IP ELDER

“We consider the school as part of the community, with the parents dreaming for the education of their children. Even how small the Barangay’s Internal Revenue Allocation (IRA), P5,000 is contributed to the school fund drive to support the school needs. We also give one sack of rice to the school per month, or depending when it is

consumed. The Barangay also shoulders the honoraria of two volunteer teachers at the Culi-RAM Elementary School. Since it is a multi-grade school, we have helped the school set up a secured dormitory with basic amenities so that the teachers do not need to go home all the time as they can stay in school.

We are glad to be involved in the process of planning where we the stakeholders were consulted on what we need. This is better because usually, Kagawad and Barangay officials just make the Barangay plan themselves and I just approve it. In the previous Barangay Development Plans, the projects were more on infrastructure and not focused on education. Now, we are involved in the tedious process of planning which is validated with the community and not just based on the whim of the leader.

Although the process is tiring, the 100% participation and unity among the stakeholders has made the planning process successful. There is a great chance that this planning process will be sustained with the support of the Local School Board (LSB) and community stakeholders, because it is the community itself who will use and benefit from the plan.”

STORY 4: REGION PRIME FOCAL PERSON AND CONCURRENT REGION SBM MANAGER

“Involving the Division SBM Coordinators and the Regional SBM Task Force as active participants during PRIME activities such as the MEPA has given them the chance to understand, respect and plan activities that would cater to the needs specifically of the IPs and Muslims in Region XI. Although many of the schools in Region XI are already implementing the IP curriculum and ALIVE, the structure and process are further strengthened with the participation of SBM Coordinators and the SBM Task Force, making it a point that IP and Muslim concerns are incorporated in the School Improvement Plans. This time, it is not only the Division IP and ME coordinators who are monitoring their respective concerns because more people are involved and collaborating with them.

Twice, most of the Division SBM coordinators with their respective SBM Task force were invited to attend PRIME activities (Training on M and E and RMEPA) using the SBM Program Support Funds of the Region and Division as counterparts. I considered it significant because it has provided more people to get involved in providing access to and quality of basic education. It also paved the way for them to widen their understanding on the plight of IPs and Muslims in the region.

Other SBM Coordinators who are not from “PRIME Divisions” are more conscious in understanding and respecting their unique cultures. All the Divisions have introduced PRIME guidelines during their SBM meetings. As a rippling effect, other school heads have been made aware of their contribution to address net enrolment and participation rate in their respective schools.

It is also significant for me because SBM coordinators appreciated the MEPA technology as a means to monitor, evaluate and adjust plans to make more effective and relevant to the demands of time. The SBM teams have already included in their plans the conduct of RMEPA to discuss issues and resolve issues in the Division and Regional level. Significantly, the relationship of the team became stronger, open to change and proactive.

At the Regional context, utilizing the existing SBM Task Force to compose the PRIME team has strengthened the collaboration among personnel coming from different units and section the Regional office. Involving them from the planning gave them the sense of ownership in addressing regional concerns, specifically the IPs and Muslims concerns. What is significantly observed in the Region is how the different personnel from the Region and Divisions are closely working.”

One of GRM’s Field Based Program Officers reflected on the importance of providing technical assistance from experienced community organizer’s to improve the results of stakeholder consultations:

During the proposal writing stage, the Ilocos Sur Division Focal team noticed that the despite the provision of technical assistance on proposal writing, the project applications did not target educational interventions to improve access and quality of education. Project requests were on water systems and garbage collections problems of the schools. The Division Focal team decided to investigate how the proponents collected data on community needs for education. During a visit to the Mayor of the municipality of Cervantes they realized that the community had not been consulted on the Prime project. The Mayor pointed them towards an existing CSO working in the community, Assisi Foundation that was planning to lead a community development planning process.

The Mayor suggested that they use this planning activity to improve their Prime proposal. Over a series of community consultations facilitated by Assisi, the school and community evolved a community development plan with an education component that addressed several educational gaps. The Prime proposal was revised to address the problems of access to education because of the distance of the elementary school and three primary schools from several IP communities. Using a cluster approach with the elementary school as the center, the proposal included plans to create a multi-grade school in two of the farthest sitios and to upgrade the primary schools into elementary schools. The plan also touched on the need to help the parents provide a more supportive role in their children’s education by providing literacy and livelihood programs. The LGU would help to construct and upgrade the school infrastructure and DepED would provide the enhanced indigenized.

An example of stakeholders actually implementing their own plans is evident in the experience of Division Occidental Mindoro in facilitating the development of an Ancestral Domain Education Plan for the Hagura of Mindoro:

Reflections of a Mangyan elder:

“In our early years long ago we did not believe in education. We saw formal school as a distraction from our work in the kaingin. Foremost in our experience was that Mangyans who finished their studies, learned to cheat and take advantage of us later on. But the time came in our life story when we began to need to relate with the lowlanders. We needed to know their ways so we could learn their ways. But when they began to put up schools in the mountain they also brought their own culture. While they brought us knowledge, it was wanting. We were supposed to be happy because our children had finished college, but they had changed so much. In the end they no longer wanted to go back to the mountains. Thus it came to birth our yearning to have a school of our own. One especially suited for the Mangyans. We wanted a school with no social pressure to forget our culture, a place where we would not be belittled, maligned and looked down upon. An education meant to form a Mangyan who can shape his own destiny and culture. To nurture Mangyans rooted in the

culture and committed to serving the interests of their fellow Mangyans. Thus was born PAMANA KA. (Paaralang Mangyan na Angkop sa Kulturang Aalagaan), the first Mangyan owned school with over 80 students.”

In December 2010, the Hagura, the Mangyan organization was awarded their own Certificate of Ancestral Domain Title. Under the IPRA Law, IPs granted CADTs have the “right to establish and control their educational systems and institutions by providing education in their own language, in a manner appropriate to their cultural methods of teaching and learning” and that indigenous children/youth shall have the right to all levels and forms of education of the State.” This gave them the opportunity to expand the benefits of IP education formed in PAMANA KA to all Mangyans.

PAMANA KA and HAGURA, through Sr. Aristeo Bautista, FMM requested assistance for the development of an Ancestral Domain Education Plan (ADEP) which will benefit the 18 communities of Hanunuo, Gubatnon and Ratagnon tribes (Hagura). PAMANA KA will serve as project facilitator and coordinator of the project. The Hagura are the project owners who are developing the plan as part of the Ancestral Domain Sustainable Development Plan. DepED personnel are participants and resource speakers in the process, the output of which will be a joint plan where DepED will contribute policies, personnel, learning materials and funds to support the education plan.

From February to April, 2012, four clusters of Mangyan communities met to share stories on their experiences of their children’s education and their aspirations for an authentic IP education for the Mangyans. Their reflections formed the basis for designing the ADEP. The four clusters collectively expressed their dream for a culture responsive education with these characteristics:

- Teachers who are themselves IPs or can identify with IP aspirations and perspectives*
- Teachers who are willing to learn, practice and teach the IP knowledge systems and practices*
- Teachers who speak Mangyan, the dialect as language of instruction for grades 1 and 2*
- The Mangyan elders and PAMANA KA as the trainers to form teachers for the Mangyan*
- The content of education is the Mangyan culture,*
- The purpose is to form the students who will value and nurture their cultural traditions*
- The freedom to wear their native dress*
- School projects that value their local practices and craft, use materials found in the environment, teach care for the environment*

A Curriculum that includes learning to read and write the Mangyan script, the Mangyan dialect, local practices, healing methods, tools and ingredients, Mangyan arts, Mangyan laws on marriage, respect for elders and parents, the practice of the rituals, storytelling, bayanihan

In a two day workshop attended by the Division PRIME Team, planning officer and the school heads of PRIME priority schools in Occidental Mindoro the data gathered from the community consultations were summarized and presented by the Mangyan leaders and facilitators.

The output is Occidental Mindoro Division Consolidated Plan for IP Education which includes: review and study of policies and systems to make them more responsive to IP needs; continuing staff development; structures for IP participation, development of IP curriculum, teaching-learning strategies, learning materials. Two important activities were lined up by the Division team for this school year: Mass training of teachers in IP schools and Dep-Ed forum with IP leaders and organizations. The realization of these plans however depends on the Division's will, impetus and initiative to pursue the plan of activities.

Moreover, along the continuum of stakeholder participation, the regional PRIME teams have observed significant changes such as:

- *Information. Advocacy campaigns were conducted to raise awareness among Local Government Units and other stakeholders to gain support. Massive IEC advocacy to schools and communities resulted in more IPs and ME stakeholders' participation in proposal writing.*
- *Consultation. Greater involvement of IP/ME advocates as Technical Working Group (TWG) members and constant consultation with elders on education needs through Focus Group Discussions (FGDs) and cultural mapping.*
- *Involvement. IP organizations/associations were more actively involved in the crafting of project proposals for both community and school and involvement of elders and other stakeholders in the planning of strategies and actions.*
- *Collaboration. More stakeholders particularly local government units were actively collaborating in the planning process to craft plans aimed to address education needs of the target communities.*
- *Support. Commitments for financial support from local government units were initially pledged from local funds through the signing of Memorandum of Agreements, and budget line item for IP education is being proposed.*

5 Conclusions

Over 80% of the MSC stories collected were focused on changes in attitude and perception. Key experiences were their immersion experiences, community consultations and learning visits to model IP schools. From these experiences came the realization that despite the neglect and discrimination IP communities had received in their access to basic services, their indigenous knowledge systems and practices contained important lessons on sustainable development and culture and identity that were worth sharing with the world.

For the Cordillera Administrative Region, where it is IP educators serving IP communities, they have had to acknowledge that decades of assimilation and discrimination have left them with a negative image towards their own identity as IPs. In order for them to be effective supporters of a culturally responsive education they have to work on self-acceptance of their own ethnicity.

The stories and experiences recounted above show that the Prime program interventions have been experienced at a very personal level. They have effected changes in DepED personnel's perception of culture, the understanding of the nature of development, their awareness of discrimination against indigenous people and even of their own identity as Filipinos and for others as IP educators.

The remaining 20% of stories were clustered around their reflections on Stakeholder Participation. The experience of education planning with the community has stretched their capacity to deal with other stakeholders, to work with civil society organizations and people's organization. Participation of the community in planning has moved from purely information and consultation towards involvement in decision making. In some regions involved in supporting the development of Ancestral Domain Education Plans, it is the community that takes a lead role as planner and decision maker with DepED providing technical support and resources. It has stretched their understanding of their role – as facilitator's of education and of the community as rights bearers of the benefits of education.

The experiences of education planning with the community have stretched their capacity to deal with other stakeholders, to work with civil society organizations and people's organization. It has stretched their understanding of their role – as facilitator's of education and of the community as rights bearers of the benefits of education.

A true IP curriculum will need more progress along these areas. One of the outcomes of Prime in which there has been no qualitative finding yet is in the area of developing new internal policies, systems and processes to support the development of IP education. Progress in this outcome is dependent on greater efforts at changing their attitudes and perceptions of IP culture and education and of more commitment to engage the IP communities, IP education managers and civil society organizations in these efforts.

Annex O

Plans for the Next Period

Annex O Plans for the Next Period

Major Activities		Implementation Period					
		Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12
1	Continue the Implementation of grants						
2	Continuing development of the IP Education Curriculum Framework						
3	Formulation of IP Advocacy Plan						
4	Expansion of the Inclusive Education (IE) in the Division						
5	Conduct of basic course on Managing M&E for CO and RO						
6	Conduct Financial audits to the regions and divisions						
7	Conduct Sustainability Review by an independent reviewer from AusAID						
8	Conduct Regional Monitoring, Evaluation and Plan Adjustment (MEPA)						
9	Conduct the Course on Qualitative Evaluation focusing on Process Documentation and use of Most Significant Change Technique						
10	Continue implementation of the Stage 2 of Baseline Survey - Demand-side						
11	Longitudinal Study		Tentative				
12	Review to enhance Muslim education initiatives						

13	Baseline survey - Supply-side						
14	Conduct Workshop on PRIME Annual Planning						
15	Collect, collate, select and publish MSC stories						