

PART II

**BUILDING A
HIGH-TRUST
SOCIETY
(“*MALASAKIT*”)**

05 Ensuring Responsive, People-centered, Technology- enabled, and Clean Governance



Ensuring Responsive, People-centered, Technology-enabled, and Clean Governance

Transparent, accountable, and effective institutions enable efficient delivery of public services and generate high public trust, which are crucial in achieving a healthy and resilient Philippines. In the first half of Plan implementation, significant accomplishments in the governance sector came in the form of the enactment of several laws that will improve the way the government delivers its services to the people. In light of the COVID-19 pandemic, the government will expedite its shift to digital platforms for citizen engagement, service delivery, capacity building, and accountability mechanisms.

For the rest of the Plan period, reforms will focus on: (a) proactively seeking citizens' perspectives to ensure the responsiveness of government interventions; (b) expediting the implementation of the Ease of Doing Business and Efficient Government Service Delivery (EODB-EGSD) Act of 2018 (Republic Act [RA] 11032) and the Philippine Identification System (PhilSys) Act (RA 11055); (c) building the capacities and preparing systems of local government units (LGUs) for the implementation of the Supreme Court (SC) ruling in the *Mandanas* case (General Register No. 199802, July 3, 2018);¹ (d) formulating public service continuity plans; and (e) tapping technologies to strengthen anti-corruption mechanisms.

Assessment and Challenges

Assessment: Major reforms in the governance sector have brought about increased access to and quality of frontline services. Legal frameworks have been institutionalized, such as the EODB and EGSD Act and PhilSys Act to streamline processes and increase access to government services. Initiatives to automate processes are also being implemented for transactions between government and businesses, government and citizens, and government and government.

For instance, some LGUs adopted electronic business permit and licensing systems. The validity of the passport was extended to 10 years. The National Economic and Development Authority (NEDA) has developed the Public Investment Program Online (PIPOL) System for submission of programs and projects.

Challenges: Physical distancing measures necessitate the adoption of alternative work arrangements and

¹ The ruling significantly expands the tax base for LGUs' share in national taxes to include not only national internal revenue taxes but also customs duties and fees.

digital transactions, which require the revision of existing government rules and regulations. With the increasing use of online forms of citizen engagement and the use of big data analytics, the rise of fake news and misinformation, lapses in transparency, and issues on human rights pose challenges in strengthening social cohesion. Relatedly, these

online platforms demand that the government establish security mechanisms against incidences of cybercrimes and cyberattacks. With the greater role of the LGUs, as first responders and frontline service delivery units in times of crises, their varying levels of institutional capacity, readiness, and leadership affect the pace of delivering services.

Targets

Targets are retained for the rest of the Plan period except for the Worldwide Governance Indicator (WGI) - Regulatory Quality² and the Global Competitiveness Index (GCI),³ which were lowered by one percentile rank due to the economic contraction caused by the pandemic and based on the historical performance of the country. The United Nations' (UN) Global e-Government

Development Index (EGDI) was included as a new indicator to capture the progress in the adoption of e-governance, which is crucial in the new normal. Scores on global indicators will also be reported to monitor progress of the country's year-on-year performance.

Table 5.1 Updated Plan Targets to Ensure Responsive, People-centered, Technology-enabled, and Clean Governance

INDICATOR	BASELINE VALUE (YEAR)	TARGETS			
		2020*	2021	2022	END OF PLAN
Sector Outcome: Responsive, people-centered, technology-enabled, and clean governance					
Score in the national governance index improved	None (2015)	Increasing	Increasing	Increasing	Increasing
Subsector Outcome: Participatory governance broadened					
Percentile ranking in the WGI – Voice and Accountability improved	51 (2015)	60	60	60	60
Open Budget Index score improved	64/100 (2015)	67/100	71/100	71/100	71/100

² The WGI-Regulatory Quality captures perceptions on the ability of government to formulate and implement sound policies and regulations that permit and promote private sector development. Given the economic slowdown due to the impact of COVID-19 and enhanced community quarantines, it is expected that there will be reduced private sector development. Thus, the targets were decreased.

³ The Global Competitiveness Report analyzes competitiveness along 12 pillars: institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labor market efficiency, financial market development, technological readiness, market size, business sophistication, and innovation. Given the economic contraction brought by the pandemic, the targets were lowered.

INDICATOR	BASELINE VALUE (YEAR)	TARGETS			
		2020*	2021	2022	END OF PLAN
Subsector Outcome: Seamless service delivery ensured					
Percentile ranking in the WGI – Regulatory Quality sustained	52 (2015)	60	59	59	59
Percentile ranking in the GCI sustained	59 (2016)	62	61	61	61
Score in the Global e-GDI improved	0.6/1.00 (2016)	0.7/1.0	N/A	0.7/1.0	0.7/1.0
Percentile ranking in the WGI – Government Effectiveness improved	57 (2015)	60	60	60	60
Subsector Outcome: Public accountability and integrity strengthened					
Percentile ranking in the WGI – Control of Corruption improved	40 (2015)	50	50	50	50
Percentile ranking in the Corruption Perceptions Index (CPI) improved	43 (2015)	50	50	50	50
Score in the CPI improved	35/100 (2015)	37/100	38/100	38/100	38/100

*2020 original targets set/approved in 2016/prior to the pandemic retained

Strategic Framework

The revised strategic framework (*see Figure 5.1*) maintains a culture-sensitive perspective, gender-sensitive paradigm, and rights-based approach to public service. The framework has been expanded to mainstream technology across all subsector outcomes and to improve the agility of the government to adapt to the new normal. Further, a whole-of-society approach will be implemented to strengthen convergence in achieving the sectoral outcomes. Rather than looking at each subsector outcome as agency-led initiatives, for the rest of the Plan period, greater coordination and complementation amongst agencies and non-government sectors will be pursued to drive the achievement of these outcomes.

Specifically, the government will: (a) sustain the automation of government processes for corruption-free, people-centered delivery of services through the full implementation of the EODB and EGSD Act; (b) increase the people's access to these services through reconfigured government systems pursuant to the PhilSys Act; and (c) strengthen the capacities of the LGUs, civil society organizations (CSOs), and other local stakeholders to ensure readiness for the implementation of the *Mandanas* case ruling in the midst of other multidimensional risks.

Figure 5.1 Strategic Framework to Ensure Responsive, People-centered, Technology-enabled, and Clean Governance



Strategies

At the national level, the NEDA and the Philippine Statistics Authority (PSA), with other agencies, will develop and institutionalize a National Governance Index (NGI). The NGI will consider relevant Sustainable Development Goal (SDG) 16⁴ indicators and other measures of governance and competitiveness.

Relatedly, a monitoring and evaluation (M&E) system for the sector will also be institutionalized to track the accomplishments and challenges in the sector and to formulate strategies that will address bottlenecks. A standard way of collection, organization, and analysis of indicators will also be developed and prescribed so that indicators

for each program, project, and initiative can be mined for higher-level analysis (if possible) and future planning.

To enhance anticipatory planning, the government will conduct ex-post evaluation of the various interventions rolled out during the imposition of the enhanced community quarantine (ECQ) and general community quarantine (GCQ) to determine lessons learned, share best practices across different agencies and the LGUs, and influence future policies.

⁴ SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.

Broadening participatory governance

The government will promote a culture of informing, engaging, and empowering citizens. Thus, adequate and genuine representation of civil society in local development councils and other advisory bodies will be ensured. Response and feedback mechanisms will also be localized and expanded. Electoral reforms will be intensified while observing risk mitigation protocols for the citizenry.

Government programs, projects, and public policies will be made more inclusive and responsive to the needs of the different sectors. The government will ensure that overseas Filipinos, micro, small, and medium enterprises (MSMEs), and the vulnerable and marginalized sectors, such as indigenous groups (IPs) and persons with disability, are involved in development planning. Frontline agencies will be trained on mainstreaming human rights-based approach to development planning to enable them to assist and provide the public with better government services.

Proactively seek citizens' perspectives for responsive government interventions. Agencies will proactively solicit comments and suggestions from citizens using a three-pronged approach: (a) providing adequate venues for engagement; (b) communicating in clear language; and (c) collaborating with other sectors. The “outside-in” approach⁵ will be adopted by actively listening to the people and understanding their needs and expectations. This brings the voice of the citizens into the decision-making for and design of public services. Several platforms will be provided to enable ordinary citizens to take an active role in information sharing, public resource management, policy and regulation review, and other related processes. A whole-of-society approach in national and local planning will be instilled.

The government will develop programs for people to participate in the promotion of citizen empowerment in their respective locality. Platforms will be provided to enable citizens and CSOs to participate in local government processes such as development planning, budgeting, implementation, and M&E. Development of mobile apps, utilization of media platforms, and application of geotagging technologies will also be implemented to facilitate broader participation such as Development Live (DevLive).⁶ With the institutionalization of the Citizen Participatory Audit (CPA), citizens and LGUs will be capacitated on the auditing process and the importance of CPA in minimizing corruption and enhancing public accountability.

Furthermore, these initiatives will be implemented:

- ***Encourage volunteerism to promote shared responsibility and accountability in achieving development goals.*** The government will reinforce and strengthen the practice of volunteerism in the delivery of social services, provision of technical assistance, response to disaster, and undertaking humanitarian efforts, especially in remote and unserved areas. Encouraging volunteerism will also be explored as a criterion in the Seal of Good Local Governance (SGLG).
- ***Ascertain the functionality and quality of local special bodies.*** Further advocacy will be conducted to encourage more CSOs to apply for accreditation, as outlined in the Department of the Interior and Local Government's (DILG) Memorandum Circular No. 2019-72.⁷ Existing guidelines of other agencies on CSO accreditation will also be harmonized. The selection process and criteria for CSO members will be upgraded to ensure unbiased and fair representation in local special bodies.

⁵ An approach where service providers place themselves in the position of their clients and view themselves from their clients' perspective. In this manner, services will be designed to be more responsive and easily accessible to the clients.

⁶ Developed by the DILG and the United Nations Development Programme (UNDP), DevLive is a mobile application where citizens can report status of projects in their communities that allows greater transparency, accountability, and efficiency in the implementation of government infrastructure projects.

⁷ Guidelines on the accreditation of CSO and selection of representatives to the local special bodies, which became effective starting June 11, 2019.

Further, the DILG will capacitate and evaluate the functionality of these bodies to ascertain the legitimacy of representatives and sectoral concerns in the planning process.

- ***Upscale existing governance initiatives.*** The government will continue to implement and upscale efforts in fulfilling the commitments to the Open Government Partnership (OGP) Action Plans and Participatory Governance Cluster Performance and Projects Roadmap (2017-2022). Best practices from the partnership will be shared with other government agencies through the conduct of regular, online peer learning sessions. The national government will also develop and issue a unified policy on citizen engagement in governance to consolidate fragmented guidelines, institutionalize best practices, and ensure sustainability of existing open and participatory governance reforms. To complement these mechanisms, national agencies will sustain compliance with the Transparency Seal. Agencies will also engage and partner with the private sector, academe, civil society, and other stakeholders for service innovations, technologies, and research and development.

Ensure public access to transparent, strategic risk communication. The government will continue to pursue the passage of the Freedom of Information (FOI) Bill to enable the public to have access to government data through online means, among others, free of charge and in an open format. With the right information, the public can provide insights and possible solutions that the government can use in crafting policies, plans, programs, and projects. Specific initiatives include:

- ***Mainstream the use of technology in informing, consulting, involving, collaborating, and empowering citizens.*** Adequate information and communications technology (ICT) infrastructure will be pursued through provision of free Wi-Fi access in all public places and rollout of programs included in the Department of Information and Communications Technology's (DICT) e-Government Masterplan.

The National Government (NG) and the LGUs will maximize the use of online platforms to provide timely and responsive public information including policies, advisories, statistics, and other government data. At-a-glance, information on government services will also be provided in a comprehensive, accessible, and timely manner.

Aside from these, the government will utilize other platforms to reach a wider audience and engage citizens to generate more feedback on the quality of government services. These platforms include social media, text messaging, call centers, and mobile apps, which will be institutionalized at the local level, as much as possible. Crowdsourcing will be explored as another form of public consultation, while collaboration with non-government sectors will be facilitated. Mechanisms will be improved and simplified to ensure that the feedback loop is closed – citizens who submit complaints must be given real-time updates on their issues to show that their concerns matter.

The Report Card Survey (RCS), now under the Anti-Red Tape Authority's (ARTA) purview, will be expanded and revamped to incorporate more measures of citizen satisfaction using a leaner, simpler tool. This will allow the identification of priority areas for service improvement, comparison, benchmarking across agencies, and recognizing best practices for replication. The RCS will be cross-referenced and, if possible, harmonized into a single survey with other existing stakeholder satisfaction surveys such as the Development Academy of the Philippines' (DAP) Customer/Business/Stakeholder Satisfaction Surveys and the DILG's Citizen Satisfaction Index System.

- ***Develop and implement a framework for privacy, personal data protection, and security in the use and application of ICT.*** While programs for an ICT-enabled government are being accelerated, the government will also ensure that data privacy rights of citizens remain protected under these e-programs. Safeguards against cybercrimes and data privacy breach will be enhanced by strengthening the capacity

of the DICT. The government will also revisit the Data Privacy Act of 2012 (RA 10173) to examine its safety measures and determine its sufficiency in balancing concerns on data privacy and public welfare. Privacy impact assessment will be conducted with guidance from the National Privacy Commission (NPC). Data sharing agreements will be enforced to facilitate information sharing, where possible.

Intensify organizational and electoral reforms.

Spearheaded by the Commission on Elections (COMELEC), the government will push for political and electoral reforms to integrate new election protocols such as, but not limited to, automation and online system of voter registration, digitization of voters' list, enhancement of voting measures for senior citizens and persons with disabilities, and establishment of additional polling places for indigenous groups (*see also Legislative Agenda*). Rules and regulations on party-list development, anti-political dynasty, and campaign financing will also be pursued.

To ensure a more responsive and resilient electoral process, appropriate risk mitigation measures against COVID-19, or any other pandemic, will be developed for the 2022 elections. Voter education activities will be intensified to include information on safety protocols during elections. Similar to previous initiatives, there will be partnership with state universities and colleges (SUCs) and open universities for the development of education modules and dissemination of information. Online platforms will also be utilized to inform voters.

Ensuring seamless service delivery

All of government will be engaged in streamlining policies, processes, and procedures, while ensuring interoperability to facilitate the shift towards e-governance. Better service delivery strategies and new programs will be co-created among related agencies, relevant stakeholders, and citizens.

Strengthen the whole-of-government approach in the delivery of key services. A whole-of-government approach entails interoperable government processes and systems in delivering key services (e.g., provision of healthcare, access to basic social services, and utilization of the PhilSys, among others). Effective service delivery to overseas Filipinos (OFs) will also be pursued (*see Chapter 21*). Coordination among the NG, the LGUs, private sector, and civil society will be enhanced by automating systems and linking government services. To increase public satisfaction and confidence in the government, initiatives will be implemented on the use of evidence-based service quality standards, performance excellence, and best practices in citizen-centered public service delivery. Complementing efforts at the national level, LGU capacities on the implementation of infrastructure projects and the delivery of devolved services will also be enhanced to take advantage of the increase in their resources following the *Mandanas* case ruling. A communication, outreach, and standards development for devolved services and roadmap to manage the transition will be formulated and implemented by the time the ruling takes effect in 2022.

Aside from these, the following initiatives will be pursued:

- ***Expedite implementation of the EODB and EGSD Act.*** Implementation of the law must cover the: (a) issuance and extension of validity of permits and licenses; (b) reduction in the number of signatories and requirements; and (c) use of online filing and payment platforms of government agencies. As much as possible, government procedures and processes will be automated through either full migration to online systems or utilization of a common platform such as the National Government Portal (NGP). This platform will also include a standard, full suite of common government processes (i.e., human resource management and procurement) to minimize duplication of efforts by various agencies. The ARTA will be fully operationalized and agencies will be trained to identify transaction complexity

of government procedures for appropriate response times.

- ***Fast-track the digitalization of frontline services and contactless transactions with the government.*** Digitalization will entail electronic and paperless systems, zero-contact policies, online transactions, and new channels for service delivery. The government will invest in ICT to enable remote government operations and to strengthen and harmonize existing online platforms. Aside from preparing the necessary ICT infrastructure, the DICT will also fast-track the implementation of its Digital Government Program to develop key solutions for national government agencies (NGAs) and the LGUs that will enable them to remotely perform their mandates and implement their programs, projects, and activities. These include providing reliable and secure connectivity, collaboration tools, videoconferencing applications, cloud platforms, cloud hosting, and digital signatures. Moreover, the DICT will enforce the Philippine e-Government Interoperability Framework (PeGIF) which defines a common language, principles, and standards that the NGAs should adopt in designing their technology-enabled platforms to ensure cohesion of ICT systems for the whole of government.
- ***Accelerate the implementation of PhilSys.*** As registries of program beneficiaries and the use of digital payments have become critical in this new normal, implementation of PhilSys will be accelerated by increasing registration kits. To achieve its targeted registration of 116 million population by 2023, the PSA will fast-track the completion of registration guidelines and protocols, recruitment and training of field registration personnel, and establishment of registration centers. Use cases for the issued identification (ID) called the PhilSys ID, will be identified, particularly in facilitating more efficient provision of key services (e.g., pension, conditional cash transfer, farmer assistance, health coverage, among others). A primary use case, especially for low-income households, is

bank account opening/ownership for which PhilSys ID will be an acceptable proof of identity. To facilitate this, bank account opening will be co-located with registration areas. Further, functionality of PhilSys will also be harnessed in the development of the country's digital economy through its secure identification and verification platforms.

- ***Implement the community-based monitoring system (CBMS).*** As provided for by the CBMS Act (RA 11315) and the recent promulgation of its implementing rules and regulations (IRR),⁸ the CBMS will be conducted to ensure that the LGUs have regularly updated facts, figures, and maps on the different dimensions of poverty at the local level. Given current health and safety protocols, such conduct must be done through computer-assisted personal interviewing. The NG and the LGUs will utilize CBMS-gathered data for seamless and targeted distribution of social assistance and other public services. The PhilSys will be integrated with the CBMS to harmonize LGU data and further streamline administrative processes.
- ***Formulate and enforce national and local preparedness and response frameworks for disease outbreaks and pandemics.*** Existing frameworks for disaster risk reduction and management (DRRM) and crisis management at the national and local levels will be updated and harmonized based on robust assessment, surveillance, and monitoring of hazards, risks, and diseases. The IRR of the Philippine DRRM Act of 2010 (RA 10121) will be revised to explicitly identify public health emergencies such as pandemics in the definition of disaster events. These frameworks will be enforced at the local level to ensure proper planning and implementation of interventions intended to address health and other state emergencies.

Enhance regulatory quality. The EODB and EGSD Act institutionalizes the regulatory impact assessment (RIA) in the bureaucracy, which mandates the thorough review of regulations

⁸ Signed and approved on May 20, 2020.

prior to their issuance. Other reforms will also be intensified to reduce unnecessary regulatory burden while simplifying processes:

- ***Expand the National Effort for the Harmonization of Efficient Measures of Inter-related Agencies (Program NEHEMIA) for the pursuit of a whole-of-government approach to service delivery.*** Program NEHEMIA will be sustained to supplement efforts in eliminating red tape in the government by reducing time, cost, requirements, and procedures in sectors of economic and social significance by 52 percent within 52 weeks. Its scope will be expanded to other sectors taking off from the first phase, which included common tower and connectivity, housing, food and pharmaceutical, logistics, and the energy sectors.
- ***Reduce administrative burden within the government.*** To support remote government operations, oversight agencies, such as the Department of Budget and Management (DBM), the Government Procurement Policy Board (GPPB), the Commission on Audit (COA), and the Civil Service Commission (CSC), among others, will review and rationalize their rules, regulations, and requirements to allow for electronic transactions, alternative work arrangements, and procurement of off-the-shelf software⁹ in the public sector. This likewise applies to intra-agency documentary requirements of offices.

Pre-existing issues with the IRR of the Government Procurement Reform Act (RA 9184) (e.g., tedious process) and the COA rules (e.g., uniform application) will be addressed through the review and amendment of these regulations, as necessary, while making these responsive to the new normal.

There will also be a review of agency-specific and sector-wide policies to improve internal and sectoral efficiency. At the local level, a standard checklist will be developed containing

the services that must be complied with by LGUs based on existing laws and issuances. This checklist can then be used by the DILG for the SGLG, by constitutional bodies for the exercise of their functions, and by Congress for policy triggers.

- ***Accelerate the adoption of RIA.*** Priority will be given to the development of a national and sectoral framework for RIA, including the drafting of proportionality analysis guidelines. Regulatory agencies, the legislative branch, the LGUs, and the decision-makers will be trained to undertake RIA. Courses on compliance cost assessment and public consultation will also be conducted to support an effective RIA implementation. Online training and assessment platforms will be developed in this regard.
- ***Revisit and strengthen the results-based performance management.*** The Results-Based Performance Management System (RBPMS) will be intensified by refining performance measurements, strengthening M&E systems of performance targets, and making the link to performance incentives more explicit. The criteria and conditions of the performance-based bonus (PBB) will complement the desired reforms (e.g., digitization, contactless transactions, and productivity increase) and the achievement of desired sectoral, societal outcomes, and results that are relevant to ordinary citizens. In particular, the possibility of delinking the RBPMS from the PBB will be explored. Organizational rewards such as capital investments will be granted rather than individual incentives to encourage agency-wide collaboration. Further, information on the rationale of the PBB as a reform measure to improve performance and productivity both at individual and organizational levels will be cascaded.

Boost capabilities of the LGUs as first responders and frontline service delivery units. In a time of crisis, program convergence

⁹ Regular procurement rules will apply after the *Bayanihan* Act lapses in effectivity.

and coherent coordination between and among the NG, the LGUs, private sector, and CSOs, are crucial particularly in transitioning to the new normal. Proper change management on the devolution of services will be observed through collaboration between various government agencies and the LGUs, and timely dissemination of information to the LGUs. This includes a review of national policies and regulations such as auditing rules for more effective control mechanisms, pertinent provisions of the Local Government Code, and position qualification standards for capacity issues.

The government will craft the transition plan for implementing the Supreme Court (SC) ruling in the *Mandanas* case, which, upon its rollout, will provide the LGUs greater access to funds to implement devolved services. Guidelines on the use of the internal revenue allotment (IRA) for development projects will also be revisited to facilitate investments in community health programs and facilities. In light of disruptions to local economies, the LGUs will be empowered to shift towards new income opportunities and revive local industries as early as 2021 and update their Local Investments and Incentives Codes accordingly.

The LGU capacities on forward planning, budgeting, implementing, monitoring, and evaluating government projects, such as infrastructure, and the delivery of devolved services will be enhanced. In this regard, the NEDA will take on a bigger role by working with the DILG, the DAP, different SUCs, the Local Government Academy (LGA), and other training institutions to deliver the necessary training and other capacity development interventions. The DILG will also ensure that the LGUs are provided with necessary capacity development to prepare them for bigger responsibilities and accountability given their increased share from the national wealth.

Developing smart and resilient public organizations and future-ready public servants

Capacity-building interventions and infusion of technology in human resource (HR) management will enable smart and resilient public sector organizations as well as develop and sustain a corps of smart and future-ready public servants. The advent of the Fourth Industrial Revolution (FIRe) entails the automation of HR processes and the integration of HR systems that are aligned with government masterplans. Essential to these will be the development of a bureaucracy-wide HR Management Information System (MIS), propelling a shift from transactional to strategic HR management.

Strengthen competencies for innovation, anticipatory planning, risk management, and emergency response. Since the new normal is characterized by volatility and uncertainty, public sector organizations need to be agile and future-ready, with strong adaptive capacity. To ensure productivity of the public sector, initiatives will focus on fostering innovation and futures thinking. Public sector organizations will be assisted in applying design-thinking principles and strategic foresight tools. These interventions will be complemented with institutionalizing better knowledge management practices and encouraging knowledge sharing and collaboration between agencies. Online modules and training on risk management and emergency response will be developed and provided to civil servants to cope with the new normal.

Comprehensive and multimodal learning opportunities will also be provided for public managers, high level officials, and local chief executives through the DAP's Public Management Development Program. The DAP will likewise continue its Capability Building on Innovative Leadership for Legislative Staff Program, which aims to capacitate senior executives, managers, and technical staff members of the Legislative branch.

To optimize investment in HR development, the Philippine Civil Service Academy (CSA) will be fully reactivated, which, under Presidential Decree (PD) 1218, will be responsible for the planning, formulation, and implementation of training and other career development programs for first and second level positions of the career service. The CSA will also formulate policies that will govern all locally- and foreign- funded scholarship programs in the government.

Various forms of alternative learning and technology-enabled platforms in enhancing capacities and competencies of local chief executives will be explored in preparation for the increase in LGU expenditure responsibilities due to the full implementation of the *Mandanas* case ruling in 2022. The DILG and the LGA will work with the NEDA in conducting training programs on policy, planning, programming, budgeting, implementation, and M&E of devolved services and the basic standards of service delivery.

Continue training and capability advancement of government executives and high-level civil servants. The government will maintain an efficient and talented bureaucracy, promote innovation, teamwork, reform-orientation, and outcome focus among government personnel, and break the silo mentality. These will be done through a Career Executive Service Development Program for government, such as the Public Management Development Program, the Leadership Certification for Middle Managers, and the Public Financial Management Competency Programs. Third-level officials will be encouraged to complete the Leadership and Management Proficiency Program under the Career Executive Service Board (CESB).

Promote shared public sector values. A whole-of-government and whole-of-society National Values Formation Program will be implemented by the government to address the anticipated changes in behavior and level of social trust. Values-related training programs for civil servants such as the *Alay sa Bayan*, Public Service Ethics and Accountability, and values orientation workshop will be harmonized to

ensure consistency and quality of trainings. Development of these modules will also be cross-referenced with the results of the National Values Survey commissioned by the NEDA and the Study on Filipino Values commissioned by the National Commission for Culture and the Arts (NCCA) to ensure that Filipino values are integrated in all levels of civil service. The Public Service Values Program will be revisited to strengthen inculcation of patriotism, integrity, excellence, and spirituality in public servants and officials (*see also Chapter 7*). The CSC will tap accredited learning and development institutions in the conduct of these values-oriented interventions. Technology-enabled platforms will be widely used to raise awareness on civil service values and norms.

Integrate risk assessment and anticipatory response in HR policies, programs, and systems.

To ensure that gains and developments in the government are guarded from disruptions caused by crises, the government agencies will formulate and rehearse their public service continuity plans. Occupational safety and emergency response standards in the government will be enforced to keep the workforce intact, productive, and motivated. In crafting these continuity plans, relevant stakeholders will be engaged and consulted to ensure their buy-in and support to the implementation of these plans.

Current HR policies, programs, and systems will be reviewed and revised to ensure responsiveness to current times. Alternative or flexible work arrangements will be institutionalized, with appropriate control and performance management mechanisms. Adequate resources and other support mechanisms will also be provided to ensure viability of these work arrangements. HR management systems of the CSC will also be modernized to adapt to the transformation to digital economy. This entails establishment of a single comprehensive HR MIS that will utilize digital tools for HR data analytics and support decision-making by the CSC. This will enable the Commission to better and more effectively manage civil service nationwide.

Strengthening public accountability and integrity

The remaining Plan period will focus on intensified inter-agency and whole-of-society efforts in reducing corruption through education, prevention, and enforcement.

Engage citizens in anti-corruption drives.

Public awareness will be enhanced through continuous collaboration with the non-government sector (e.g., academe, media, and civil society) and the use of technology-enabled platforms (e.g., social media). By providing appropriate and adequate mechanisms for citizens to report incidences of corruption, citizens' active involvement in the campaign against corruption will be heightened. To this end, the mobile and web platforms of Hotline 8888 will be reinforced, while reporting tools will be simplified. A quick response system will also be established to build public trust by providing simplified reporting tools in various delivery modes, channels, and platforms. Whistleblowing programs of agencies will also be strengthened by increasing incentives and protection for whistleblowers.

Integrate anti-corruption measures in risk reduction and management framework for disasters and other forms of crisis.

The government will conduct corruption risk assessments of disaster and crisis preparedness and response. In this regard, Internal Audit Service units of government agencies will be capacitated to ensure effective control systems in the bureaucracy. Safeguards will be installed to protect the integrity of systems and mechanisms, such as utilizing technology for the disbursement of resources.

Previous prevention measures will be continued such as the country's commitment to the UN Convention against Corruption, other anti-corruption programs (e.g., Integrity Management Program), and existing transparency initiatives (e.g., Full Disclosure Policy, Transparency Seal, and Citizen's Charter).

Strengthen monitoring and enforcement mechanisms for accountability.

Anti-corruption laws and issuances will be fully enforced, especially with the enactment of the EODB and EGSD Act that penalizes civil servants found guilty of bribery. To expedite processing of cases and other administrative processes for corruption incidents and allegations, agencies will utilize technologies to automate complaints filing and evaluation, case management, and case inventory, among others. Administrative investigations for corruption incidents and allegations will also be streamlined.

Citizen empowerment efforts and capacity-building activities for non-government organizations and other volunteers on monitoring and public accountability will also be strengthened and expanded through open and participatory governance programs. The DILG's *Bantay Korapsyon* Program will mobilize citizens and utilize various anti-corruption mechanisms at the local level to ensure that erring local officials will be held accountable for committing corrupt practices and failure to perform their mandated functions.

Legislative Agenda

For the rest of the Plan period, the following legislative agenda will be pursued:

Table 5.2 Legislative Agenda to Ensure Responsive, People-centered, Technology-enabled, and Clean Governance

LEGISLATIVE AGENDA	RATIONALE
Participatory governance broadened	
Freedom of Information (FOI) Act	This will address transparency issues on government data, thereby promoting meaningful and increased participation of the people in government decision-making and public accountability.
Review of the Voter's Registration Act of 1996 (RA 8189), Automated Election System Act (RA 9369 amending RA 8436), and Fair Elections Act (RA 9006)	This will allow for online registration and online voting, and facilitate risk mitigation procedures for the 2022 National and Local Elections.
Seamless service delivery ensured	
Budget Modernization Act	This will support the expansionary fiscal policy of the government in response to COVID-19 through (a) streamlining the cash budgeting system; (b) strengthening the Bureau of the Treasury's (BTr) oversight function over government bank accounts; (c) providing the legal basis for upholding the validity of online financial transactions; (d) giving the DBM its power over internal audit standards; and (e) instituting participation in government budgeting.
National Planning and Development Act	This will strengthen horizontal and vertical coherence of policies, plans, and programs among agencies and across administrative units, as well as the functional translation of plans into investment programs, budget, and implementation.
Smart and resilient public organizations and future-ready public servants developed	
Amendments to the Telecommuting Act of 2018 (RA 11165)	This will institutionalize flexible and alternative working arrangements for employees in the public sector providing non-frontline public services.

