



Republic of the Philippines
DEPARTMENT of AGRARIAN REFORM

MEMORANDUM CIRCULAR NO: 05

Series of 2003

SUBJECT: NATIONAL TRANSPARENCY AND ACCOUNTABILITY AGENDA

The crafting of National Transparency and Accountability Agenda is being spearheaded by the Presidential anti- Graft Commission (PAGC), Presidential Commission on Effective Governance (PCEG) and Transparency and Accountability Network (TAN), a coalition of civil society organizations engaged in anti-corruption initiatives.

A preparatory and prioritization workshop on the matter was held on July 5, 2002 attended by two representatives from DARCO and came out with an output, which had been reviewed and revised by a Technical Working Group of the Administrative Service. The review and revision was based on the criteria provided by PAGC, namely: that it should embody major/strategic anti-corruption measures with high impact to improve service delivery; that it should be systems and process reform; that it should have support of the head of agency and that its implementation should have notable results by 2004. This initiative is being consolidated with other anti-corruption initiatives in an Anti-Corruption Plan by the Presidential Management Staff (PMS) and was presented to the Cabinet last October 15. A Focused Group Discussion shall be held in January 2003 to further refine, validate and finalize the output.

I. THE PROPOSED DAR TRANSPARENCY AND ACCOUNTABILITY AGENDA, 2002 (SECOND SEMESTER) TO 2004

A. VULNERABLE AREAS TO CORRUPTION:

Settlement of Administrative cases and DARAB Processes related to Agrarian Laws and Implementation (ALI) had been pinpointed. This would include exemptions, exclusions, conversions, and deferment of implementation, among others.

B. DAR STRATEGIC PROGRAM:

RISK ASSESSMENT of ALI Cases/DARAB Process to include:

PHASE I: Management and Internal Audit to assess risk areas of DAR process in ALI/DARAB in order to:

1. Establish a framework for ALI/DARAB process to include structural framework, identification of composition, role delineation, Policy Formulation, Organization strengthening of the Legal Affairs Office and Structural Reform thru provision of adequate manpower
2. Issuance of a Special Order to institutionalize the structural organization
3. Rapid Appraisal Approach to define management of ALI/DARAB process of systems in place and key actors of all ALI/DARAB cases.
4. Redefining functional operationalization of process using the Risk-Based Auditing Approach.
5. Periodic and continuous monitoring and evaluation of all activities with emphasis on indicators.
6. Periodic and continuous inventory of ALI/DARAB cases by categorization, identification, and prioritization.
7. Formulation of measures for Risk-Based most vulnerable areas of graft and corruption in all ALI/DARAB processes.
8. Elimination of patronage of cases
9. Capability/Competency Assessment of major stakeholders and retooling for readiness, efficiency, effectiveness and maximum performance based on DAR performance indicators budget requirement plan.

PHASE II: Execution of Risk-Based Auditing of ALI/DARAB process:

1. Preventive measures to minimize and eradicate risk-based most vulnerable areas to graft and corruption opportunities through inventory of cases, performance based Indicators (PBI), planning and budgeting targets on handling ALI/DARAB cases; key stakeholders to be given quota commitments on cases handled with corresponding incentives/rewards in accordance to schedule/requirements.

2. Capability building and retooling for efficiency, effectiveness and responsiveness of key stakeholders;
3. Information dissemination within DAR key offices handling ALI/DARAB cases processing and Values formation and advocacy initiatives.
4. Prosecutory approach thru sanctions to violators, Issuance of Executive/Legislative Orders and pronouncements

PHASE III. Assessment and Monitoring.

Assessment indicators are established for planning and decision-making and monitoring made simpler and less burdensome.

C. SUPPORTIVE FACTORS:

1. Available raw materials as baseline reference
2. DAR key offices and mechanism, experts are available
3. Retooling stakeholders is in the agenda in the current leadership thrust for speedy and efficient CARP completion
4. Performance budget system output is auditory in terms of measurement output
5. DAR lawyers/ manpower has been enhanced to handle cases or files for adjudication
6. Inventory of cases is based on performance based indicators is expected to establish delivery of ALI/DFARAB cases
7. Approved plans and budgetary BPI targets of concerned legal offices
8. Policy IRR revision to streamline processing flow thus making the process less burdensome and more transparent.
9. Available key management staff in DAR can be tapped to provide capacity building and retooling
10. Key offices in place to effect information dissemination thru various strategies and approaches
11. Organized network of Moral Recovery Offices Integrity Circle nationwide
12. Internal Audit staff office, CSC, OMB

13. Organized value formation activities conducted among stakeholders
14. Existing policies/IRR as legal framework
15. GMA Agenda of graft and corruption
16. DAR Monitoring Agenda shall enhance planning, monitoring, feed backing and sustainability of initiatives
17. Good governance in DAR thrust and the modernization Agenda top fast tack the process flow

D. PROGRAM BARRIERS: Possible barriers to the Plan may be any or all of the following:

1. Lack of political will or management overrides the decision on the case
2. Prioritization / categorization and standard indicators for assessment of cases is dependent on strength of physical and financial support.
3. Values and cultural orientations of key stakeholders.
4. Management priorities, biases/deviations
5. Budgetary request references
6. Multisectoral involvement with divergent orientations and biases may increase pressure in the resolution of cases, either fast tracking or dilatory
7. Lack of political will
8. Slow process is prone to graft and corruption
9. Budgetary support paradigm shift and low commitment support

E. EXPECTED PROGRAM IMPACT:

1. Categorized, prioritized list according to high-risk vulnerable areas for graft and corruption
2. Measures for assessment estimated performance indicative of program impact formulated
3. One hundred percent readiness

4. Key stakeholders massive consciousness building initiatives
5. Eighty percent of targets accomplished within standard processing schedule set for the case
6. High risk vulnerable areas for graft and corruption is eliminated
7. Key actors positively motivated thru the Incentives and Rewards System (Cash, Plaques, Citations)
8. Key stakeholders with passion for excellence and 100 % readiness to assume tasks
9. Restoration of confidence in the ALI/DARAB system and processes
10. ALI/DARAB fast tracking processing that is graft and corruption vulnerable proof

II. TIME FRAME

PARTICULARS	CY 2002						2003	2004
	JULY	AUG	SEPT	OCT	NOV	DEC		
<p>1. PHASE I</p> <p>PRELIMINARY ACTIVITIES OF THE RISK ASSESSMENT OF VULNERABLE AREAS ON GRAFT AND CORRUPTION IN ADMINISTRATIVE LAWS IMPLEMENTATION /DARAB CASES PROCESS</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> o Establish the framework (Legal, Structural scope mechanisms, targets, etc) o Determine structural composition and role definition/delineation o Special Order to institutionalize the structural organization o Determine management mechanisms, Key actors's basic capability requirements o Redefining functional/operationalization using Risk-Based Auditing Approach o Capability/Competency of key stake-holders and retooling for readiness, efficiency, effectiveness o Performance indicator/output/impact monitoring 								
<p>2 PHASE II</p>					<p>Launching, Execution, Preventive Prosecutory Approach</p> <p>[REDACTED]</p>			
<p>3. PHASE III</p>						<p>Assessment and Monitoring</p> <p>[REDACTED]</p>		

III. AREAS FOR COOPERATION

A. POOLING OF TECHNOLOGY, KNOWLEDGE AND OTHER RESOURCES ALONG THE FOLLOWING:

1. Retooling competency of individuals/Groups Organization on:
 - Values Orientation/core organization values strengthening and monitoring of input
 - Organization building
2. Policy/legal framework support thru executive/ legislative Orders, Proclamations Orders for Agency Plan to be supported for implementation
3. Budgetary support
4. Agency mechanisms that are in support to anti-graft and corruption activities to be sanctioned by institutional Commissions namely the CSC, COA, OMB.
5. Agency Plan to be in the Performance Contract of Cabinet Heads to be worked out by the PAGC, PCEG, Transparency and Accountability Network.
6. DAR Moral Recovery Officers Association deputized as pilot OMB-CPU support mechanism and advocacy body for DAR's Agenda on Good Governance, Transparency and Accountability.

B. MODERNIZATION AGENDA TO BE PROVIDED:

1. Monitoring competency for data base building, inventory, tracking mechanism, pooling and sharing between and among agencies in government and fast tracking of needed services and resources related to the area's vulnerable to graft and corruption prevention
2. Standardized process of Agency for Graft and Corruption monitoring and Auditing system
3. Responsive financial support


ROBERTO M. RAGDANGANAN
Secretary



Republic of the Philippines
DEPARTMENT of AGRARIAN REFORM



MEMORANDUM FOR THE SECRETARY

Thru: MR. TEDDIE RIVERA
Consultant on Administrative Matters

Subject: **NATIONAL TRANSPARENCY AND ACCOUNTABILITY
AGENDA**

Date: 28 February 2003

I. Action Requested:

For the Secretary to sign and approve the Memorandum Circular on National Transparency and Accountability Agenda (DAR Anti-Corruption Plan) of the Department of Agrarian Reform.

II. Background Information:

The crafting of National Transparency and Accountability Agenda is being spearheaded by the Presidential anti- Graft Commission (PAGC), Presidential Commission on Effective Governance (PCEG) and Transparency and Accountability Network (TAN), a coalition of civil society organizations engaged in anti-corruption initiatives.

A preparatory and prioritization workshop on the matter was held on July 5, 2002 attended by two representatives from DARCO and came out with an output, which had been reviewed and revised by a Technical Working Group of the Administrative Service. The review and revision was based on the criteria provided by PAGC, namely: that it should embody major/strategic anti-corruption measures with high impact to improve service delivery; that it should be systems and process reform; that it should have support of the head of agency and that its implementation should have notable results by 2004. This initiative is being consolidated with other anti-corruption initiatives in an Anti-Corruption Plan by the Presidential Management Staff (PMS) and was presented to the Cabinet last October 15. A Focused Group Discussion shall be held in January 2003 to further refine, validate and finalize the output.

III. Attachments:

- Memorandum Circular
- Presidential Anti-Graft Commission Letter

Wing *ok* *[Signature]*
DANILO L. ENCINAS

**PRESIDENTIAL ANTI-GRAFT COMMISSION
(PAGC)**

November 13, 2002

Hon. HERNANI A. BRAGANZA
Secretary
Department of Agrarian Reform
Elliptical Road
Diliman, Quezon City

ATTENTION: Mr. Rene A. Colocar
Director, Administrative Service

Dear Secretary Braganza:

This refers to the crafting of a **National Transparency and Accountability Agenda** spearheaded by the Presidential Anti-Graft Commission (PAGC), Presidential Commission on Effective Governance (PCEG) and Transparency and Accountability Network (TAN), a coalition of civil society organizations engaged in anti-corruption initiatives.

May we request for the submission of a revised DAR Anti-Corruption Plan as your agency's output from the prioritization workshop last July 5, 2002 attended by Ms. Marietta M. Tiambeng and Ms. Fatima L. Cañares.

Please take into consideration the following criteria in the revision of your agency's anti-corruption plan:

- a. It should embody major/strategic anti-corruption measures with high impact that will improve service delivery
- b. It should essentially be systems and process reforms that address the corruption vulnerabilities of the agency
- c. It should have the support and approval of the head of the agency
- d. It should include a timetable for the implementation of the anti-corruption measures with notable results by 2004

The Convenor Group is consolidating the major anti-corruption measures of DAR and the other nine (9) priority government agencies in a National Transparency and Accountability Agenda to be implemented through the cooperative efforts of government, civil society and the business sector which will demonstrate this administration's commitment to good governance.

This initiative of PAGC, PCEG and TAN is, in turn, being consolidated with other anti-corruption initiatives in an Anti-Corruption Action Plan by the Presidential Management Staff (PMS). This was presented to the Cabinet last October 15 to intensify the efforts to combat corruption in government.

PAGC has submitted its initial report about this initiative to PMS. The report is attached as "Annex A".

To further refine the output of the ten priority agencies, **Focused Group Discussions (FGDs)** will be held with experts and stakeholders aimed at:

1. Validating and finalizing agency commitments in terms of major anti-corruption measures/systems and process reforms addressing the areas in the agency that are most vulnerable to corruption and which will have the most positive impact on the sectors that they serve;
2. Agree on areas of cooperation between the agency, the Convenor Group, oversight agencies, and civil society;
3. Develop mechanisms for monitoring implementation; and
4. Draft a Memorandum of Agreement (MOA) between the Convenor Group, the concerned agency and their stakeholders.

Attached to this letter are the following:

1. Framework template (Annex B) which will serve as guide during the FGD.

* Please note that the details in this framework have been discussed both in the preparatory and prioritization workshops and would only need to be clarified/refined and agreed upon by the various stakeholders.

2. Preliminary Orientation Output (Annex C) of your agency to the Convenor Group.

* Kindly review your submission and improve/revise based on the template and provided and the criteria given.

The Convenor Group respectfully requests for the participation of your good self and your designated point person in the FGD which will be scheduled in January 2003. Representatives from the Convenor Group, appropriate civil society and private sector organizations, and other stakeholders will be present to assist in the finalization of your agency's plan.

We will appreciate very much if we will receive the DAR revised output before December 13, 2002 so that the Convenor Group will have enough time go over it before the DAR's scheduled FGD. Your agency may e-mail or fax to the PAGC copy of your agency's revised output.

Thank you and warm regards.

Very truly yours,


DARIO C. RAMA
Chairman

Copy Furnished:

Ms. Marietta M. Tiambeng
Chief, Records and Management Division

Ms. Fatima L. Cañares
Chief of Staff, Administrative Service

Office of the President
of the Philippines

Presidential Anti-Graft Commission (PAGC)

ANTI-CORRUPTION ACTION PLAN

I. Forging Partnerships in a National Transparency and Accountability Agenda

Background and Rationale

In support of the President's anti-corruption campaign, the Presidential Anti-Graft Commission (PAGC) undertook an anti-corruption initiative with the Presidential Commission on Effective Governance (PCEG) and the Transparency and Accountability Network (TAN), a coalition of civil society organizations involved in anti-corruption initiatives. Through this initiative a National Transparency and Accountability Agenda will be formulated and implemented (major anti-corruption measures of initially 10 government agencies) through the cooperative efforts of government, civil society and the business sector.

Preparatory Activities

- Regional and National Consultation Workshops among civil society groups (Transparency and Accountability Network) to draft an anti-corruption agenda – June-July 2002
- Selection of eight (8) transparency and accountability related projects to be implemented by the Transparency and Accountability Network (TAN) – August-September 2002
- PAGC initiated coordination meetings with TAN and the PCEG on a collaborative partnership in the crafting of a National Transparency and Accountability Agenda - January-April 2002
- Three one-day Preparatory Workshops for government agencies (35 agencies were invited, 31 agencies participated) to craft agency-specific transparency and accountability agenda (focus on areas vulnerable to corruption) – May 2002. Twenty-nine (29) agencies submitted Workshop Outputs.

- Evaluation and Prioritization of the Workshop Outputs by the Technical Working Group (PAGC-PCEG-TAN). Decision to initially focus on 10 priority agencies to be the focal point of the administration's anti-corruption reform agenda. (DAR, DepEd, DENR, BIR, DOH, DOJ, DPWH, BOC, NLRC, DILG) – June 2002
- Two Workshops on Program Prioritization for the ten priority agencies – July 2002. After the Workshops six (6) agencies submitted more comprehensive anti-corruption programs, four of them with the approval of the heads of the agencies.

Pending Activities

- Focused Group Discussions (FGD) on the major anti-corruption measures of the 10 agencies for review and validation by experts and stakeholders; areas of cooperation with anti-graft agencies, oversight agencies, civil society and the business sector; developing mechanisms for monitoring implementation:
 1. DENR
 2. DOH
 3. DOJ
 4. DAR
 5. DPWH
 6. DepEd
 7. DILG
 8. NLRC
 9. BOC
 10. BIR
- Finalization, Implementation, and Monitoring of a National Transparency and Accountability Agenda with the assistance of anti-graft agencies, oversight agencies, civil society (TAN) and the business sector, formalized through MOAs – December 2002-June 2004.

II. Pre-FGD Priority Anti-Corruption Measures (process and systems reforms) addressing areas most vulnerable to corruption

Anti-Corruption Measures	Agency	Timetable
Processing of applications for licenses, permits, leases/certifications. ECC Applications <ul style="list-style-type: none"> • Issuance of Memo Order No. 03 prescribing Guidelines on the use of Initial Environmental Examination 	DENR	Implemented

<p>(IEE) checklist for selected projects to streamline procedures in the conduct of EIS System)</p> <ul style="list-style-type: none"> • Timelining (mandatory specification on the no. of days for each step in the process) <p>For All Applications</p> <p>Systems review and streamlining of procedures to reduce red tape and ensure transparency and accessibility</p> <ul style="list-style-type: none"> • Updating of DAO and approval of Executive Order re EIS System <p>Documentation and publication of Manuals on SOPs of Technical Services for all Types of Applications</p> <ul style="list-style-type: none"> • Fees / Charges • Signatories • Requirements-checklist 		<p>On-going</p> <p>December 2002</p>
<p>Procurement</p> <p>Adopting the E-Procurement System Provision of standards as reference by the TWG Adopting on-line bidding</p> <p>Infrastructure</p> <p>Prepare work/activity process flow / documentary requirements per stage of project implementation Ensure strict implementation of the schedule of work</p>	<p>DOH</p>	<p>October, 2002</p> <p>October, 2002</p>
<p>Investigation</p> <p>Adoption of transparency in the investigation and prosecution of criminal cases.</p> <ul style="list-style-type: none"> • Hearings are open to the public • Resolution of cases are published <p>Disposition of Cases</p> <p>Amendments of the Rules of Court to further simplify and render more inexpensive the speedy disposition of cases.</p>	<p>DOJ</p>	<p>On-going</p>

<p>Import and Export Transactions Processing</p> <ul style="list-style-type: none"> Automation of the rest of import and export transactions Systems Review (to further lessen signatures and steps and harmonize processes in all ports) Systems Enhancement/Improvement: Selectivity System; Post Entry Audit System; Use of Container X-ray facility; Over the counter/teller type transactions with PAC & waiting areas for clients; Super Green Lane Facility; Disposal of overstaying and forfeited cargoes; Admin. & Seizure case disposition. 	<p>BOC</p>	<p>2003</p>
<p>Settlement of Admin. Cases / DARAB processes related to Agrarian Laws Implementation (ALI) Establish a framework for ALI / DARAB process</p> <p>Execution of Risk-Based Auditing of ALI/DARAB process IRR revision and streamlined processing flow</p>	<p>DAR</p>	
<p>Assessment and collection of internal revenue taxes Revalida/post-audit review of tax investigation cases</p> <p>Collection of Taxes</p> <ul style="list-style-type: none"> Large Taxpayer Service (LTS): introduction of a broad range of checking activities, e.g. short audit, etc. Streamlining the system on bank remittances 	<p>BIR</p>	
<p>Hiring of new employees, especially public school teachers Recruitment process shifted from the superintendents to the principals who</p>	<p>DepEd</p>	

<p>recommend based on the actual need of the campus</p> <p>Procurement</p> <ul style="list-style-type: none"> • Tighter monitoring of current market prices • Transparency in bidding procedures (resulted in cheaper textbooks and desks/armchairs) • Partial implementation of the contract-procurement procedure (resulted in the reduction of processing time) • Centralized sealed bidding – consistent with foreign-assisted project lender rules 		
<p>Awarding of Civil Works Contracts</p> <ul style="list-style-type: none"> • Implementation of Computer-based business processes Improvement <ul style="list-style-type: none"> - Road Information and Management Support System (RIMSS) Project - National Registry of Contractors for Civil Works: prescribes standardized, transparent and efficient screening procedures and provides requirements on the eligibility of contractors interested in bidding • More transparent advertisement of invitation to pre-qualify and to bid <p>Supervision and inspection of infrastructure projects</p> <p>Only qualified or accredited engineers shall implement projects</p>	<p>DPWH</p>	
<p>Crackdown on "Kotong Cops"</p> <ul style="list-style-type: none"> • Establishment of Complaint referral centers • Development of counter-intelligence teams 	<p>PNP</p>	
<p>Settlement of labor cases</p> <ul style="list-style-type: none"> • Raffile system for the hearing of cases to ensure fairness and 	<p>NLRC</p>	

<p>transparency</p> <ul style="list-style-type: none"> • Posting on the internet of the status of all cases • Monitoring of performance with targets based on age of cases <p>Execution of trial decision by the Sheriff</p> <ul style="list-style-type: none"> • Done through raffle • Pairing of male and female sheriffs 		
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III. Executive Action

1. Involvement, commitment and full support of the heads of agencies in finalizing and implementing their agency-specific anti-corruption measures (attendance and participation in the Focus Group Discussions).
2. Forge partnerships with civil society and the business sector in the implementation of the Anti-Corruption Measures, formalized through MOAs.
3. Directive to the DAP to provide technical assistance in this initiative.

Submitted by:


 DARIO C. RAMA
 Chairman

CRAFTING AGENCY-SPECIFIC TRANSPARENCY AND ACCOUNTABILITY AGENDA
 WORKSHOP TEMPLATE

AGENCY	AREAS VULNERABLE TO CORRUPTION	MEASURES TO ADDRESS AREA OF VULNERABILITY	RESPONSIBILITY CNTRS/ TIME FRAME	EXPECTED OUTPUT	POSSIBLE AREAS OF DIFFICULTY/ OBSTACLES	MECHANISMS TO ADDRESS OBSTACLES	AREAS OF COOPERATION WITH ANTI-GRAFT, OVERSIGHT AND CIVIL SOCIETY
1	PRIORITY/FOCUS						
2	OTHER AREAS OF VULNERABILITY						

**PROPOSED DAR TRANSPARENCY AND ACCOUNTABILITY AGENDA
2002 (SECOND SEMESTER) TO 2004**

draft for discussion

DAR Strategic Reform Program		KEY FACTORS		Expected Program Impact
Vulnerable Area to Corruption	Supportive Factors	Program Barriers		
<p>1. Settlement of Admin. Cases / DARAB processes related to Agrarian Laws Implementation (ALI)</p> <ul style="list-style-type: none"> *Exemptions *Exclusions *Conversion *Land Transactions coverage procedure <p><i>"Strengths"</i></p>	<p>PHASE I. Available raw data as baseline reference</p>	<ul style="list-style-type: none"> - Management prerogatives / discretionary authority - Management over-rides and priorities - time priorities of stakeholders to collaborate efforts on this sensitive / critical agenda - key actors may be key violators of creating high-risk based vulnerable areas 	<p>Strategic Plan towards: Exposure of Risk-based vulnerable areas to G&C and established concrete crisis to control / eradicate G and C</p>	
<p>A. Risk Assessment of ALI Cases/DARAB process: PHASE I. (Mgt. & Internal audit to assess risk areas of DAR process in ALI/DARAB in order to: - Establish a framework for ALI / DARAB process to include: *Structural framework / identification of composition and role delineation - SO to institutionalize the structural org. * Using Rapid Appraisal / Approach to define management of ALI/DARAB process of systems in place, key actors of ALI/DARAB Cases *Redefining functional operationalization of process using the Risk-Based Auditing Approach</p> <p>*Monitoring process, indicators setting for transparency / accountability in the ALI processes and DARAB Cases i.e. the granting of request for exemption, exclusion, conversion - composition of decision making, etc. *ALUDARAB Cases Inventory, identification, categorization, prioritization and formulation of measures for risk-based most vulnerable areas to G & C in ALI/DARAB process</p>	<p>PHASE I. Available raw data as baseline reference</p>	<p>Inventory of: *ALUDARAB Cases *Categorized, prioritized list according to high-risk vulnerable areas for Graft and Corruption *Measures for assessment estimate *Performance indicative of program impact formulated</p>	<p>Inventory of: *ALUDARAB Cases *Categorized, prioritized list according to high-risk vulnerable areas for Graft and Corruption *Measures for assessment estimate *Performance indicative of program impact formulated</p>	



Vulnerable Area to Corruption	KEY FACTORS		Expected Program Impact
	DAR Strategic Reform Program	Supportive Factors / Program Barriers	
<p>- Capability / Competency Assessment of major stakeholders and Retooling for readiness, efficiency, effectiveness and maximum performance based on DAR performance indicators budget requirement plan</p> <p>PHASE II - Execution of Risk - Based Auditing of ALI / DARAB process</p> <p>1. Preventive measures to minimize/ eradicate risk - based most vulnerable areas to Graft and Corruption opportunities</p> <p>- beginning inventory and status of cases</p> <p>- Performance Based Indicators (PBI) planning and budgeting targets on handling ALI / DARAB Cases</p> <p>- Key stakeholders to be give quota commitments on cases handled with corresponding incentives / rewards in accordance to schedule / requirements</p>	<p>- DAR key offices / mechanism, experts are available</p> <p>- Retooling stakeholders is in the DAR agenda in the current top leadership thrust for speedy and efficient CARP completion</p> <p>- Performance Budget System output indicators are auditory in terms of measurement of impact output.</p> <p>DAR Lawyers / manpower strength has been enhanced to handle cases on file for adjudication.</p> <p>Inventory of cases and status based on PBI is expected to establish delivery of ALI / DARAB handling of cases that are auditory in terms of measures of performance committed in approved concerned legal offices plan and budgetary PBI targets</p> <p>- Transparency of process made simpler and less burdensome thru policy - IRR revision and streamlined processing flow</p>	<p>- Management over-rides / and political will (management tone)</p> <p>- prioritization / categorization and standard indicators for assessment of cases is dependent on strength of physical and financial support</p> <p>Values / cultural orientation of key stakeholders</p>	<p>100% readiness</p> <ul style="list-style-type: none"> key stakeholder including massive consciousness building initiatives. <p>80% of targets accomplished within standard processing schedule set for the case</p> <p>High Risk vulnerable areas for Graft and Corruption is eliminated and key actors positively motivated thru the IR system (cash, plaques, citations)</p>

Vulnerable Area to Corruption	DAR Strategic Reform Program	KEY FACTORS		Expected Program Impact
		Supportive Factors	Program Barriers	
	<ul style="list-style-type: none"> - key stakeholders capability building and retooling for efficiency, effectiveness and responsiveness - Information dissemination within DAR key offices handling ALL / DARAB cases processing - Values foundation / advocacy initiatives / mechanism 	<ul style="list-style-type: none"> - available key management / experts in DAR can be tapped to provide capability building and retooling - key offices in place to effect information dissemination thru various strategies / approaches - organized network of Moral Recovery Officers Integrity Circles Nationwide, Internal Audit Staff Office, CSC, OMB Codes of Conduct / Ethics - Organized value formation activities conducted among stakeholders - Existing policies / IRR as legal framework - GMA Agenda on G and C Constitutionally Mandated Commissions III. DAR Modernization Agenda shall enhance planning, monitoring, feedback and sustainability of initiatives - Good Governance in DAR thrust and so with the Modernization Agenda to fast track process flow. 	<ul style="list-style-type: none"> - management priorities / biases / deviation - Budgetary request references - Multi-sectoral involvement diverse orientation, biases may increase pressure in fast tracking that is dilatory 	<ul style="list-style-type: none"> - key stakeholders with passion for excellence and 100% readiness to assume task - massive public information hoped to create consensus of the process including sanctions
	<p>2. Prosecutory Approach</p> <ul style="list-style-type: none"> - violator's sanctions show cases of high profile cases - Executive/ legislative orders pronouncements <p>PHASE III. Assessment / Monitoring</p> <ul style="list-style-type: none"> - Assessment indicators established for planning, decision-making and monitoring made simpler and less burdensome. 	<ul style="list-style-type: none"> - Organized value formation activities conducted among stakeholders - Existing policies / IRR as legal framework - GMA Agenda on G and C Constitutionally Mandated Commissions III. DAR Modernization Agenda shall enhance planning, monitoring, feedback and sustainability of initiatives - Good Governance in DAR thrust and so with the Modernization Agenda to fast track process flow. 	<ul style="list-style-type: none"> - Multi-sectoral involvement diverse orientation, biases may increase pressure in fast tracking that is dilatory 	<ul style="list-style-type: none"> - restoration of confidence in the ALL / DARAB system/ processes III. ALL / DARAB Fast Tracking processing that is G & C vulnerable proof.

TIME FRAME

Particulars	CY 2002				CY 2003	CY 2004
	July	August	Sept.	Oct.		
<p>I. Phase I</p> <p>PRELIMINARY ACTIVITIES of the Risk Assessment of Vulnerable Areas on Graft and Corruption in Administrative Laws Implementation / DARAB Cases Process:</p> <ul style="list-style-type: none"> • establish the framework (Legal, structural scope mechanism, target, etc.) • determine structural composition and role definition / delineation • SO to institutionalize the structural Org. • determine management mechanism, key actors basic capability requirement • redefining functional / operationalization using Risk - Based Auditing Approach • capability / Competency of key stakeholders and retooling for readiness, efficiency, effectiveness • performance indicator / output / impact monitoring 						
II. PHASE II					<p>LAUNCHING --- EXECUTION</p> <p>PREVENTIVE PROSECUTORY APPROACH</p>	
III. PHASE III						<p>ASSESSMENT</p> <p>MONITORING</p>

AREAS FOR COOPERATION

1. Pooling of Technology, Knowledge and other Resources along the following:

1.1 Retooling competency of Individual / Groups Organization on:

- Values Orientation / core organization values strengthening and monitoring of input
- Organization building

1.2 Policy / legal framework support thru exec., legislative orders, proclamation order for agency plan to be fully supported for implementation and budgetary support

1.3 Agency mechanism that are in support to anti Graft and Corruption activities to be sanctioned by institutional Commission namely the CSC, COA, OMB in collaboration to Agency mechanism in place.

1.4 Agency plan to be in the performance contract of Cabinet heads to be worked out by the PAGC, PCEG, Transparency and Accountability Network

1.5 DAR Moral Recovery Officers Association ~~to be~~ deputized as pilot OMB - CPU support mechanism and advocacy body for DARs Agenda on Good Governance, Transparency and Accountability.

2. Modernization agenda to be provided responsive financial support. Monitoring competency for database building inventory, tracking, mechanism, pooling and or sharing, between and among agencies in government and fast tracking of needed services and resources related to the area/s vulnerable to Graft and Corruption prevention and linkages thru:

- Standardized process of agency agenda for Graft and Corruption, monitoring and auditing system.

Submitted by:

RENE E. COLOCAR
Director, Admin Service

Recommended by:

USEC. DANILO L. ENCINAS
FMAO

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PPLAO

Approved by:

HERNANI A. BRAGANZA
Secretary