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**THROUGH PUBLIC-PRIVATE PARTNERSHIP
Plenary Session 5: PPP on Good Governance
The Making of a Globally Competitive Public Sector
Manila Hotel**

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by

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A pleasant afternoon to everyone.

**Section 1 of Article XI of the 1987 Philippine Constitution on
“Accountability of Public Officers” provides that:**

“Public office is a public trust, Public officers and employees must, at all times, be accountable to the people, serve them with utmost responsibility, integrity, loyalty, and efficiency; act with patriotism and justice, and lead modest lives.”

To ensure internalization of this constitutional mandate by every public servant, officials and employees alike, a number of other laws, decrees, and issuances have been passed by the Philippine legislature and issued by the Executive Branch. Constitutional Bodies have likewise been created to oversee the implementation of laws and to basically guide the public sector towards good governance and become globally competitive. But somewhere along the way, so many things happened – resulting to the kind of services that most of the government’s clients get – which, even if painful to admit – points to below standard level of performance that the 1987 Constitution laid down for every public servant to deliver.

I was given copies of the materials presented during last Friday’s pre-summit workshop, and I took special note of the briefing made by Dr Federico Macaranas on the overall ranking of the Philippines among the 178 countries surveyed by the International Finance Corporation (IFC). The report showed that we fell to 133rd in the rankings from last year’s 130th notch. The specific areas where we registered a drastic fall in ratings are:

+ On Enforcing Contracts, 113 from 59 (this is accordingly triggered by the reported increase in the number of procedures [from 25 last year to 37]; processing time [from 600 days (approximately two and a half years) to 842 days (approximately three years)]; and, even on cost [from 16% to 26%]

+ On Starting a Business, 144 from 108, also caused by an increase in the number of procedures from 11 to 15; processing time of 48 to 58 days; and, increase in cost from 18.7% to 26.8% of income per capita.

Indeed, these reports don't make the country an attractive place for investors to do business. But, one good news, is that there are areas where we showed improvements in ratings – and these are on: Dealing with Licenses, Registering Property, Getting Credit, Protecting Investors, and Trading Across Borders.

If we are to pick out one area just to see the reasons for an improved rating, we will see the following for Dealing with Licenses: procedures reduced from 23 to 21; processing time fell to 177 from 197; and, cost went down from 113.4% to 75.9% of income per capita

These only point to one glaring reality which we could anchor our hope on, that is, the government has not ignored and simply set aside the problems and the results of the previous years' survey reports conducted by IFC. The portion of the survey report on the improvements are manifestations of the government's resolve to really make a turn-around from the low rankings that we got in the last three years' survey to an improved standing soonest. Indeed, the government is bent on ensuring the enhancement of transparency and accountability in the public sector, and making public institutions work better for the common good with greater accountability and quality of service being required of public servants. The Macapagal-Arroyo administration has actually picked out, as one of its flagship projects the enhancement of productivity and competitiveness of the public sector because of the reality that it is only through this that the country can experience further economic growth. And last month, the President reiterated this thrust in a memorandum she issued emphasizing on the need to enhance economic gains for the poor and giving directions on how programs and outlays in the 2008 budget would further boost the livelihood and living standards of the disadvantaged sectors.

How the government is to do this is something that would require a different approach – something that would involve participation of every single individual – but never working individually – rather, working together, as partners. We need to have an increasing involvement of the private sector in the affairs of the government – involvement that goes beyond participation in meetings and conferences, beyond being “engines of growth”, but something that would consider an increasing capacity to understand, analyze, advocate, and monitor policies as well as actual programs and projects of the government to accelerate implementation of initiated projects and work towards their sustainability, specially in the areas reflected in the Doing Business Survey Report (DBSR) of the IFC.

I fully agree with your choice of theme for this year’s conference, for indeed, PPP has been proven to be a winning formula to achieve the goals set in any undertaking. Indeed, even the United Nations Development Programme (UNDP) cites PPP as a valuable tool in meeting a country’s various social and economic goals, such as improving the cost-efficiency and facilitating efficient delivery of services. The Philippines has already joined this trend, and is now aiming at strengthening PPP to improve the Philippine economy and the welfare of the Filipino people. Ambassador Cesar Bautista, as Chairman of the Task Force on Global Competitiveness, once said: “Government enables, but the Private Sector drives.” And, for this session, we hope to trigger an increased level of commitment and active participation of everyone here this afternoon, as regards formation of an accountability mechanism to improve the country’s public integrity system.

Another area which the private sector can consider is in helping the government create and sustain a stable political and statutory environment, something which even the UNDP acknowledged as an essential element to the success of PPPs. And, of course, another area where the private sector’s intervention is most welcome would be on the fight against graft and corruption – something that is being waged in an intensified manner, as many firsts on this aspect have lately been recorded in our history.

I would further explain these areas of collaboration later.

First let me tell you about The Medium Term Philippine Development Plan (MTPDP) of the Macapagal-Arroyo Administration for years 2004 to 2010, which is a very good manifestation of the government's thrust on national development. This is the first MTPDP which incorporated the need for PPP in achieving the goals set to improve the welfare of every Filipino by addressing the problem of graft and corruption as clearly enunciated in Chapter 21 that is on Anti-Corruption – highlighting three areas of reforms –

- a) punitive measures that include effective enforcement of anti-corruption laws; enforcement mechanisms within revenue generating agencies; lifestyle check and other programs;**
- b) preventive measures that include strengthening of anti-corruption laws; improvement of integrity systems; improvement of systems and controls; and,**
- c) promotion of zero tolerance for corruption through societal values formation and active participation and involvement of the public in the fight against corruption.**

The next Chapter is on Bureaucratic Reforms which highlights the following thrust: *“to improve the quality and efficiency of public service, the government shall adopt institutional improvements in the bureaucracy”* Thus, we have Executive Order 366 which talks about the Rationalization and Streamlining Plan” . In the ongoing rationalization and streamlining processes, all of the government offices are required to review their operations vis a vis their respective mandates and to just focus on their respective core functions. Doing so, would definitely result to the determination of the ideal mix of manpower complement needed to be efficient and effective in the delivery of mandated services, thus, we see the separation of the non performing assets that most often than not are the culprits in those registered problematic transactions that run counter to our good governance thrusts. When this is done, the bureaucracy will be characterized by a lean and mean work force that is being provided assistance by the private sector in the other aspects of service delivery, i.e. in the areas of poverty reduction programs; setting up systems for monitoring public sector performance in public works and procurement, among others; and, your group can even be tapped to participate in the planning and implementation of projects and programs.

Specific and doable measures towards the attainment of the objectives set in each of these key areas have already been crafted and institutionalized in 120 offices nationwide.

I am referring to the national anti-corruption framework for the Executive Branch which over a hundred key officials of 39 offices worked on in December 2004 (with inputs from the private sector (representatives from the business community, civil society organization, the academe, and even donor organizations); adopted by the agencies starting January 2005 and expanded to cover more agencies since then – hoping to even cascade this program to the local government units through the Regional Development Councils, where the private sector is also represented. Performance of each agency as regards level of compliance to these measures is being closely monitored, on a monthly basis, by the Presidential Anti Graft Commission (PAGC) .

Looking at the kinds of problems that were highlighted in the DBSR, I can't help but heave a sigh of relief – for those kinds of problems can be addressed by the governance measures that are made part of the framework I was referring to earlier, that is, the Integrity Development Action Plan or IDAP which has 22 very specific governance/anti-corruption measures, that directly address the challenges brought about by the results of the DBSR as each of those would result to –

... getting the basics right; ensuring full implementation of laws; building on strategic priorities; and, being opportunistic - all of which, can give the country an upper hand in improving efficiency in its regulations...

This National Anti-Corruption Framework was crafted in December 2004 by over a hundred senior executives of 39 government offices and is composed of 22 very specific anti-corruption measures that are doables (easy to implement for you don't need additional resources to do those nor any amendment of the existing laws to enforce the measures) and are further clustered into the four (4) key strategies of prevention, investigation, education and strategic partnership.

The 22 doables on a per cluster basis are flashed on the screen:

[On the area of Prevention, we have 7:

- 1. strengthening of internal control through the institutionalization of internal audit service**
- 2. conduct of Integrity Development Review or IDR**
- 3. fast tracking of the electronic New Government Accounting System and electronic bidding for the procurement of goods, services and infrastructure projects**
- 4. incorporating integrity check in recruitment and promotion of government personnel**
- 5. institutionalization of a multi-stakeholder personnel and organizational performance evaluation system**
- 6. protection of meager income of government employees by ensuring a level for take home pay**
- 7. adoption of a single ID system for government officials and employees.**

We have four for the Education Strategies, namely:

- 1. dissemination of compendium of anticorruption laws, rules and regulations**
- 2. preparation of agency-specific code of ethical standards**
- 3. conduct of ethics training, spiritual formation, and moral recovery program for agencies and stakeholders**
- 4. integration of anti-corruption modules for elementary and secondary levels.**

On deterrence or investigation and enforcement, we have seven:

- 1. development of agency Internal Complaint Unit (including the protection of whistleblowers).**
- 2. setting up/strengthening of agency Internal Affairs Unit.**
- 3. publish blacklisted offenders and maintain on-line central database for public access**
- 4. holding superiors accountable for corrupt activities of subordinates**
- 5. effective use of existing agency administrative disciplinary machinery and publication of results of administrative cases handled**
- 6. advocacy for the submission of Income Tax Returns as attachment to the Statement of Assets, Liabilities and Net Worth**
- 7. PAGC's carrying out of an independent survey to check anti-graft and corruption program effectiveness**

And on Strategic Partnership, the strategy which aims to enjoin the support of the private sector (business, academe, NGO, CSO) in the various government reform programs, we have four:

- 1. linking of existing databases of complementary agencies and sharing of information**
- 2. need to enlist or enhance participation of private sector and civil society in various areas of governance**
- 3. need to tap international development agencies and private sector for support**
- 4. institutionalization of the participation of stakeholders in agency activities]**

I will go back to these later.

Aside from these 22 measures, there are recently passed laws and government projects that are deemed to directly address the concerns of the business groups and which the latter likewise consider to be of great help in improving the country's regulatory environment. The most recent law I am referring to is Republic Act (R.A.) 9485 or the "Anti-Red Tape Act of 2007" which took effect on 30 June of this year.

The IDAP and this Act are the answers to this afternoon's topic – that is, PPP on Good Governance: The Making of a Globally Competitive Public Sector.

For in here, we would find more than enough anchors on how we are to work together and register the level of improvement that we want to offer to our investors and anyone doing business with us –

Let us begin with RA 9485's Section 2 on the Declaration of Policy that says: *"It is hereby declared the policy of the State to promote integrity, accountability, proper management of public affairs and public property as well as to establish effective practices aimed at the prevention of graft and corruption in government. Towards this end, the State shall maintain honesty and responsibility among its public officials and employees, and shall take appropriate measures to promote transparency in each office or agency with regard to the manner of transacting with the public, which shall encompass a program for the adoption of simplified procedures that will reduce red tape and expedite transactions in government."*

This Act calls for –

+ the re-engineering of systems and procedures – starting with the conduct of time and motion studies to find out which of the existing processes should be changed to reduce bureaucratic red tape. If properly implemented, this will address majority of problematic areas that have been the subject of repeated complaints by clients, particularly of frontline agencies.

+ the setting up of service standards or citizens charters, written in English, Filipino or in the local dialect, in the form of information billboards posted at the main entrance of offices or at the most conspicuous place, and printed materials (to be made available to the public, free of charge) containing basic information on accessing frontline services, i.e. –

= vision, mission of the government office or agency

= identification of the frontline services offered, and the clientele

= step by step procedure to obtain a particular service

= person responsible for each step

= maximum time to conclude the process

= documents to be presented by the client/customer with a clear indication of the relevance of the said documents

= amount of fees, if necessary

= procedure for filing complaints, including the names and contact details of the officials/channels to approach for redress

If we are to focus on the three major areas involved in business transactions where we registered drastic decline in performance, that is – on the number of procedures, length of processing time and cost to do business – the Act – addresses all those with the provision specifying the following –

+ on the number of procedures, the need to limit the number of signatories to a maximum of five signatures which shall represent officers or employees directly participating in and/or supervising the evaluation, approval or disapproval of the request.

+ on the length of the processing time, only five (5) working days is allowed for an office to act on simple requests and ten (10) working days for complex transactions - from the date of receipt of the request. These timelines can be extended depending on circumstances surrounding the request – but such extension should be clearly explained to the letter sender/client.

In cases when an application is disapproved, the reason for disapproval should be relayed to the client with information as to the identity of the official making the disapproval.

The private sector's role in the monitoring of the level of compliance of agencies to these requirements is very critical as such could send a very strong message to all the public servants that their actions are being watched and if reported for any violation, they face strong sanctions which are likewise provided for in the Act. This, therefore, becomes a strong deterrent that could force the public servant to be more productive -working faster, working better – till he or she becomes globally competitive.

The Act is very clear on the responsibility of the head of the office as regards ensuring implementation of the provisions of the Act based on the Implementing Rules and Regulations (IRR) – the preparation of which is currently being undertaken by the Civil Service Commission in coordination with PAGC, the Office of the Ombudsman and DAP. Failure of the head to deliver, would mean that he or she may be liable for neglect of duty if proven in an investigation that shall be conducted on the charges filed against him or her.

The private sector's role, through your representatives, in the review of the draft IRR must be factored in, in the processes being or still to be undertaken, prior to the finalization of the IRR and its adoption or effectivity - to ensure that the IRR contains all the necessary provisions that will address ALL the problems being encountered by anyone doing business in the country – whether Filipino or citizens of other countries – and all other stakeholders

As the Act likewise provides for the need for every client to provide feedback on the performance of public services, for the purpose of exacting public accountability or proposing changes on the existing systems and procedures, the private sector's role in the accomplishment of the report card survey should be given priority. Reports can be coursed through the public assistance or complaints desk in the offices that shall be set up or strengthened and shall be in operation even during lunch breaks, as offices are likewise called to adopt appropriate working schedules to meet the level of services that this Act expects to be delivered by the public sector.

The public officials and public servants of the present time will no longer find these requirements hard to comply with as they have been prepared to do these things when they started to adopt their respective IDAPs. From January 2005 to date, a lot of improvements have been registered as regards levels of compliance based on a performance indicator that rates each measure using a five point rating scale with 5 as the highest and 1 as the lowest score that an IDAP covered agency can get. These are even manifested in the improving level of perception as regards sincerity of public offices to fight graft and corruption as what was seen in the last SWS survey. Even if majority of the public offices covered by the survey registered negative ratings, all, except one –improved their ratings.

Going back to the performance indicator rating scale for IDAP, this measures efficiency. But, the PAGC, with funding and technical support from the USAID ROLE, is developing a scorecard that will measure the impact and effectiveness of the IDAP as a governance/anti corruption tool and at the same time regularly keep the public servants attuned and sensitized to the needs of the people. We hope to pilot run this next month. - On this particular undertaking, you could take the role of independent raters, just like the ones explained under RA 9485, only this time, a wider range of parameters are to be covered.

On the area of preventive measures, the goal of which is to put in place corruption resistant systems – the challenges call for everyone to ensure that internal control mechanisms are updated and operational and are indeed serving as checks and balances on a per transaction basis. Also included in this is the assurance that the public servants are capable service providers with high degree of accountability and enjoying high level of integrity – achievement of which would depend on the credibility of the vetting processes and the values and ethical workshops or training to be given to the public servants. And because the focus here are systems and procedures as well as the quality of public servants, your role, would be to check if indeed there are control mechanisms that prevent inefficiencies resulting to graft and corruption that drives away the clients/investors.

On the education strategy, you could report to any of the graft busting agencies any non compliance to the four measures, whenever applicable. You could help us check if they are keeping their stakeholders informed of the rules and regulations affecting their operations and the clients' needs. You could help us check if they indeed crafted their own codes of conduct – that is different from the mother law which is RA 6713.

On the investigation aspect, you could report observed irregularities being undertaken by public servants – particularly to the Office of the Ombudsman which is the constitutionally mandated body to run after grafters and corruptors or to the Civil Service Commission, if covered by their jurisdiction. If the alleged abusive public servant happens to be a presidential appointee with Salary Grade 26 and above (Assistant Regional Director and up), you could report them to PAGC. If you are not comfortable to make your identity known, you can still proceed with your reporting as PAGC entertains anonymous complainants. What is important is for you to report observations backed up by pursuable leads. You could also take the initiative to push for the legislation of the Whistle blowing Act.

On strategic partnership which highlights the respective roles of both the public and private sectors in managing the affairs of the government, but this time, not working individually but as responsible partners, policies, programs and projects based on the MTPDP thrusts are already in place and some in the pipeline, to set the stage for the participation of the private sector in enhancing competitiveness and productivity. And, this is actually a direct response to the fact that the initiative for change must come from the government itself, in order to provide a stable starting ground for the private sector to come in.

Indeed, the thrust is towards increasing private sector role in economic development. Best practices as regards various areas of cooperation have already been recorded and found to have yielded positive accomplishments. The experience of PAGC alone on this area, is more than enough proof, of how effective PPP could be . Some of those already in place, through PAGC's intervention, cover existing collaboration with the following groups – which is in acknowledgement of the critical role of the private sector in winning the fight against graft and corruption as a means to achieve good governance to make the public sector globally competitive:

- **Volunteers Against Crime and Corruption** – provides PAGC with reports on alleged irregularities brought to their attention by their members and other contracts, supported by evidences that resulted to expeditious resolutions of certain high-profile cases.
- **Transparency and Accountability Network** – helps bridge the gap between PAGC and other members of the civil society and business community down to the grassroots level through the conduct of activities such as the National Anti-corruption road show conducted in Iloilo, Davao and Tuguegarao as well as in the development of lifestyle check manual for CSOs.

On these two partnerships alone, PAGC was able to improve its performance as regards number of cases resolved and OP orders received representing affirmation of recommendations contained in PAGC resolutions with punitive actions.

A laundry list of 33 top officials (never a small fry) ordered dismissed, suspended and reprimanded have been reported to the public in the past. But I see it fit to briefly give you an account on this aspect –

+ on dismissal from public office with accessory penalties – 2 in 2005, 6 in 2006, and 12 for 2007 or a total of 20 so far (6 Heads of Agencies, 3 were Undersecretary levels, 2 Assistant Secretaries, 8 Directors, and a non presidential appointee found to be in conspiracy with a presidential appointee)

+ on suspension, 4 in 2006; 12 for this year or 7 (3 Heads of Agencies, 2 Directors, 1 Labor Arbiter and a School Division Superintendent)

+ a total of 5 top officials were likewise reprimanded, 1 in 2006 and 4 this year (2 Commission Chair, 1 Assistant Secretary, 2 Directors)

- **Dilaab (Barug, Filipino!) – links PAGC to various religious organizations for good governance and provides assistance re: case-related information gathering**
- **Association of Government Internal Auditors – source of critical inputs as regards internal workings in their respective agencies that serve as basis in calling the attention of concerned heads; hence, prodding them to act on internal audit findings/recommendations.**

- **USAID –the first donor-agency to have provided assistance through capability building activities for PAGC investigators. resulting to an increased number of air-tight cases resolved and forwarded to the Office of the President for final Decision.**

This partnership paved the way for the professionalization of PAGC as a graft busting commission. The areas of cooperation paved the way for the crafting of the first ever PAGC vision, mission and goals including the detailed operations plan that are all incorporated in the PAGC Medium Term Plan for 2005 to 2009. Another important document that was prepared as a result of the USAID ROLE technical assistance is the Complaints and Case Management Manual of Operations. This serves as a quick and ready reference for technical and support staff responsible for the tracking, monitoring of cases and investigation as well as enforcement of the laws administered by the Commission. With this Manual is an Excel programmed case monitoring and document-tracking system to ensure that all incoming documents are acted upon within the required period and to ensure that all cases are moving.

With these systems in place and the capability and capacity building assistance, investigators were able to do credible case build ups resulting to development of complaints into full – blown cases based on the strength of evidences being gathered.

So that, from January of this year alone, PAGC processed a total of 508 complaints which is 105.9 % of the entire 2006's performance. Of the complaints processed, 108 were resolved representing 117.4 % of 2006's total Resolutions. In 2006, of the 92 cases resolved, 31 carried punitive recommendations as compared to this year's 45 representing 145.17 of total 2006 accomplishments.

The USAID-PAGC partnership likewise resulted in the pilot run of the first ever Graduate Certificate Course on Corruption Prevention at the DAP. This aims to provide professionals with the necessary skills and knowledge as well as prompt attitudinal change to implement corruption prevention reforms within their own organizations. The course is a learner-centered approach and the deliverable will be a Corruption Prevention Action Project for covered agencies.

- **World Bank –provided PAGC with a grant of US\$ 300,000 from its Institutional Development Fund (IDF) to push for the institutionalization and strengthening of internal audit units in the Executive Branch and selected Local Government Units. This is very important in addressing NCCs’ search for key reforms affecting enforcement of contracts as the projects’ desired outcomes include establishment and operationalization of Internal Audit Units in more agencies and LGUs resulting to improved performance and reduced corruption; quality internal auditing and sustainable and appropriate training for internal auditors.**

In this partnership, the first two components on the need to do a quality assessment of the internal audit functions and quality assurance program development for pilot agencies is being undertaken by SGV. The fourth component, the one on the Development of a Procurement Monitoring System is taken cared of by TAN under GPPB’s supervision. Still on the reforms in the area of procurement/contracts – aside from the GPPB-resolved issues on various concerns, one of the latest executive issuances is on the creation of Procurement Transparency Board through an Executive Order numbered 662 on “Enhancing Transparency Measures Under RA 9184 and Creating the Procurement Transparency Board” signed on 10 September 2007. This gives the private sector opportunities to maximize their participation whenever they sit as Bids and Award Committee (BAC) Observer because under this EO, the observations noted during procurement processes shall serve as basis for the board to call the attention of the agency head as regards potential non-compliance to RA 9184 and at the same time recommend remedial actions, among others, to safeguard government and public interest. If this does not happen, meaning, if one of you, as an observer, provided the PTB with report on non-compliance to RA 9184 in one of the procurement activities you have participated in, you can report it to GPPB or directly to PAGC where the necessary actions shall be taken on the complaints.

The participation of the private sector in the latter initiative could reflect a strong policy statement and a transparent procurement system, that are also known to be strong incentives for investors who can boost the country’s economy.

On the negative perception not only by our own people, but even by some members of the international community, as to the government's actions in pushing for good governance as manifested in its thrust towards fighting corruption, the need to mobilize the support of the private sector is very apparent and their use of the latest technological innovations and popular media may prove to be a more effective way of disseminating information and reaching out to all stakeholders.

One such technology is the use of the short messaging system (SMS) or what is more popularly known as "text", which as reported once pointed to about 150 text messages a day that an average Filipino sends out. However, it is very sad to note that apparently much of the interactions are on small talks. If we are to use this tool towards a more worthy cause, like that of reporting irregularities or "whistle blowing" thru text messaging, or even the positive developments recorded in the area of good governance, I am convinced that even the results of the survey reports would change for the better.

At PAGC, we recently launched such a system dubbed as, "TXT PAGC (0917 898 7242)" Since its inception in the latter part of July 2007 to date, PAGC, even with a very minimal information campaign on this text number already received substantial number of messages from the public, most of which are complaints against erring officials. Some may be considered "nuisance" cause the texter just wanted to express his/her frustration on the fight, but still we consider this as a positive response because from being apathetic individuals they are starting to feel something... meaning they are starting to care again. It will just be up to us, the government, to keep this burning, and eventually translate this feeling into a more positive and concrete response that would contribute to the over-all fight against graft and corruption.

Another strategy would be to use the malls as strategic venues in reaching out to the people and providing them with public services during mall-wide activities and fairs.

Such events will bring both the public and the private sector closer to the other stakeholders and could provide an opportunity to get/give feedbacks/suggestions.

These initiatives tell us of a fertile ground of governance marked by a growing anticorruption coalition among the public and private sectors, showing broad support from international development partners, success in the lifestyle checks and investigation areas resulting to a more effective prosecution towards increased conviction and improvements in the systems and procedures back to back with the weeding out of the bureaucracy of abusive and non performing assets. The sustainability of these positive developments should be guarded to avoid a situation where public servants are unable to respond fully and are pulled down by procedural, resource and governance constraints that might be present in the environment. These can be addressed though by collective action marked by a high degree of local political participation and self determination, moved by one's acceptance of a sacred task whose concept encompasses the social, economic, political, cultural and spiritual forces of a nation. A daunting task requiring tremendous roles to play.

The IDAP experience gave us so many lessons on best practices that we could use as guide on how we are to start with our intensified campaign to register high level of improvements in the problematic areas that have been discussed since yesterday.

In closing, allow me to share with you two keys on the recorded success of the IDAP. The first key points to involvement of the key actors in the formulation of strategies to give them sense of ownership of the reform or initiative to be introduced/implemented and for them to serve as models – with the leaders walking the talk, planning what needs to be done and who shall be asked to do the tasks, capturing agreements/decisions taken in written form, disseminating information to the rest of the public officials and employees in their respective offices and taking time to cascade the reforms to their regional or provincial offices and monitoring level of compliance.

The second key, which is more important as this is the one that served as the right formula to ensure success of the reforms – is the formula of collaboration.

These experiences and a lot of other experiences showed us that unity works and produce results. This is the essence of this session. Thank You and may GOD lead us to One. Global. Filipino through PPP.