



**GOP-UNDP PROGRAMME:
FOSTERING DEMOCRATIC GOVERNANCE**

**UNIVERSITY OF THE PHILIPPINES – NATIONAL COLLEGE OF
PUBLIC ADMINISTRATION AND GOVERNANCE (UP-NCPAG):
IMPLEMENTING PARTNER**



Project Title: Public Sector Reform: Capacity Building for Career Executive Officers (CEOs) for Improved Access to Services Delivery by the Poor.

Responsible Party: Career Executive Service Board

Implementing Partner: National College of Public Administration and Governance – University of the Philippines (NCPAG - UP)

Period Covered: 2005 - 2009

REPORT ON PUBLIC SECTOR REFORM: CAPACITY BUILDING FOR CAREER EXECUTIVE OFFICERS (CEOS) FOR IMPROVED ACCESS TO SERVICES DELIVERY BY THE POOR.

I. Project Description

On 11 April 2005, the Government of the Philippines (GOP) and the United Nations Development Programme (UNDP) signed a “Programme Document” entitled “Fostering Democratic Governance (FDG),” which constitutes a portfolio of core programs under the GOP-UNDP Country Programme Action Plan (CPAP) for 2005-2009.

The FDG Portfolio under the GOP-UNDP Country Programme Action Plan (CPAP): 2005-2009 underscores the need for governance reforms to implement and sustain the efficient and effective delivery of public services, eliminate corruption, and to promote ethical behavior at all levels of the Civil Service. The portfolio also calls for initiatives to build and foster a culture that values human rights, ensures gender-balance, and institutionalizes exemplary performance and excellence in the public service. It envisions that through these reforms, the poor’s access to affordable yet quality social services will be enhanced. In the same manner, it also contributes to good governance through the drive against corruption which calls for program initiatives that put premium on accountability and transparency in public service.

Public administration is one of the strategic reform areas under the FDG Portfolio. This area has two major thrusts - Public Sector Reforms and Anti-Corruption, and focuses on programs on administrative reforms, anti-corruption, effective capacity building for the national and local government bureaucracy and their partner institutions, and on aid coordination. These programs seek to create more effective national, sub-national and local institutions providing meaningful and responsive social services which meet global standards on human rights, gender-equity, and the Millennium Development Goals (MDGs).

II. The CESB-UNDP Project

A. Rationale

To meaningfully address the CPAP goals and objectives, strategic public administration reforms focusing on the highest (managerial) level of the Philippine civil service -- the Career Executive Service (CES) are needed.

The CES has been intended as the benchmark for the professional and ethical standards for the Third Level. It is a pillar of stability and continuity in governance, and a strategic source of leadership, professional competence, and institutional memory for the bureaucracy. It provides directions for and ensures the unimpaired and sustained delivery of equitable and quality public services notwithstanding transitions in the elected political leadership.

Since the creation of the CES, negative factors have continuously impacted on its structure and operations. One is political patronage, which greatly undermines the effective application of the principles of merit, tenure and careerism in the CES ranks. For this reason, there is a need to strengthen CES polices, mechanisms, rules and guidelines, and to ensure their consistent and sustained enforcement. There is also a need to continuously explore and enhance key competencies for improved performance standards and results for the CES to be empowered as a major role player in national development.

This is the context and rationale of the project on: "Public Sector Reform: Capacity Building for CESOs for Improved Access to Services Delivery by the Poor". Under this project, the Career Executive Service Board (CESB) shall be both the Duty Bearer and the Responsible Party. Other government agencies may be engaged as partners, such as the: National Economic and Development Authority (NEDA), National Commission on the Role of the Filipino Women (NCRFW), Commission on Human Rights (CHR), Civil Service Commission (CSC), and Learning Resource Institutions (LRIs). LRIs are academic, research and training institutions offering public administration and other professional development programs/courses. The project also seeks to partner with non-government sector organizations (NGOs) which advocate and engage in developmental work on issues, concerns, and problems on good governance.

Major stakeholders shall be engaged to perform key roles in the project. These include the National Union of Career Executive Service Officers (NUCESO) which is the unified national organization of all CES Officials and the designated Third Level Champions (TLCs) from various government agencies. TLCs are CESOs selected by their fellow CESOs in their respective departments and agencies, who have distinguished themselves with their exemplary leadership, managerial performance, and demonstrated commitment to and advocacy of the causes and welfare of the CES. TLCs have also been tasked to coordinate, monitor, and articulate issues, concerns, activities and key interests of the CES in their respective department and agencies.

The project's claimholder and ultimate beneficiary shall be the general public, particularly the marginalized, impoverished, vulnerable and the disenfranchised sectors, who have primordial rights and priority access to resources and public services. To address concerns on gender-balance, the female sector of the CES, which constitutes only a third of the Third Level, is also identified as a claimholder. This imbalance shall be addressed through policies, mechanisms, capacity building programs, and other reforms which aim to create a just, productive and dignified environment for work and the exercise of one's rights.

B. Purpose

The project seeks to create an enabling environment for the CES; to capacitate and engage it and its development partners in meaningful, effective, and sustainable public sector reforms; and to enhance its roles as an effective change agent for responsive rights, gender based,

and MDG-based services delivery. The purpose of the project is to contribute to the establishment of a CES that is not only stable and insulated from political abuse and interference, but also one that is recognized, respected and distinguished for its integrity, leadership, competence, professionalism, dynamism, and excellent service to the nation.

C. Outputs

The project is national in scope, covers the period 2005-2009, and shall be divided into annual modular stages. For 2006, one of the project's outputs shall be "The Framework Plan for Strengthening the CES". The purpose of the Framework Plan is to institutionalize and enable structures, create an environment of enabling policies, and implement a framework of strategic programs intended to capacitate and strengthen the CES at all levels and sectors of government. The Plan shall be formulated, installed, implemented, monitored and evaluated using an institutional partnership network to be established. It will also serve as the basis to develop and implement a Mentoring Program for CESOs and Third Level eligibles. The CES and all of its relevant stakeholders shall be engaged in strategic, effective, and meaningful reforms focusing on poverty reduction, gender-balance, human rights protection and promotion, and sustainable human development.

Another deliverable output for the third tranche of 2006 is a concept paper on the project – "Development of Case Studies of Public Sector Reforms Undertaken by CES Official". The concept paper shall identify the suggested activities to be undertaken by the CESB in order to develop case studies on public sector reforms. Areas for case study are programs, policies, and projects, which promote good governance principles such as participation, consensus orientation, strategic vision, responsiveness, effectiveness and efficiency, accountability, transparency, equity and rule of law. It shall also focus on CEO's experiences on gender and development mainstreaming and rights based approach in planning, budgeting and implementation. These case studies are envisioned to be valuable, not only to highlight innovations and "best practices" for possible replication, but also to serve as a learning resource for the CES, and by the general public.

III. Situationer and Logical Framework

A. The Career Executive Service (CES)

The Philippine Civil Service has three (3) major levels, the highest being the Third Level, which consists primarily of well selected, highly qualified and technically competent professionals, serving in various sectors and agencies of the bureaucracy. The CES in the Third Level performs key leadership and managerial roles, provides top-level policy direction, performs administrative supervision and program management tasks, and serves as the collective "repository of the bureaucracy's institutional memory."

The CES is the "managerial or executive class/ category" in the grouping of career positions in the Philippine Civil Service. It was created and institutionalized based on the mandate of Presidential Decree (PD) No. 1, enacted in September 1972 purposely to "form a continuing pool of well-selected and development-oriented career administrators who shall provide competent and faithful service." The CES exemplifies, upholds, and promotes the highest ideals and standards of performance, merit, professionalism, and ethical behavior among all Third Level officials. As an important element of the bureaucracy, it significantly contributes to the efficient, reliable and sustained delivery of quality public services, notwithstanding transitions in political leadership. It is the "driver" which steers the "engine of government" to accomplish its governance roles and development objectives.

CESOs in the bureaucracy occupy positions such as: Undersecretary, Assistant Secretary, Bureau Director, Regional Director, Assistant Bureau Director, Assistant Regional Director,

Department Service Chief and other officers of equivalent rank, as may be identified by the CESB, all of whom are appointed by the President.

The CESB, the governing body of the CES as mandated by PD No. 1, is primarily responsible for the promulgation and implementation of policies, rules, standards, programs and procedures covering the selection, appointment, promotion, classification, compensation and career development of members of the CES.

B. Problems/ Issues/ Concerns Confronting the CES

Since the inception of the CES in 1972 as mandated by PD No. 1, much remains to be done in order to realize the vision of a strong, dynamic and truly professional CES as an apolitical institution founded on careerism, merit and competence; and as an epitome of integrity, transparency and morally upright governance. Being the governing arm of the CES, the CESB has to address these challenges in order to regain, promote and sustain the trust and respect of the national community.

For more than three (3) decades, the CESB has consistently pursued its mandate to create and ensure a professional CES. To advocate and demonstrate, however, careerism and professionalism in the CES as a foundation of good governance requires a concerted and vigorous campaign. A strong and wide network of support systems for this campaign and advocacy shall be likewise established. The advocacy for professionalism and careerism in the third level, however, is not an initiative to be carried out single-handedly by the CESB but requires the involvement of various sectors because it has indeed been a critical and necessary link towards effective and efficient governance of the CES. The CESOs, as CESB's major stakeholder, shall also be a major force in this campaign being the umbilical cord that links between the high ranking officials and the ordinary government employees. They are not only the indispensable connector of the hierarchy of command but are also partners and allies of the CESB in their respective departments or agencies. Even the NUCESO shall be strengthened to keep alive the ideals and purposes of the CES, build and nurture strong linkages among government executives and provide a forum for discussion of issues concerning national interest and engage in projects that contribute to the attainment of the goals of the government.

The CES has been weakened by the interference of vested political interests in its standards, systems and processes. At present, politicization continues to threaten CESOs and third level eligibles because even when there are enough of them in the pool or in the ranks, officers with no third level eligibility are still being appointed to CES positions. Also, a lot of incumbents CES positions feel no compulsion to take the examination even when there is a functional examination system in place. Appointments to entry or higher executive positions are still largely dependent on "other" qualifications. In most cases, possession of third level eligibility does not govern the appointing authority's choices of appointees. Even in decision-making circles, the CESOs and third level eligibles are not consulted and their collective voice and opinions are not heard.

For an institution that has sought to produce people who are "a cut above the rest," the point has not been reached where stakeholders recognize and respect the difference of a CESO and a non-CESO. Moreover, the CESB notes the evolving and increasingly complex challenges and demands emanating from the national, regional and global environments. These impact on the CES particularly on values, standards and competencies.

The CES is a dynamic organization of men and women equipped with the aptitude and competence expected from career administrators. It is founded on a clear vision and standard which bring out the competence of CESOs and on goals which would make the CESOs respected and recognized for their integrity, leadership, expertise, dynamism and compassion

for the Filipino people. These goals can be achieved through a mentoring program with the aim of transferring the necessary expertise, knowledge, values, and experiences to the younger members of the CES. Thus, there is a need for a sustained mentoring program for CESOs, old and new alike.

Another issue that needs to be addressed is the status of women in the CES. In the **Fact Sheet** of Filipino Women published by the National Commission of the Role of Filipino Women in March 2006, it was mentioned that even if women make the majority of the bureaucracy, accounting for 57% of the total 3.1 million government personnel, women are likely to be technical personnel and men are likely to be at the first level or managers/executives. As of February 2006, 60% of the filled-up CES positions are occupied by men, while only 40% are occupied by women.

In this context, a logical framework for Strengthening the Career Executive Service was conceived as follows:

DESIGN	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS, RISKS AND MEASURES
<p>IMPACT</p> <p>A Career Executive Service that is respected and recognized for its integrity, leadership, expertise, dynamism and compassion for the Filipino People; and that is stable and insulated from politics</p>	<ul style="list-style-type: none"> - Improvement in the occupancy rate of Career Executive Officers and CES Eligibles, especially women - Fewer reports of displacement of career officials in government 	<ul style="list-style-type: none"> - impact assessment - survey 	<p>Political will of those making appointment to executive positions</p>
<p>OUTCOME</p> <p>Responsive, relevant and strategic programs for government career executives</p>	<ul style="list-style-type: none"> - Policies and programs that will safeguard careerism in the CES and address the development needs of career executives 	<p>Monitoring and assessment report</p>	<p>Active participation of and input from various stakeholders</p>
<p>OUTPUTS</p> <p>Framework plan for Strengthening of the Career Executive Service</p>	<ul style="list-style-type: none"> - Policies formulated and examination, training and career development activities conducted 	<ul style="list-style-type: none"> - Monitoring and assessment reports 	<p>Continuity of activities even when a new leadership assumes</p>
<p>INPUTS</p> <ul style="list-style-type: none"> - Financial resource - Human resource - Material resource 			

IV. Design of the Project

The activities for the Phase I (2006) are directed towards the creation of framework for partnership/ cooperation and capacity building for the Career Executive Service. As per the Project Terms of Reference (PTOR), this phase is divided to three stages. Each stage has its own design for planning and conduct of island of cluster multi-sectoral orientation and advocacy workshop and conference series for Luzon, Visayas and Mindanao. Thus, a total of nine (9) island cluster workshops were due to be implemented for the 3rd and 4th quarter of the year.

The PTOR has also identified the following key activities: Conduct of Strategic planning at the national level; Consultations with clients and the larger public, surveys; and the Conduct of support activities for the documentation and implementation of three pilot projects.

There are five deliverable outputs for 2006: Signed MOA and TOR; Program for the conduct of Island FGD's; Design of capacity building pilot projects and support activities to be implemented for the year; Blueprint for Medium Term Action Plan; and Case documentation of capacity building pilot projects and support activities implemented for the year.

However, at the course of project implementation, the CESB found that some the above stated activities are not viable. Thus, the following major revisions were found to be necessary:

1. Cancellation of Stage-3 Installation and Operations Start-Up;
2. Conduct of Three Pilot Regional Multi-Stakeholder Networking and Development Planning Workshops that merges six (6) cluster workshops (Stage 1: Networking and Stage 2: Development Planning);
3. Development and Submission of a Project Development Design for Capacity Building Activities instead of Design of Capacity Building Pilot Projects and Support Activities to be Implemented for 2006;
4. Development and Submission of Pre-Workshop Exercise, Workshop Design and templates instead of a Program for the Conduct of Island FGDs (Regional Level);
5. Development and Submission of a Framework Plan for Strengthening the Career Executive Service instead of a Blueprint of the Medium Term Action Plan; and
6. Development and Submission of a concept paper for the project – Development of Case Studies of Public Sector Reforms Undertaken by CES Officials instead of Case documentation of capacity building pilot projects and support activities implemented for the year.

These revisions were embodied in three (3) Addendums to the Validated Project Indicators and Targets for 2006 (Annexes A-1 to A-3) and an Addendum to the PTOR dated 10 November 2006 (Annex A-4). For easy reference, these changes may be traced through the Tracking Form for Changes Made in the CESB-UNDP Project Terms of Reference / (Jan-Oct. 2006) (Annex A-5).

The revised plan for 2006 is as follows:

Activities	Rationale	Design	Output Deliverable	Target Dates for Delivering the Outputs
1. Project Development			Deliverable 1: Validated Working Draft of the Project Terms of Reference (PTOR) (Annex B) Deliverable 2: Project Development Design (Annex C)	
2. Preparation of Workshop Designs, schedules, exercises, templates, learning tools/aids and facilitators' session guides to be used in the Networking and Development Planning.			Deliverable 3: Pre-WS exercises and WS Series designs, templates, and schedules (Annex D)	31 March 2006 19-21 July 2006; 15-17 August 2006
3. Conduct of Regional Multi-Stakeholder Networking (Stage 1) and Development Planning 3.1. Region III Forum on Forum on Public Sector Reforms conducted and completed by 31 March 2006	The Forum is a multi-stakeholder consultation.	The Forum followed a less structured process characterized by a Focus Group Discussion (FGD), with a set of guide questions responded to by the stakeholders. The FGD validated the anticipated responses to the Guide Questions, unveiling specific national issues on public service delivery and poverty and the recommended steps to assist CEOs to address the same. The Guide Questions were pre-tested with simple respondents	Project Activities Output 1: Highlights of the Proceedings of the Forum (Region III) and the Workshops (Region VII and X) (Annex E-1 to E-3); Directory of Participants (Annex F-1 to F-4);	November 29, 2006

<p>3.2. Region VII Pilot Multi-Sectoral Networking and Development Planning Workshops conducted and completed by 21 July 2006</p> <p>- Region X Pilot Multi-Sectoral Networking and Development Planning Workshops conducted and completed by 15 August 2006</p>	<p>The workshop seeks to form Region-Based Multi-Stakeholder Convergence Partnerships (RMCPs) and to ensure their commitments and active participation in cooperative development efforts.</p> <p>It seeks to build and sustain these partnerships based on the full understanding, acceptance, and adoption of the UNDP and the project's development frameworks, terms of engagement, areas of cooperation.</p>	<p>belonging to the same homogenous group as the participants.</p> <p>I. Pre-Workshop Activities</p> <p>All participating groups shall be required to undertake focus/small group discussions and to prepare, complete and submit pre-workshop output templates as part of pre-workshop exercises. The expected pre-workshop outputs shall focus on the clarification and validation of each group's:</p> <p>A. Key Institutional Features/Attributes B. Stakeholders Analysis C. Institutional Assessment</p> <p>II. Workshop Activities</p> <p>Stage 1: Network Building</p> <p>A. Lecture-Inputs/ Open Forum Discussions</p> <p>B. Small Group Discussion Exercises/ Report Presentation and Discussions in Plenary/ Gallery Presentation/ In-Group Coaching</p> <p>Stage 2: Development Planning</p> <p>A. Panel Lecture-Inputs/ Open Forum Discussions B. Pre-Workshop Group Report Presentation in Plenary</p>		
<p>4. Development of the Framework Plan for Strengthening the CES through a:</p> <p>4.1. Writeshop to Formulate the Initial</p>	<p>The writeshop involved the Division</p>	<p>Briefings, discussions were conducted to develop the</p>	<p>Deliverable 4: The Framework Plan for Strengthening the CES (Annex G)</p>	<p>29 November 2006</p>

<p>Draft of the framework plan for Strengthening the CES conducted and completed by September 28, 2006; and</p>	<p>Chiefs and selected senior technical staff members of the six (6) divisions of the CESB Secretariat.</p>	<p>Initial Draft of the Framework Plan for Strengthening the CES which contains the following key sections:</p> <ul style="list-style-type: none"> I. Conceptual Framework <ul style="list-style-type: none"> A. Introduction/Background B. The CESB-UNDP Project C. Project Rationale D. Project Outputs E. Situational Analysis <ul style="list-style-type: none"> a. The Civil Service System b. The CESB-UNDP Project c. Historical Highlights of the CES d. Problems, Issues and Concerns Confronting the CES II. Proposed Division Plans and Programs (2007 onwards) with Enabling Elements 		
<p>4.2. FGD with selected CES Officials</p>	<p>The objective of the FGD is 1.) clarify the scope and directions, and 2.) improve the structure and contents of the Initial Draft of the Framework Plan for Strengthening the CES.</p>	<p>Focus Group Discussion</p>		
<p>4.3. Presentation of the Draft Framework Plan for Strengthening the CES to the CES Board</p>	<p>The Draft Framework Plan was presented to the Board being the policy making body of the CES</p>			
<p>5. Development of Concept Paper for the Project – “Development of Case Studies of Public Reforms Undertaken by CES Officials”</p>	<p>To establish the framework in the development of case studies of public sector reforms undertaken by CES Officials</p>	<p>Conduct of Preliminary Research</p> <p>Draft the Concept Paper</p> <p>Review and finalize the concept paper</p>	<p>Deliverable 5: Concept Paper for the Project – “Development of Case Studies of Public Sector Reforms Undertaken by CES Officials (Annex H)</p>	<p>29 November 2006</p>

V. PROFILE OF THE PARTICIPANTS

The participants of the three pilot workshops were classified according to sector and gender.

TABLE1 PARTICIPANTS BY SECTOR

Activity	NGO's		CEOs		LRI		Total
	No.	%	No.	%	No.	%	
Forum On "Public Sector Reform: Capacity Building for CEOs for Improved Access to Services for the Poor"	4	12%	28	82%	2	6%	34
Region VII Pilot Multi-Sectoral Networking and Development Planning Cebu City	9	56%	6	38%	1	6%	16
Region X Pilot Multi-Sectoral Networking and Development Planning Cagayan De Oro City	5	25%	14	70%	1	5%	20
TOTAL	18	26%	48	68%	4	6%	70

TABLE 2 PARTICIPANTS BY GENDER

	Male		Female		Total
	No.	%	No.	%	
Forum On "Public Sector Reform: Capacity Building for CEOs for Improved Access to Services for the Poor"	17	50%	17	50%	34
Region VII Pilot Multi-Sectoral Networking and Development Planning Cebu City	8	50%	8	50%	16
Region X Pilot Multi-Sectoral Networking and Development Planning Cagayan De Oro City	12	60%	8	40%	20
TOTAL	37	53%	33	47%	70

V. PROJECT MANAGEMENT

The project management started off with the creation of a Technical Working Committee, through Office Order No. 2006-06 dated February 23, 2006. The group is tasked to develop a five (5) year work plan for CES. It is chaired by the Executive Director, with the Deputy Executive Director as Vice-Chair and selected Division Chiefs as members.

The five year action plan should be able address the specific objectives of the project, namely:

1. To ensure the active participation of various stakeholders especially the CEOs in the formulation of a blueprint for their capacity building;
2. To ensure the integration of the major and priority programs of the CESB into a five (5) year Development Plan for the CES;
3. To replicate best practices covering a wider area at the regional and local level; and
4. To facilitate the preparation and formulation of the five (5) year development plan.

With the expansion of work required in project implementation, Office Order No. 2006-06 authorized the creation of an informal project management team. It is composed of eight members – 2 Project Coordinators, 4 technical staff, and 2 administrative staff. The Team members were selected from the different work divisions in the CESB. Mr. Jose Federico M. Tabino III and Mr. Christopher F. Calugay were designated as Project Coordinators. The Team reports directly to the CESB Executive Director.

VI. ACCOMPLISHMENTS AND PERFORMANCE OF THE PROJECT VIS-À-VIS INDICATORS SET FOR THE YEAR

The project succeeded in strengthening the partnership between the CESB and its major stakeholders - the NUCESO and the Third Level Champions. The regional workshops enabled the CESB to assist the regional CES organizations in performing major roles and undertaking measures for the development of the region, in partnership with the regional stakeholders from various sectors.

a. Partnership with NUCESO and TLC

In the first year of project implementation, the CESB made its headway in ensuring the partnership between and among the CESB as Implementing partner and the NUCESO and the TLC as program partners. The NUCESO and the TLC are strongly involved in the drafting of the framework plan.

b. Regional Multi-Stakeholder Partnership through a Manifesto/Call for Action

On the other hand, the move to form Regional Multi-Stakeholder Convergence Partnerships had minimal success. As contained in AWP-001 covering January 1 – July 21 and AWP-001 July 22 – October 12, 2006 (Annex I), the Regional CES organization was not yet prepared to assume the lead role nor to undertake formal commitments (in a form of Memorandum of Agreement) in forging and enhancing a regional tripartite partnership that will plan, implement, and monitor region-based development interventions in this level. Individual members preferred to work towards ensuring commitments of the government agencies they represent due to their working environment and command of available resources in spearheading and managing regional tripartite partnerships. Likewise, other regional stakeholders expressed reservations in entering into the intended partnership.

Although formal commitments were not reached, the workshops served as useful means for identifying problems, development interventions, and areas for convergence and partnerships that may be addressed by the CEOs and their regional partners in the future.

c. Strengthening the Regional Organization of CEOs towards Capacity Building

The workshop series have strengthened the Regional Organizations in the three pilot regions (Region VII, Region X and Region III). They had been a partner to the CESB in organizing the regional workshops. This indicates the regional organization's commitment towards

strengthening their respective organizations and willingness to consult/engage stakeholders in doing so.

Tangible accomplishments towards this end are: 1) the reformulation/enhancement of the Strategic Framework of the Career Executive Officers – Northern Mindanao (CEO-NM), the regional organization in Region 10 during the workshop; 2) the workshop has been an avenue on which the CEO organizations introduced themselves to the stakeholders in the region; and 3) the signing of partnership agreement for the Jathropa Propagation Project between the CEO-NM and the Misamis Oriental College of Agriculture and Technology (MOSCAT), which proves the existence of strong working relationships and linkages with non government organizations of the CEO-NM.

VII. HUMAN RIGHTS AND GENDER MAINSTREAMING ACTIVITIES

The project supports the basic rights of people to be heard and to take part in development planning, through their chosen representatives. The CESB conducted three Regional Multi-Sectoral Workshops that ensured the participation of representatives from basic sectors, such as women's, persons with disability, academe, business, agricultural workers, environment and informal settlers. Through chosen their representatives, the people identified issues that beset the CES and bureaucracy as a whole.

The CESB also continuously capacitate the CESB-PMT on human rights and gender mainstreaming issues. As an organization, the CESB is now more capacitated in identifying human rights and gender issues that beleaguered the CES, as well possible interventions towards which these issues may be addressed.

VIII. CHANGES OR IMPROVEMENTS MADE VS. SITUATIONER AT THE START OF THE PROJECT

Baseline data on partnerships forged and joint projects undertaken by regional CES organization and their regional stakeholders was either unavailable, or insufficient and unorganized. Although some CES organizations are implementing some capacity building and development interventions, these interventions were not documented and processed ready for use as baseline data. In particular, regional organizations initiate and organize projects, but these projects are conceptualized, planned and implemented with complete autonomy from other regional organizations, the national governing body and the CESB. The activities undertaken in 2006 were primarily exploratory by objective.

IX. EVALUATION OR PROGRESS OF THE PROJECT/OUTPUTS VIS-À-VIS CPAP OUTCOME AND OUTPUT

At this early stage of project development and implementation, project outputs are not yet expected to effect changes on the CPAP outcome and output.

X. PLANS AND NEXT STEPS

The Framework shall be subjected to the validation and ratification of the general membership of the NUCESO during the NUCESO Convention in December.

Attachments:

Annex A	Addendums
Annex A-1	Addendum to the Validated Project Indicators for 2006 (May 2006)
Annex A-2	Addendum to the Validated Project Indicators for 2006 (June 2006)
Annex A-3	Addendum to the Validated Project Indicators for 2006 (November 2006)
Annex A-4	Addendum to the Project Terms of Reference (PTOR)
Annex A-5	Tracking Form Changes Made in the CESB-UNDP PTOR (Jan-Oct. 2006)
Annex B	Deliverable 1: Signed Memorandum of Agreement and Project Term of Reference
Annex C	Deliverable 2: Project Development Design
Annex D	Deliverable 3: Indicative Workshop Series Design, Templates and Schedules; Pre-Workshop Exercise
Annex E	Highlights of Proceedings of Regional Multi-Sectoral Networking and Development Planning Workshops
Annex E-1	Focus Group Discussion on Public Sector Reform, Pampanga
Annex E-2	Regional Multi-Sectoral Networking and Development Planning Workshops, Cebu City
Annex E-3	Regional Multi-Sectoral Networking and Development Planning Workshops, Cagayan De Oro City
Annex F	Directory of Participants
Annex F-1	Focus Group Discussion on Public Sector Reform, Pampanga
Annex F-2	Regional Multi-Sectoral Networking and Development Planning Workshops, Cebu City
Annex F-3	Regional Multi-Sectoral Networking and Development Planning Workshops, Cagayan De Oro City
Annex G	Deliverable 4: The Framework Plan for Strengthening the Career Executive Service (CES)
Annex H	Deliverable 5: Concept Paper for the Project – Development of Case Studies of Public Sector Reforms Undertaken by CES Officials
Annex I	AWP-001 Covering January 1- July 21, 2006 and AWP-001 Covering July 21, 2006 – October 12, 2006
Annex J	Photos