



**GOP – United Nations
Multi-Donor Programme Phase 3**



**Komisyon ng Karapatang Pantao
(Commission on Human Rights)**

**Strengthening the Capacities
of the CHRP for the Promotion
and Protection of Human Rights
In Mindanao**

**Mission - Critical
Systems Reengineering and Installation**

**BARANGAY
HUMAN RIGHTS
ACTION CENTER
(BHRAC)
PROGRAM**

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GENERAL INTRODUCTION

1 OVERVIEW OF CONTEXT

- 1.1.1 The Barangay Human Rights Action Centers (BHRAC) program is an initiative taken by the Commission on Human Rights (CHR) to ensure that human rights is spread and preserved at the community level. In coordination with the Department of Interior and Local Government (DILG), the Leagues of Provinces, Cities and Municipalities and the LIGA ng mga Barangay, and willing local government units and NGOs, 14,406 BHRACs have been established.
- 1.1.2 In principle, the BHRAC program is established to increase the reach of the CHR to the populace, in completion of its mandate of promoting and protecting human rights. The Barangay, according to the Local Government Code is “the basic political unit serving as the primary implementing unit of government policies, plans, programs, projects, and activities in the community and as a forum wherein the collective views of the people may be expressed, crystallized and considered, and where disputes may be amicably settled” (Book III, Title One, Chapter 1, Section 384). As such, the CHR has tapped the grassroots to ensure that human rights services are made accessible to the populace and are imbedded in the community culture of the Filipinos.
- 1.1.3 The Commission on Human Rights forged partnerships with the DILG and the Leagues to start up the BHRAC program in all barangays. The partnerships were formalized through the following instruments:
- a) Memorandum Circular No. 94-194 dated October 27, 1994 of the DILG, enjoining all local government units to pass or adopt a Barangay Resolution establishing the BHRC.
 - b) Memorandum of Agreement dated December 1996 with the Leagues and DILG
 - c) Memorandum of Agreement signed December 10, 2001 between CHR and the leagues further strengthening and renewing commitments to the program.
- 1.1.4 At the very heart of the BHRAC is volunteerism, such that human rights draw in the active participation of all. The Center is manned by a Barangay Human Rights Officer (BHRAO) who is voted by the community during a barangay assembly, through the supervision of the City/ Municipal Planning and Development Coordinators (PDCs) and/or the City/ Municipal Local Government Operations Officer (LGOOs). There are qualification for the position such as the nominee must not be a government official or personnel and that he/ she should be person of integrity and probity, among others.

- 1.1.5 The BHRAC program is a potent tool for the CHR to increase its reach in providing human rights services to the public. The current system for the program though must first be assessed to gauge not only the performance in this program, but also the extent of awareness on human rights issues and services of the masses.

2 OBJECTIVES

Reform Objectives

- 2.1.1 The reform recommendations herein stated aim to:
- a) Ensure seamless integration of functional offices in the CHR and with the other key player of the program for smooth operations, speedy processing, and quicker access to human rights services;
 - b) Define a set-up that will increase local government and public participation in the BHRAC program without negating the independence of the CHRP;
 - c) Clarify and define key activities and transactions for increased operational efficiency and effective management.

Design Objectives

- 2.1.2 Guided by the reform objectives, the detailed design for the BHRAC Program aims to:
- a) Define the vertical and horizontal compartmentalization of functions and responsibilities from the barangay level to the oversight administrative level;
 - b) Identify implementation management schemes that will increase operational efficiency and respond to the need for predictable and adequate resources;
 - c) Identify probable functions of other institutions and defining mechanisms to increase or draw in their participation in the BHRAC implementation and operations.

3 DESIGN APPROACH, PRINCIPLES AND PARAMETERS

3.1 Design Principles

- 3.1.1 This reform is guided by the following principles:

Accessibility through geographical proximity and efficient operations

- 3.1.2 One of the intent of providing human rights services at the community level is to increase access. Accessibility is one of the key characteristics of an effective and efficient functioning Human Rights Institution. The CHR should be readily accessible

to the individuals and groups it is established to protect or whose interest they are supposed to promote. The BHRAC Program is an initiative in realization of this concept, providing geographical access to the public on human rights services.

- 3.1.3 In furthering access, the reform proposal will provide clear and adequate processes and procedures that will enable the Commission to provide quick-action to human rights violations, increase their reach to the groups, individuals and government partners for the Program objectives, and improve awareness on human rights through the Program.

Cooperation of internal offices and external stakeholders

- 3.1.4 The state guarantees that the human rights of the people will be protected, and gives the people the power to protect their rights as well (1987 Constitution). An effective and efficient human rights institution therefore catalyzes on this working premise. The BHRAC should be a program that establishes and maintains close contact with non-government organizations and community groups and the government offices in working together and reaching all areas of the country for the provisions of human rights services and increasing awareness.
- 3.1.5 The BHRAC Program is established, maintained and developed through collaborative efforts. This reform proposal will pursue this method, by providing mechanisms for ensuring that cooperation is met by all key players, clearly defining the functions and responsibilities of each role player, and identifying arrangements that will ensue sustainability.

Independence of the Commission

- 3.1.6 The reform recommendations will ensure that the independence of the Commission is not in anyway compromised through the collaborative measures that it proposes. Cooperation by government offices in BHRAC operations and management sustains the program and enables it to proceed in the delivery of services. The BHRACs however, having complaints processing functions and monitoring responsibilities in the compliance of public officials to human rights standards should at all times reflect impartiality.

Operational Efficiency

- 3.1.7 The BHRAC program will function with well-defined operational processes and seamlessly integrated systems. Linked with the principle of accessibility, the program will provide quicker means of accessing human rights services and bring it closer to its target beneficiaries through the following:
- a) *Decentralization and Better Overall Control of Operations.* The new administrative structure assumed by the Commission has brought down various operational functions to the regions and has enhanced the functions of the central office to provide adequate oversight control. Thus, this design recommendations take in consideration the new set-up in the CHR as well as the principles that has been identified in formulating the new administrative

structure and functions – including decentralization and re-defined oversight management.

- b) *Vertical and Horizontal Compartmentalization of Functions.* Every function and responsibility should be well defined and adequately structured to clear the Commission with problems of overlapping and even gaps in the completion of Program activities and delivery of service. Within the CHR, various offices will be working with each other in each process of the BHRAC Program. Proper compartmentalization is assumed in the design, delineating functions among equally positioned or related offices and divisions, as well as the offices and divisions that are vertically and sequentially related.
- c) *Information-based Planning and Decision-Making.* The design recommendations will identify processes and mechanisms that will provide structured information for sound planning, performance assessment and decision-making.
- d) *Seamless Integration of Functions.* The Commission has adopted a decentralized set up, having fifteen regional offices with functions operations functions, delivered in their respective geographical jurisdiction. The institutional reform recommendations as well resulted from the “Institutional Assessment of the Commission” has paved the way for defining the oversight functions that should be brought down to the field units. The reform recommendations will provide sound compartmentalization of functions, identifying efficient layering of decision-making functions and operations functions. It will address issues of improving efficiency, transaction speed, timeliness and responsiveness by ensuring the that inextricable relationships the offices of the CHR has and even the external offices, organizations and groups have with the Commission.
- e) *Continuing Learning and Improvement Capacity.* The recommended reforms and subsequent design is formulated towards facilitating the evolution of the environment, such that the CHR will be able to define the organizational culture and values to develop the capacity for continuing learning and improvement.

Accountability

- 3.1.8 The Commission is accountable to the people it services – in terms of ensuring that the principle of accessibility, cooperation and efficiency is provided to the public. Thus, adequate reporting measures will be put to place, especially in its expenditures of resources put together from external partners.

3.2 Design Considerations

- 3.2.1 The design of this system is based on the following considerations:

- a) The current reorganized structure of the CHRP will be an input to the design of the systems of the program. Thus activities and processes for the program will be according to the functional specifications for each office identified in the new

structure. The BHRAC is a program of the entire CHRP, and as such will be a contributive effort of all the offices of the CHRP.

- b) The current structure of local governments as stated in the 1991 Local Government Code is also considered in the design. The BHRAC Program requires a full internalization of the processes and systems of local governments because the establishment of BHRACs and some of its management activities will depend on the support and participation of these units. Though incorporation of the BHRAC Program in the barangay local government units just like the incorporation of the Barangay Justice System is ideal, the design realizes the constraints, such as the need to incorporate such matter in the local government code. Thus, with due regard to the current structure of the LGUs, the design will entail incorporation of BHRAC program activities into LGU processes.
- c) Budgetary constraints is a given. There are other mission-critical areas in the CHRP that will compete for their share of the meager national government appropriation. Thus, the BHRAC Program design will be an exploration of other possible sources of revenues. It also incorporates the recommendations under the budgeting and cash administration system design, taking into consideration that the BHRAC as a Program will have its own budget.
- d) The rights based approach is also considered in the design, such that the systems and installation of the RBA to development for LGUs, and other government offices is given due regard.

3.3 Approach and Methodology

3.3.1 This study and subsequent design is developed in three phases. The first phase is the review of current transactions and processes in the program, and also the provision of basis for the next two phases, which is the assessment of transactions and processes, and the design of system and processes. Each phase is developed incorporating the above-mentioned considerations and principles.

3.3.2 The sections to this report are organized as follows:

SECTION 1: GENERAL INTRODUCTION

SECTION 2: DESCRIPTION OF THE PROGRAM

SECTION 3: STRATEGIC REFORM MEASURES

SECTION 4: POLICY, RULE AND PROCEDURE FORMULATION

SECTION 5: ADVOCACY FOR SUPPORT TO THE BHRAC PROGRAM

SECTION 6: MOBILIZATION OF PARTNERS AT DIFFERENT LEVELS FOR ESTABLISHMENT OF BHRACS

SECTION 7: RESOURCE GENERATION AND MANAGEMENT

SECTION 8: ESTABLISHMENT OF BHRAC

SECTION 9: BHRAC OPERATIONS

SECTION 10: PROGRAM PLANNING

SECTION 11: OPERATIONS MONITORING AND REPORTING

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DESCRIPTION OF THE PROGRAM

1 INTRODUCTION

- 1.1.1 The DILG through the efforts of the CHR passed a Memorandum Circular enjoining all barangays to pass or adopt a Human Rights Center in their barangay on October 27, 1994. All Regional Directors of the DILG were instructed to distribute this circular to all LGUs in their respective jurisdiction. The BHRAC program, through initiatives of the CHR and cooperation of the DILG was thus initiated.
- 1.1.2 The program is built on two objectives: (a) To hand to ordinary citizens the central role of human rights promotion and protection in their community; and (b) To bring the services of the Commission closer to the populace.
- 1.1.3 There are four identified services provided by the BHRAC: complaint processing, coordination, mobilization and information and education. Each of these services are delivered by the BHRAC as the center at the community level.

2 BHRAC GENERAL SERVICES

Complaints Processing

- 2.1.1 The Barangay Human Rights Action Centers is envisioned to function as a help desk for all human rights violations. When a case is under the jurisdiction of the CHR, the center functions as a link to CHR Regional Offices for investigation, legal advice, and/or assistance. On the other hand, when cases are not under the jurisdiction of the CHR or when cases may be processed in a quicker manner through other offices and agencies, the center functions as coordinator, referring the case and monitoring the development of the case.
- 2.1.2 The BHRAO primarily interviews the complainant to know if the case is an HRV case defined under the jurisdiction of the CHR. A complaint form is accomplished during this interview (Attachment 1). When it is an HRV case that can be responded to by the Commission, the BHRAO accomplishes an affidavit (when he/ she is trained for such) and forwards the document to the Provincial/City/ Municipality Planning and Development Coordinator (P/C/M PDC) and/ or the Provincial/City/Municipality Local Government Operations Officer (P/C/M LGOO). The Local Government Officers in-turn transmits the documents to the Regional or Sub-offices of the CHR for immediate investigation of the case. When the BHRAO is unable to accomplish an

- affidavit, the CHR officer assigned to investigate the case will accomplish the said affidavit during investigation.
- 2.1.3 It is the duty as well of the BHRAC to refer the case to the proper government agency or office when the case is not within the jurisdiction of the CHR, under its current coordinative function. He/ she must therefore have an updated directory of all these officials to whom he/ she may refer the complainants.
- 2.1.4 When the BHRAC deems it appropriate for an NGO to look into the services needed by the complainant, he/ she must do so. Therefore, the BHRAC must as well be updated with the organizations or individuals willing and able to help his/ her community members. The current process assumed by the BHRAC in this first function is described in Figure 1.

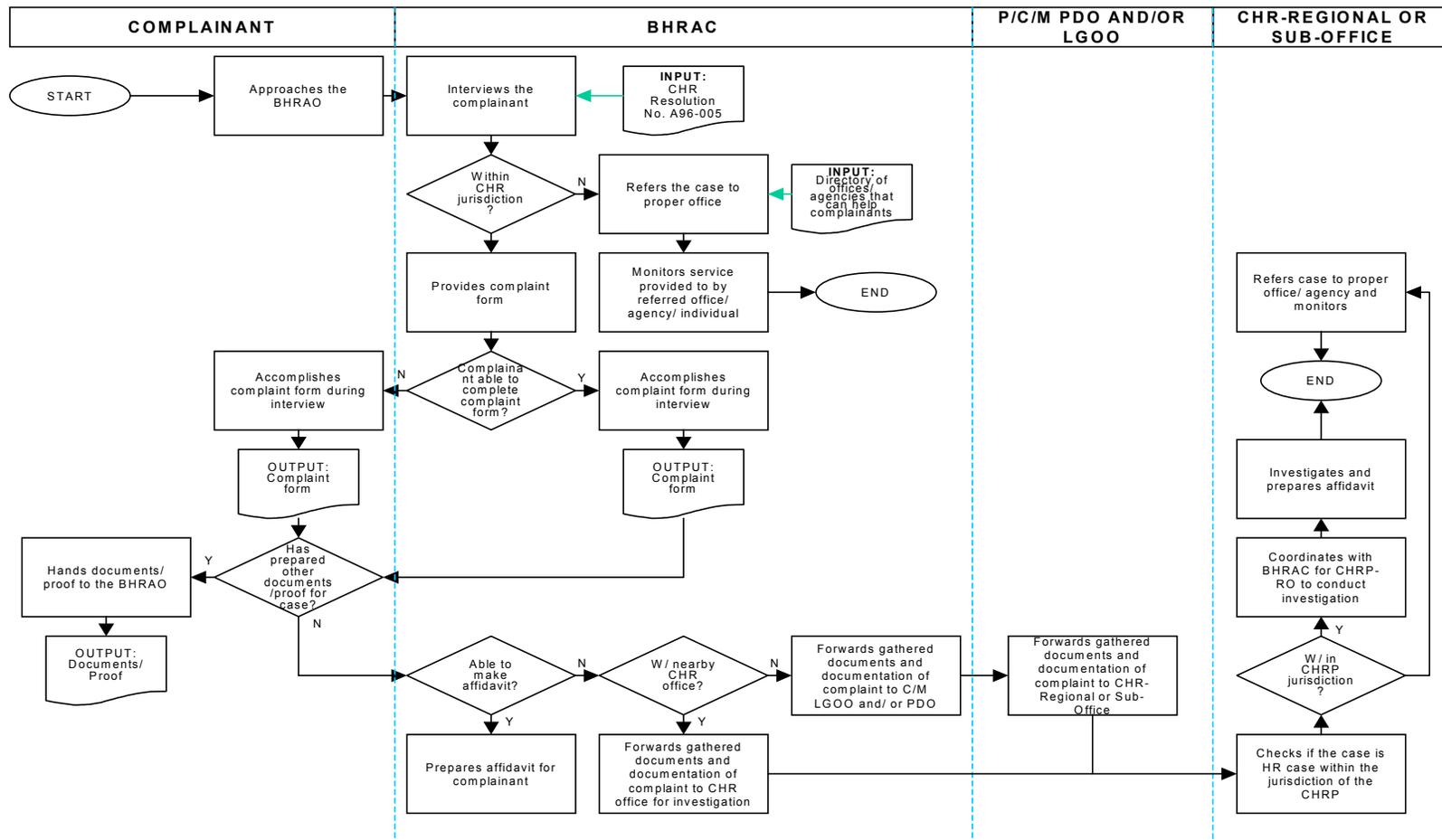
Coordination

- 2.1.5 The BHRACs as protectors and promoters of human rights ensures coordination with the CHR and other government offices for complaints, for the Center's information campaign, and for sustaining operations of the Center. As a coordinating office, it emphasizes the linkage of all its activities to the government and the community, such that human rights become the concern of all.
- 2.1.6 The BHRAC as the coordinator of *all* human rights cases, must be equipped with due knowledge on human rights violations and the offices and agencies that through coordination and cooperation will provide the services needed by its constituencies.
- a) *Coordination of HRV cases within the Jurisdiction of the CHR.* In completion of the complaints processing function of the BHRAC, the officer in-charge does the necessary coordination function with the LGU officers to get the complaint form and other documents for the case to the regional and sub-offices of the CHR. Nevertheless, there are other services provided by the CHR for HRV victims such as legal advice and financial assistance, or reference to the central office for other medical services. The BHRAC as a coordinating office makes sure that victims receive CHR services in ensuring the protection of their rights.
- b) *Coordination of other cases to government offices and agencies.* The government functions as the primary provider of all public services. There are offices and agencies therefore that help the public in general, especially the marginalized sectors access justice and government assistance to their ails when made victim to violations on their rights. The BHRAC therefore, as the coordinating unit, maintains a directory of these services for quick referral of cases, complaints and other actions to victims or complainants. The Department of Justice (DOJ) offices for instance such as Prosecutor's Offices and the Public Attorney's Office are necessarily a part of their directory.

Primarily however, when cases do not fall under the jurisdiction of the CHR, the BHRAC is to refer the case to the Lupon Tagapamayapa of the barangay office, for application of the barangay justice system.

- c) *Coordination with NGOs and/or Community Individuals.* There are many NGOs or individuals that may help victims and complainants by their initiative. It is therefore the duty of the BHRAC operators to bring in the participation of these people, not only for quick referral and action to cases but also to encourage full realization of the role of each individual in the protection of human rights.

FIGURE 2: CURRENT BHRAC COMPLAINT PROCESSING SYSTEM



- 2.1.7 The BHRAC also sustains its operations, relays programs and activities and involves the community in them, and reports transactions through coordination.
- a) *Coordination with the Barangay Local Government Unit.* The operation of the BHRAC program is made through close coordination with the Barangay officials. The barangay may appropriate funds for the BHRAC, given that it is within its capacity. The barangay may also provide the much needed support of the BHRAC in terms of encouraging more advocates in the dissemination of information and education materials, and also in coordinating all activities with different members of the community.
 - b) *Coordination with the Provincial and City / Municipal Local Government Unit.* When CHR regional and sub-offices are not proximate to the BHRACs, coordination with the human rights officers in these levels help the BHRAC get documents, reports and other activity information and vice-versa. Funding for activities of the BHRAC also may come from these levels, when the barangay is not able to provide for the activities and other needs of the BHRAC (such as transportation allowances, reproduction of materials, etc.).
 - c) *Coordination with Donor Communities and Other members within the area of jurisdiction.* The BHRAC does not only expect support from the LGUs or the CHR, but also initiates active support, in both provision of all types of resources and information dissemination from the community. This coordinative task is part of its mobilization function described below.
- 2.1.8 The current strategies used for coordination depends on the initiatives and innovativeness of the BHRAC and his/ her BHRAC team.

Mobilization

- 2.1.9 There are two areas where this service applies: in the community participation in human rights activities; and the establishment and active performance of the human rights advisory group. The BHRAC also serves as the mobilizer for mobile education, and this service will be further discussed in the succeeding Information and Education Service Function.
- a) *Mobilization of the community for active participation in human rights activities.* As the focal person for all human rights activities, it is the duty of the BHRAC to organize the community to be active advocates of human rights. When the CHR or other offices/ agencies, whether government or non-government have human rights programs, lectures, and other functions, the BHRAC encourages the community to take part. He/ she himself may initiate such activities, as long as it supports the objectives of the BHRAC Program.
 - b) *Mobilization of the human rights advisory group.* The advisory group for human rights is formed through the initiative of the BHRAC head. The group may be comprised of representatives from the church communities, schools, and the barangay-based sectoral organization (women, farmers/ fishermen, youth, labor, barangay-based NGOs, etc.). As an advisory group, these sectoral

representatives will act as the counsel for matters concerning their respective groups.

Information and Education

2.1.10 This services is performed by the BHRAC in four ways: through the installation of the Batingaw Barangay Bulletin; the distribution of training and information materials and information releases, conduct of fora, seminars, trainings, symposia, and other rights information and education activities in coordination with the CHR; and the organization of Araling Taong Bayan or the small/ neighborhood discussion groups on human rights within the barangay.

- a) *Barangay Batingaw Bulletin.* The reports of human rights conditions, developments and cases within the barangay are stated in the Barangay Batingaw Bulletin. The BHRAO is tasked to install and maintain the bulletin at their barangay and to as well forward these clips to the CHR for possible publishing. The barangay is made aware of the human rights situation and activities through this bulletin in their community, such that they may function as public “watchdogs” and advocates of human rights.
- b) *Distribution of materials and other information materials and conduct of human rights information dissemination and education activities.* As the linkage between the Regional and Sub-offices of the CHR, all campaign efforts to increase awareness for human rights flows to the grassroots through the BHRAC. BHRAOs, within their coordination function, have the responsibility to distribute and inform the members of the barangay on human rights initiatives from the CHR, LGUs and other government and non-government agencies.
- c) *Araling Taong Bayan.* Aside from the coordinative work the BHRAO accomplishes for the conduct of information campaigns, training and lectures, he/ she also organizes Araling Taong Bayan or neighborhood discussion groups on human rights in areas in the community. The ATB is a venue for the community to discuss the HR issues, situations, and facts to achieve better understanding and right action for HRV cases.

Related to this is the mobile education function, since this discussion venues hop from a house or a meeting place to another within the barangay, to ensure that all sectors and other groups are reached. The dissemination of HR materials may also be done through these services, such that discussion will include the disseminated materials.

3 INSTITUTIONAL SET-UP

3.1.1 The BHRAC program organization has the following levels of organization by their geographical classification:

- a. National/ Oversight Level
- b. Regional Level
- c. Provincial Level
- d. City/ Municipal Level
- e. Barangay Level

3.1.2 Through Memorandum Agreements, responsibilities were divided among the key players of the program. The table below shows the roles identified for every MOA provided.

TABLE 1
MOA PROVISIONS ON THE ROLE OF KEY PLAYERS IN THE BHRAC PROGRAM

MOA	PURPOSE	PARTNERS IDENTIFIED
NOV. 16, 1994	Formulation and implementation of continuous National Human Rights Advocacy Program for LGUs, in realization of the function of local government to protect and promote HR and in the desire of establishing BHRAC in all levels	CHR DILG Leagues of Cities and Municipalities Liga ng Mga Barangay
JUNE 20, 1996	Joint implementation of National Human Rights Advocacy Program and institutionalization of the BHRAC	CHR DILG Liga ng Mga Barangay
DEC. 10, 1996	Implementation of a continuing National Human Rights Advocacy Program as well as the institutionalization of the BHRAC	CHR DILG Leagues of Cities and Municipalities Liga ng Mga Barangay
MARCH 19, 1997	The joint conduct of human rights education and information dissemination programs for women and girl child sectors and the establishment/ operationalization of the BHRAC	CHR Soroptimist International of the Philippine Region
DEC. 11, 2001	<ol style="list-style-type: none"> a) Implementation of a continuing Human Rights Advocacy, Regional and National Trainer's Training Programs and conduct Capability Building Programs and Conventions for the BHRAOs and other BHRAC implementers b) DILG to provide support through technical assistance, while LGUs provide support and source funds for the furtherance of the Barangay Human Rights Laws c) Lobbying of all to Congress for enactment of Human Rights Laws d) Inclusion of BHRAC of all in annual budget and lobby for the same 	CHR DILG Leagues of Cities and Municipalities Liga ng Mga Barangay

The Commission on Human Rights (CHR)

- 3.1.3 The CHR is the lead office for the Barangay Human Rights Action Center program. It provides the technical expertise on human rights and initiates the planning, policy formulation, and design of key activities within the program. It is also the oversight management office for the BHRAC, such that even if it has mobilized several other agencies and offices and local government units to take on certain functions and responsibilities, all management activities are reported to the CHR.
- 3.1.4 Specified in the MOAs and BHRAC handbook are the following transactions assumed by the Commission:
- Act as lead office
 - Build a nationwide cadre of trainers on human rights
 - Develop BHRAO capability building program
 - Give technical assistance through the conduct of BHARC orientation seminars and capability building programs
 - Provide prototype human rights materials, investigate referred cases of human rights violations
 - Monitor the BHRAC program operationalization
 - Monitor the BHRAC establishment
 - Recommend policies to the national government for the furtherance of the institutionalization of the Program

The Commissioner-In-Charge (CIC)

- 3.1.5 Commissioner/s-In-Charge are assigned for the BHRAC program, providing directions and initiatives for the establishment, forging of agreements, ensures coordination with oversight government offices, and participates in planning, policy formulation, monitoring and evaluation of the program.

The BHRAC Management Committee (BMC)

- 3.1.6 The program has a management committee within the Commission. The BHRAC Management Committee (BMC) is composed of directors and key officers in the Commission that contribute to the accomplishment of the program activities. The BMC monitors and evaluates program implementation, provides technical expertise for building capacities for program implementers and development of materials; provides assistance and initiatives in coordination with the Commissioner-In-Charge in developing plans and activities for the program with the IAC and for inclusion of which in the overall strategic plans of the CHR; and initiates correspondence with other government offices, non-government organizations, civil society, media, and individuals for the program.

The BHRAC National Secretariat

- 3.1.7 The National Secretariat function for the BHRAC program was a responsibility taken in by the Education, Research and Training Office (ERTO). The office initiated the establishment of the BHRAC and used the program to promote human rights services and active participation of the government offices, especially the LGUs and the citizenry.
- 3.1.8 The BHRAC National Secretariat (BNS) reports to the BHRAC Management Committee and the Inter Agency Committee on matters regarding the operations and implementation of the program. The functions of the BNS include the following:
- Coordinates activities regarding the program, including meetings, program planning, and evaluation and monitoring activities;
 - Receives reports from regional offices, and other executing offices/ agencies for evaluation and monitoring purposes;
 - Assesses, evaluates and monitors program activities, especially in the establishment of BHRACs and operationalization; and
 - Provides technical support to the BHRACs, especially in providing prototype human rights education and information materials and capability programs for the Human Rights Officers and Trainers

The Regional Offices and Sub-Offices

- 3.1.9 The regional and sub-offices are decentralized units that function as the implementing arm of the Commission. As such, it is responsible for operational planning and implementation of more intensive advocacy programs for the mobilization of local resources for functions and human rights services that the CHR is mandated to provide.
- 3.1.10 The program is implemented through the regional and sub-offices. The information officers of the office coordinate with the human rights officers of the local governments within the region. Together with the regional director of the office, the information officers also advocate to other LGUs and NGOs for active involvement in the BHRAC, and the establishment of such in their respective communities. The regional office also submits assessment and evaluation reports on the establishment of the BHRACs and implementation of which to the BHRAC National Secretariat.

The Inter-Agency Technical Working Group/ Inter-Agency Committee (IAC)

- 3.1.11 The IAC merges the forces of the implementing institutions of the BHRAC program, the Commission on Human Rights and the Department of Interior and Local Government. This body performs as provider of policy directions for BHRAC operationalization, consolidates and evaluates reports, provides technical assistance to the regional officers, BHRAOs and other organization and individuals, and monitors the establishment and operations of BHRAC (*National Secretariat: Program Review and Assessment, Barangay Human Rights Action Center* [January 2003])

The Department of Interior and Local Government (DILG)

- 3.1.12 The DILG is an executive body of the Philippine Government, mandated to “assist the President in the exercise of general supervision over local governments and in ensuring autonomy, decentralization and community empowerment” (Revised Administrative Code of 1987). In view of this, the Department is tapped by the CHR to take part in the development and establishment of the BHRAC program and in bringing in the valuable resource of the local government in the provision of human rights services.
- 3.1.13 On 27 October 1994, the DILG passed a memorandum circular (No. 94-194) “Enjoining all Barangays to Pass/ Adopt a Resolution for the Establishment of Human Rights Action Centers in Local Government Units”. In this memorandum, the local chief executives were tasked to designate their respective local planning and development coordinator (PDC) as human rights coordinator among others. The active participation of the DILG through this memorandum is a milestone in the BHRAC program.
- 3.1.14 To ensure the cooperation and collaboration formerly achieved, the DILG has signed several renewals of their memorandum of agreement with the CHR, thus defining their active role in the Program. The DILG once again has signed the latest MOA (December 2001) with the Commission as well as the different leagues for BHRAC program implementation and management. The following functions of the DILG were agreed upon to be as follows:
- a) Issue circular/ directives encouraging the local government units to appropriate funds for the BHRAC and NHRAO support mechanism and expenses for the purpose of attending capability building workshops and conventions;
 - b) Assist in developing human rights information and education materials to be used for the mobile human rights information and education arm of the BHRAC or “Araling Taong Bayan”;
 - c) Assist in developing or review of relevant human rights education and training modules for the BHRAOs as well as the necessary training and instructional materials;
 - d) Monitor compliance by local chief executives with the aforementioned directives; and
 - e) Designate an office in the Department to act as the Office of Primary Responsibility (OPR) and technical action office at all levels who shall assist the CHR in the implementation of BHRAC program.

Local Government Academy (LGA), the National Barangay Operations Office (NBOO) and the Bureau of Local Government Supervision (BLGS)

- 3.1.15 The DILG, as mentioned in the MOA identifies the office that will coordinate with the CHR and other concerned offices at the national level and the officers within the LGUs that will work with the CHR in the program. The offices within the DILG assigned in the past were the Local Government Academy, the National Barangay Operations Office and the Bureau of Local Government Supervision.
- 3.1.16 The LGA is the training arm of the DILG, specifically for human resource development and training of local government officials and Department personnel. The LGA has been working with the CHR in organizing human rights education and training projects for the DILG officials, personnel, and persons under its jurisdiction.
- 3.1.17 The BLGS is the focal bureau under the DILG for the supervision of local governments; policy formulation for effective operations and management; provision of necessary assistance to LGUs with regard to local autonomy, increase citizen's participation, and/or technical and financial assistance for the different Leagues; establish and prescribe guidelines for Katarungang Pambarangay Laws, and monitoring operations and management of the LGUs including compliance with national laws and policies.
- 3.1.18 The NBOO is an office in-charge of the development and management of the barangay local government. Specifically, it's general functions include:
- a) formulate policies, plans and programs that will promote community and citizen participation in the political development of the barangay through the mobilization and participation of barangay assemblies;
 - b) Initiate projects on innovative barangay development strategies and approaches in close coordination with the Bureau of Local Government Development;
 - c) Provide secretariat services to the Association of Barangay Councils and serve as a clearing house on matters affecting barangay officials' insurance, hospitalization, educational and other benefits as provided by law; and
 - d) Provide continuing information dissemination to barangay units on national development efforts and issues in order for barangay assembly members to participate meaningfully in national development.
- 3.1.19 In developing a cooperative mechanisms with the Commission, the LGA signed with the CHR and the Liga ng Mga Barangay a Memorandum of Agreement in their desire to launch a National Human Rights Advocacy Program for Local Government Units. This advocacy program incorporated the training of chosen LGU participants to in turn become trainers for BHRAC establishment and implementation. In the MOA signed by the LIGA, CHR and DILG-LGA on November 1994, the LGAs were tasked to perform the following functions for the National Advocacy Program:
- a) Provided administrative inputs in the program implementation including financing board and lodging for the participants and the facilitators;
 - b) Assisted in the formulation of the criteria for the selection of participants;

- c) Assisted the CHR in the actual conduct of the training;
 - d) Coordinated with the CHR in evaluating and monitoring the effectiveness of the Program; and
 - e) Mobilized/ coordinated with ILAGs regarding the inclusion of the module in their special and regular courses.
- 3.1.20 In another MOA signed by the different Leagues (Barangays, Cities and/ Municipalities, and Provinces) on December 10, 1996, the LGAs together with the National Barangay Operations Office (NBOO) and the Bureau of Local Government Supervision (BLGS) were tasked to accomplish the following:
- a) Provide technical assistance in the establishment and operations of BHRAC;
 - b) Assist in developing human rights information and education materials to be used for the mobile human rights information and education arm of the BHRAC or the “Araling Taong Bayan”;
 - c) Develop responsive and relevant human rights modules for the BHRAOs for inclusion in the latter’s ICBP Level II, as well as the necessary training and instructional materials;
 - d) Issue the corresponding circular/ directives enjoining the local government units to identify, create and appropriate/ allot funds for the BHRAC and BHRAOs support mechanism;
 - e) Monitor compliance by local executives with the aforementioned directives;
 - f) Assist in the preparation of the monitoring and evaluation tools, as appropriated;
 - g) Coordinate and assist the CHR in monitoring and evaluating the BHRAC program;
 - h) Recommend to the national government effective measures/ policies to further promote human rights
- 3.1.21 In January 1997, another MOA was signed between the DILG and the CHR to establish partnership with the assigned offices of the DILG, including the LGA that cooperation with the CHR will be made in capacitating human rights coordinators at the different levels of local government; organizing programs for the institutionalization of the BHRAC; periodic monitoring ad evaluation, documentation of promotional gains in human rights advocacy; formulation and issuance of policies and measures on human right for LGUs; and development and production of materials for education, training and information dissemination.

- 3.1.22 The MOA signed with the DILG among other in 2001 states that the DILG is to designate the office that will cooperate with the CHR regarding the Program.

The Various Leagues of Local Governments

- 3.1.23 The Commission also forged partnerships with the various leagues in the country for local governments: the Liga ng Mga Barangay, the League of Cities and Municipalities and the League of Provinces. The Leagues of Provinces, Cities and Municipalities are created through the Administrative Code of the Philippines (1987), to take in the functions, budget and records of the Katipunan ng Mga Sanggunian National Secretariat and the Pambansang Katipunan ng Mga Punog Bayan sa Pilipinas. These Leagues are under the general supervision of the BLGS.

Liga ng Mga Barangay (LIGA)

- 3.1.24 The creation of the LIGA is contained in the Local Government Code (Amended) to ensure representation in the Sanggunian, as a venue for addressing, discussing or airing issues affecting barangay government administration and securing, through proper and legal means, solutions thereto. Every barangay in the country is duly represented in the LIGA by their punong barangay. Included in the statement of its powers and duties are the following:
- a) Give priority to programs designed for the total development of the barangays and in consonance with the policies, programs and projects of the national government;
 - b) Assist in the education of barangay residents for people's participation in local government administration in order to promote united and concerted action to achieve country-wide development goals;
 - c) Supplement the efforts of government in creating gainful employment within the barangay;
 - d) Adopt measures to promote the welfare of barangay officials;
 - e) Serve a forum of the barangay in order to forge linkages with government and non-governmental organizations and thereby promote the social, economic and political well-being of the barangay; and
 - f) Exercise such other powers and perform such other duties and functions which will bring about stronger ties between barangay and promote the welfare of the barangay inhabitants.
- 3.1.25 Given the aforementioned powers, functions and duties, the CHR forged partnership with the Liga ng Mga Barangays for their cooperation in BHRAC establishment, and operationalization. The first MOA (16 November 1994) signed with the LIGA was with the DILG-LGA as well, specifies the role of they undertook in the BHRAC initiation. The LIGA was tasked to disseminate the information to their members about the

National Human Rights Advocacy for LGUs; Identify/ recommend participants for the training based on agreed criteria; provide financial resources for travel of participants and other expenses, as well as urge the barangays to shoulder some of the expenses; and to coordinate with the appropriate agencies regarding BHRAC activities on the regular reporting and monitoring of the progress of the Program.

- 3.1.26 Since then, the LIGA has been renewing its support through MOAs with the CHR and other cooperative agencies for the BHRAC Program. As stirrers of the barangay the LIGA is a potent tool in reaching the leaders at the grassroots, where the Program is operationalized.

League of Provinces, League of Cities and League of Municipalities

- 3.1.27 Each of the Leagues at this level is created for the primary purpose of ventilating, articulating and crystallizing issues affecting provincial, municipal and/or city government administration, and securing, through proper and legal means, solutions, thereto (Local Government Code, Amended). The League of Provinces is composed of governors representatives of all provinces, the League of Cities by city mayors, and the League of Municipalities by municipality mayors. These Leagues functions include the following:

- a) Assist the national government in the formulation and implementation of the policies, programs and projects affecting the respective level (province/ city/ municipality) as a whole;
- b) Promote local autonomy at respective level;
- c) Adopt measures for the promotion of the welfare of all province/ city/ municipality and its officials and employees;
- d) Encourage people's participation in local government administration in order to promote united and concerted action for the attainment of country-wide development goals;
- e) Supplement the efforts of the national government in creating opportunities for gainful employment within the province/ city/ municipality;
- f) Give priority to programs designed for the total development of their province/city/ municipality in consonance with the policies, programs and projects of the national government;
- g) Serve as a forum for crystallizing and expressing ideas, seeking the necessary assistance of the national government and providing the private sector avenues for cooperation in the promotion of the welfare of the province/ city/ municipality; and
- h) Exercise such other powers and perform such other duties and functions as the league may prescribe for the welfare of the province/ city/ municipality.

- 3.1.28 These Leagues joined in agreement with the CHR, DILG and the LIGA in 1996, and from then on continued to sign in support of the BHRAC Program. Together with the LIG they have served as coordinators with the local government heads and officers, encouraging them to the establish BHRACs in barangays, appropriate funds to support its operations and management, provide technical assistance to BHRACs, and monitor, evaluate as well as coordinate with the CHR for the Program.
- 3.1.29 Like the LIGA these Leagues are potent partners in successfully operating the BHRAC program.

The Local Government Units (LGUs)

- 3.1.30 There are three levels of local government in the Philippines: the province, the city and municipality and the barangay. Each of these levels are tapped by their CHR for the BHRAC Program, primarily since they are the closest to the populace and the communities or stakeholders.
- 3.1.31 The LGUs are autonomous or self-reliant, are both political as well as corporate in nature, and holds devolved powers, functions and responsibilities from the national government agencies. Specifically, LGUs are given the following attributes under the Local Government Code (1991):
- a) They have powers and responsibilities devolved from national government agencies, such as the Department of Health, the Department of Agriculture, the Department of Public Works and Highways, the Department of Environment and Natural Resources, the Department of Education, and the Department of Social Works and Development;
 - b) They undertake the design, plans, specifications, testing of materials and the procurement of equipment and materials from both foreign and local sources necessary for the provision of the foregoing services and facilities, based on national policies, standards and guidelines;
 - c) They have the power to determine the organizational structure and staffing pattern commensurate to their needs and financial capacity;
 - d) They have the power to create their own sources of revenues and to levy taxes, fees, and charges which shall accrue exclusively by them;
 - e) They receive their share in national taxes automatically and are released directly to them without need of any further action;
 - f) They are to receive an equitable share in the proceeds from the utilization and development of the national wealth and resources within their respective territorial jurisdiction including sharing the same with the inhabitants by way of direct benefits;

- g) They have the power to acquire, develop, lease, encumber, alienate or otherwise dispose real or personal property and apply their resources and assets for productive, developmental or welfare purposes;
 - h) They have the power of eminent domain, which may be exercised guided by certain provisions of the Code;
 - i) They have corporate powers such that:
 - They may have continuous succession in its corporate name;
 - They may sue and be sued;
 - They may have a corporate seal;
 - They may acquire and convey real or personal property;
 - They may enter in contracts; and
 - They may exercise such other powers granted to corporations, subject to the limitations provided in the Code and other laws.
 - j) They enjoy full autonomy in the exercise of their proprietary functions and management of their economic enterprise, subject the limitations provided in the Code and other laws; and
 - k) They have the power to negotiate and secure grants.
- 3.1.32 The BHRAC Program is a cooperative effort not only with the CHR as the lead agency or the with the DILG and the Leagues as co-signers of the MOA, but also among the local government units. The Provinces being the highest political unit for local governance may ensure the leadership in enjoining other LGUs for the BHRAC program, and therefore reach the community level governance.
- 3.1.33 The key players in the LGUs include the local chief executives and the human rights cooperation officers (for provincial/ city/ municipal levels).

The Chief Executive Officer

- 3.1.34 The local chief executives are the governors of the provinces, as well as the mayors of the cities and municipalities and the barangay chairpersons in the community level. The various leagues signed in agreement to increase effort, participation and support for the BHRAC in the last MOA (11 December 2001). In this MOA the local chief executives are enjoined to:
- a) Whenever necessary, issue circular/ directive enjoining the barangays to pass/ adopt resolution creating the BHRAC and selecting BHRAC in accordance to set of standard provided in the BHRAC Handbook;
 - b) Give priority to BHRAC Program, and review human rights plan of action of respective LGU unit/ level for inclusion in their annual budget appropriation;

- c) Appropriate funds for the BHRAC's human rights activities and reproduce information and educational materials;
 - d) Sponsor the BHRAC's human rights activities and reproduce information and education materials;
 - e) Document human rights situations/ condition in each respective LGU level;
 - f) Maintain a directory of services and programs for each LGU level;
 - g) Assist the CHR in monitoring and consolidating reports submitted by the BHRAOs;
 - h) Participate in all BHRAC programs and maintain regular coordination with CHR and DILG; and
 - i) Adopt measures for the promotion and protection of human rights of all levels.
- 3.1.35 The local chief executives play a large role in ensuring the success of the BHRAC Program. That is why the awareness and training of these officers are necessary to effectively establish BHRACs and sustain the Program's operations.

Provincial/ City/ Municipal Human Rights Officers

- 3.1.36 As mentioned earlier, all local government units have the responsibility of providing expertise and services for the operations of the BHRAC in terms of coordination, provision of funds and other technical support. At the level of provincial/city/municipality, the DILG and the various Leagues have agreed that the Provincial/City/Municipal Planning and Development Officer and/or the Provincial City/ Municipal Local Government Operation Officer will suite role as human rights officer in local government units. They are trained through the cooperative efforts of the DILG, the various Leagues and the CHR to subsequently be trainers to Barangay Officials and BHRAOs in their area of jurisdiction. These coordinating officers are the training and information officers, complaints processing officers, coordination and referral officers, and mobilization officers. Specifically, the following roles are assumed by these officers in their level of organization (*National Secretariat: Program Review and Assessment, Barangay Human Rights Action Center* [January 2003], 8):
- a) Work with the CHR Regional Offices in bringing down the BHRAC Program/ services in the barangays;
 - b) Sell the program to local chief executives and coordinate with them towards BHRAC establishment and operationalization;
 - c) Steer the barangay towards BHRAC establishment

- d) Assist the barangays in choosing/electing their BHRAO;
- e) Facilitate and monitor the movement of cases of human rights violation (HRV) submitted to CHR for investigation;
- f) Provide technical assistance during the conduct of human rights information campaign such as during human rights training or capability building seminars;
- g) Assist the BHRAO in the building up of BHRAC network/ Advisory Council;
- h) Monitor the activities of BHRACs in their areas;
- i) Provide the services of the CHR to barangays;
- j) Prepare the submitted BHRAC reports at their level; and
- k) Assess/ suggest/ recommend policies for program improvement.

Barangay Units

- 3.1.37 Several agreements were forged and issuances provided to ensure that the BHRAC program will be provided due support by the barangay government. The Provinces, Municipalities and/or Cities were enjoined through MOAs to encourage, train and support the barangays for the BHRAC program. The LIGA as well has been cooperating with the CHR in previous agreements for the Program.
- 3.1.38 Specific roles are assumed by the members of the barangay LGU, given the functions defined under the Local Government Code of 1987:
- a) *Punong Barangay (PB)*. Under the Local Government Code of 1991, the Punong Barangay exercises executive, legislative and judicial powers. The coordinative nature of the BHRAC program relies heavily on the willingness and active participation of the PB as head of the local government unit. His/ her functions as barangay head include the enforcement of laws and ordinances for BHRAC initiation and provision of support for the program; as accountable officer for the maintenance of order, he/ she may be a key referral point to help in complaints; calling and presiding meetings with the Sanguniang Barangay, Lupon Tagapamayapa, and Barangay Assembly with matters regarding human rights and the program itself; With the help of the Barangay Development Council (BDC), prepares and plans the allocation of funds; and functions as a human rights advocate in both ensuring that the rights of his/her constituencies are protected from HRVs and that the provision of government services at his/ her end preserves the rights of the people and incorporates in its activities increased awareness of such.
 - b) *Sangguniang Barangay (SB)*. The SB functions as the legislative body of the barangay and is composed of seven duly elected kagawads/ legislators and the chairperson of the Sangguniang Kabataan. The group collectively decides on matters through votation. The SB has the following functions that contribute to

the BHRAC program: implements ordinances on budget among others; suggests legislative procedure in the municipal level of the SB; accepts funds from donations and organizes income-generating projects; authorizes the PB to engage in agreements for the welfare of the barangay; organizes studies, seminars, and interviews; establishes mechanisms preventing the increase of the number of squatters and beggars in the barangay; approves development plans of the barangay; establishes service-oriented groups; devotes attentions to the proper development and betterment of the children; and establishes means to prevent and obliterate child abuse.

- c) *Barangay Assembly*. Members of the assembly comprise of individuals from the community that have resided there for the past six (6) months and are at the least fifteen (15) years of age. These community members assemble for purposes of discussing problems, particular activities and other special purposes that need the views of the constituencies and for increasing participation in barangay governance. This meeting is called by the Barangay Chairman or by at least four member of the Sangguniang Barangay, or by a petition holding five percent of the members of the assembly.
- d) *Barangay Development Council (BDC)*. The Council is formed to mobilize the people's participation in local development efforts, prepare local development plans based on local requirements, and monitor and evaluate the implementation of national or local programs and projects. The Barangay Chairman heads the BDC and works with its members which include the Sangguniang Barangay, representatives of NGOs/ POs operating in the barangay, who constitute not less than one-fourth (1/4) of the fully organized council, and a representative of the Congressperson.
- e) *Lupon Tagapamayapa*. This group is tasked to foresee that justice is provided through the Barangay Justice System. As such the BHRAO coordinates with this group when it refers complaints that are not within the barangay's jurisdiction. The Barangay Chair heads a team composed of 10-20 members he, in consultation to the barangay members, has chosen upon entering his office.

Other Government Offices

3.1.39 Coordination and referral is one of the major roles of the BHRACs or the BHRAOs, and even the Human Rights Coordination Officers at the LGUs. When cases are not under the jurisdiction of the CHR, cases/ complaints must still be communicated to the proper agencies and offices. The other government agencies as well have the responsibility of ensuring that the human rights of the Filipino people is preserved.

3.1.40 Each government office is created to provide public services that will ultimately ensure that the rights of the Filipino people are preserved. It is for the sole end of safeguarding human rights of men that system of justice and governments are established. Thus, the various offices of the government perform their share of responsibilities and functions for the protection and promotion of human rights. The BHRAC Program is in full realization of the role of both the government and the

citizenry in protecting and promoting human rights guaranteed by the constitution and our laws and the means also provided by law through the CHR as well as other government agencies.

- 3.1.41 The government agencies that serve as key partners, aside from the above mentioned offices, are those that partake in the criminal justice system: The Judiciary, the Prosecutors, the Law Enforcers, and the Public Attorneys. These offices must serve as protectors of human rights as well. When there are cases, even those cases that do not fall under the jurisdiction of the CHR, these are the offices that act in accordance to their mandate and function. Thus, these government offices, though not directly partnering in the Program, form a great part in the BHRAC activities.
- 3.1.42 The BHRAC Program also seeks the cooperation of other executive offices, such as the Department of Social Welfare and Development, the Department of Health, the Department of Agriculture, the Housing and Urban Development Council, and the Department of Justice for support, not only in its operationalization but in helping human rights victims. For BHRACs that have ingenious BHRAOs, seeking the assistance and encouraging the support of these offices and more is achieved.

Non-Government Organizations (NGOs), Community Members, People's Organizations and Individuals

- 3.1.43 The citizenry, people's groups and individuals play a big role in the BHRAC Program. The BHRAO is not expected to work on its own. Along with the LGUs, the other government agencies, the non-government groups and individuals have their share in ensuring the human rights is preserved by the government and by the people, as stated in the Constitution.
- 3.1.44 Many NGOs are established to support the protection and promotion of human rights. Most of the time, these NGOs cater to specific sectors such as women, children, farmers and fishermen, the urban poor or the labor sector. Some NGOs provide services for the poor and disadvantaged sectors by providing food and shelter, legal services, and health services. These open-handed groups are tapped by CHR offices and BHRACs to provide the necessary efforts to help victims of human rights. They provide their expertise for speedy action in the protection of the rights of victims and in some cases, share their resources for BHRAC activities.
- 3.1.45 At the national level, the Soroptimist International of the Philippine Region (SIPR) is one of the NGOs that signed agreements with the CHR for the Program. The SIPR has helped establish BHRACs in the areas where there are SIPR Clubs. They have as well monitored the performance of Human Rights Officers from the Provincial, Municipal and/or Cities in their coordinative work with the CHR as well as other partners in the Program. In some instances they themselves have functioned as BHRAOs. The SIPR organizes trainors trainings and capability trainings with the CHR as well as provides human rights materials for mobilization activities. In instances they themselves also provide the necessary assistance or coordinate with agencies for the victims of human rights violations.

3.1.46 In the operationalization of the BHRAC Program, individual and community awareness is developed. Most of the time, these stakeholders become willing and active advocates themselves and share their knowledge and resources to more. This is the goal of the BHRAC, to develop networks in communities.

The BHRAO Associations

3.1.47 The BHRAOs also have associations that assure proper representations at each level: the National Barangay Human Rights Officers or the NABHRAOs, the Provincial BHRAO or PABHRAO, the Regional BHRAO or the RABHRAO, and the City/ Municipal BHRAO or CABHRAO/ MABHRAO. The constitution of the NABHRAO is indicated in the BHRAC handbook. The following purpose and objectives were identified for the Association:

- a) It is created under the spirit of volunteerism to serve as an institutional mechanism for human rights protection and promotion at the grassroots;
- b) It is a vehicle by which programs and services of the Commission on Human Rights shall be brought within the reach of the people, especially in the far flung areas;
- c) It is a corporate body which serves as the center of operations on the formulation of regulations and policies affecting the administration of the BHRAC; and
- d) It is a lobby group to promote, protect and enhance human rights by vigorously supporting legislative actions geared towards the adoption of measures calculated to ensure human rights protection.

3.1.48 The NABHRAO, Inc. has a Board of Directors with fifteen members, representing different regions in the Philippines. This body is responsible for promulgation of rules, regulations and policies of the Association and complimenting the various needs of the Association with committee(s) whenever necessary. The Board as well supervises the affairs of the Association, approves contracts, investments and indebtedness, and appoints fixed remuneration of employees of the Association.

3.1.49 The President of the Association is the Chief Executive Officer. The CEO is assisted by an executive vice-president, vice presidents from Luzon, Visayas and Mindanao, a Secretary, a Treasurer and an Auditor. The CEO is given the following functions and responsibilities:

- a) Preside at all meetings of the Board;
- b) Execute all resolutions of the body;
- c) Have general supervision of the affairs and property/ equipment of the Association and over its several officers and members;
- d) With fellow officer, submit to the NABHRAOs a consolidated report on the operations and accomplishments of the BHRAC;

- e) Responsible in approving disbursements and other financial operations of the Association;
 - f) Initiate convening the officers and members semi-annually; and
 - g) Upon approval of the Board, responsible in coordinating and establishing linkages with the other local, foreign and international institutions that will enhance the prestige and growth of the Association.
- 3.1.50 The Association also has standing committees: Committee on Finance, Committee on Laws, Committee on Ethics, Committee on Research, and Committee on Information. These committees are led by voted members of the Board to lead these four committees and to define further the functions of these committees.
- 3.1.51 The members of the Association include all the BHRAOs and may join in all the meetings convened.
- 3.1.52 The NABHRAO National Convention or General Assembly is held only once during the two year term of the Board of Directors and/or the first Friday of December. This a venue for the President to take up matters deemed necessary by the Board of Directors as well as report to the members special matters.

The Barangay Human Rights Action Center

- 3.1.53 The Barangay Human Rights Centers or BHRACs are the centers for cooperation with government as well as non-government entities, coordination on all kinds of cases, mobilization of the community and government organizations for human rights activities, and education and awareness on human rights and the role of government in preserving such for all individuals and groups. The center is composed of a BHRAO who heads the center and initiates all activities and an advisory group that serves as representatives for each sector.

The Barangay Human Rights Officer (BHRAO)

- 3.1.54 The BHRAC is manned by the BHRAO, an officer designated through a barangay assembly to oversee all operations of the center. The BHRAO is chosen through viva voce voting in a barangay assembly convened just for this purpose. The City/ Municipal LGOOs and/ or the City/ Municipal PDOs supervise this activity.

The qualifications for BHRAOs include the following:

- He/ She should be at least a high school graduate;
- He/ She should not be less than 21 years old;
- He/ She must be person of probity and integrity;
- He/ She must not be an elective/ appointive official of the government;
- Once appointed he/ she must not engage in partisan political activity/ies;
- He/ She must be committed to the cause of human rights;

- He/ She must be willing to undergo BHRAO training.

The BHRAO does not function independently; he leads all operations and activities at the barangay level. Through his initiatives the community is made aware of how they can ensure human rights is protected in their area.

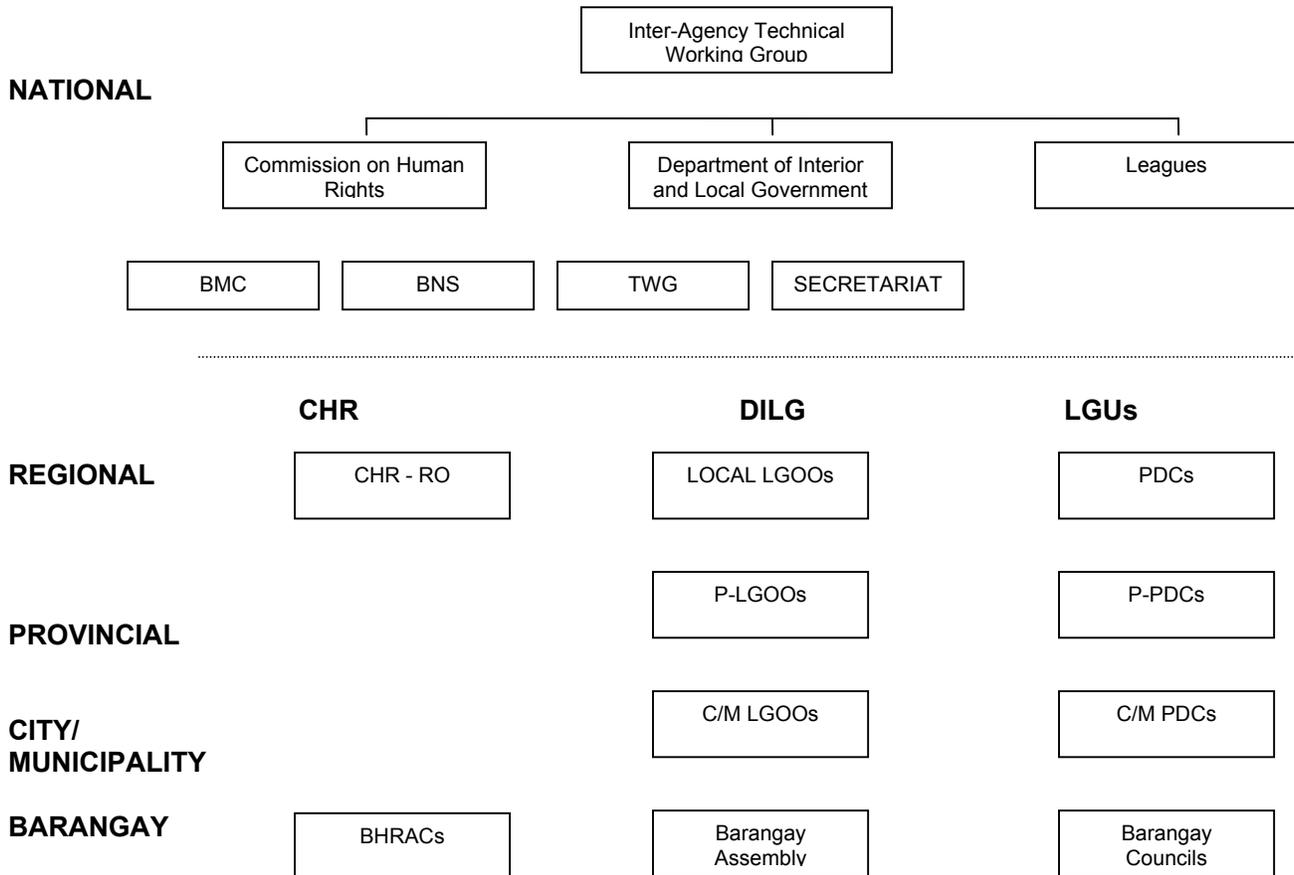
Human Rights Advisory Group (HRAG)

- 3.1.55 As mentioned previously, this group is comprised of sector representatives within the barangay brought together to ensure that each sector's ails and rights are heard in all discussions and activities, and so that these sectors may also realize the government services they have a right to.

Since the BHRAO does not work alone, this advisory group may also be a link if not the partner of the BHRAO for volunteer HR advocates in completion of the services the BHRAC is to provide to the HRVs and the community.

3.1.56 The BHRAC program structure is described in the figure below:

**FIGURE 2
CURRENT BHRAC PROGRAM INSTITUTIONAL SET-UP**



4 PROGRAM COMPONENTS

4.1.1 There are two major components in the BHRAC program: program implementation, and management, and program development.

4.1.2 Program Implementation is the actual establishment, and operationalization of the BHRACs in the barangay. Program Management pertains to the planning, monitoring and evaluation of the Program for effective delivery of operations. It is a mechanism that ensures that the services to be delivered through the program are rightly provided, quickly achieved, and suites the objectives set. There are two sub-components It has several sub-components:

- a) *Advocacy for the Establishment and Support to BHRAC Operations.* The Advocacy that the CHR and Local Government Partners undertake is done to gain more partnerships in promoting and protecting human rights through the Program. This advocacy is resource centered. It pulls in much needed efforts for spreading human rights centers at the local level from the local governments, non-government organizations, and decentralized offices of national agencies. At the national level, the executive offices of the government, the international community, and the non-government institutions and organizations are encouraged to provide assistance and resources for the Program. There are two advocacy purposes that is accomplished for the program: advocacy to gain new partners, and advocacy to sustain partnership drawn.

Advocacy has several sub-component transactions: formulation of policies, rules and procedures for advocacy; development of advocacy plans; and implementation of advocacy.

- b) *Mobilization of Partners for Establishment of BHRAC at different levels.* Partnerships are drawn through advocacy. Partners are then drawn in the Program through orientation and formal collaboration as part of solidifying the partnerships. Like the advocacy component, mobilization of partners is done at different levels: at the national level through national organizations and offices and at the regional, provincial, city/ municipal levels.

Part of this component is transferring the knowledge and awareness on human rights to local partners or national partners, so that they will in-turn be trainers as well as mobilizers at their respective jurisdiction.

- c) *Establishment of BHRAC.* BHRAC establishment is done by local representatives or officers that hold jurisdiction on the community where the BHRAC is to be put to work. There are two sub-components within this activity: selection, appointment and deployment of BHRAOs; and skills training of BHRAOs.

Selection, Appointment and Deployment of BHRAO is done in accordance to the policies identified in the BHRAC Manual, specifying the requirements of the BHRAO, the process of selection and responsible officers from the local government that initiate as well as assist in the process.

The skills training of BHRAOs are also within this component activity, wherein the point person for the BHRAC at the community is provided the knowledge and equipped with the information specifications necessary for the officer to fulfill his/her mandate.

- d) *BHRAC Operationalization.* The BHRAC is considered established when an issuance from the barangay local government is passed, operationalizing the center. The center is formally introduced to the community through this enabling ordinance. The BHRAC is not manned by the BHRAO alone, but is also assisted by community representatives of the various sectors and other advocates. Setting up therefore the center, making it known to the community, and drawing in more human rights advocates that will man the center forms part of the operationalization activity of the Program.

Upon the formal establishment of the Center, the BHRAC then accomplishes its functions through its operations: case processing, coordination, mobilization and education and information dissemination, which form part of the operationalization activities of the Program.

- e) *Program Planning.* The BHRAC is a program that draws in participation of many key players, both external and internal to the CHR. Thus planning for the BHRAC will be a consultative activity. Program planning is defining the current status of the program, identifying the goals and targets, and identifying strategies for a period of time to achieve set targets and goals.
- f) *Operations Monitoring and Evaluation.* Indicators are set in planning, so that when monitoring and evaluation is done, implementers are able to gauge accomplishment and identify gaps, issues or faults within the system. Monitoring and evaluation also ensures the accountability of key players in providing services and accomplishing responsibilities, as well as fulfilling policies, procedures and rules set for the Program. Adequate reporting procedures and clear processes flows for reporting is a key component in achieving efficient monitoring and evaluation. The BHRAC is implemented and managed at different levels, such that each level will provide reports for evaluation at the oversight level is based on adequate information.

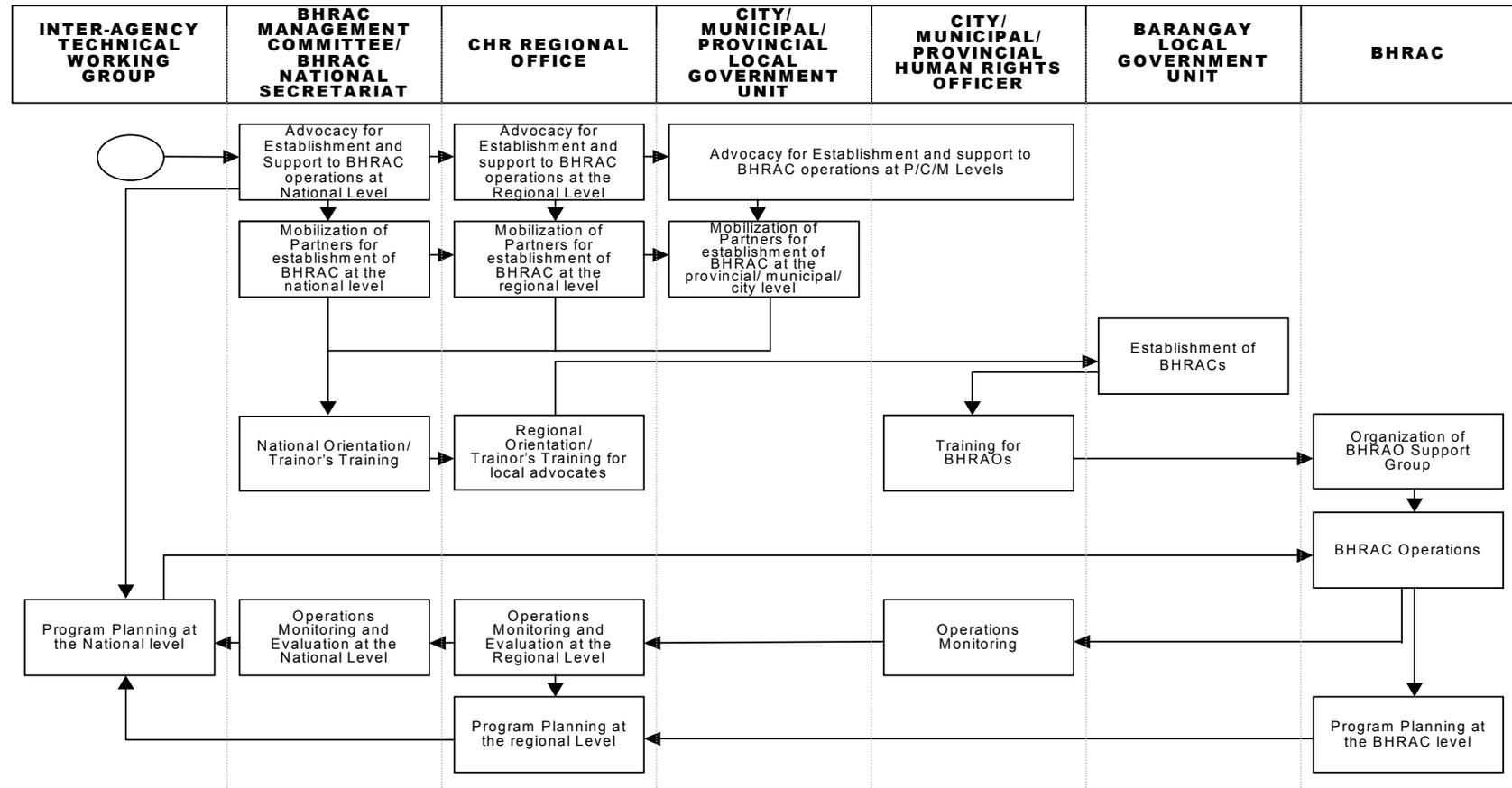
- 4.1.3 Program Development is a mechanism to ensure the sustainability of the Program. The BHRAC Program will enable the CHR to reach the grassroots, an endeavor that means covering more than 40,000 local barangays throughout the country. However, the Program has to be strengthened so that it will encourage the participation of more group, organizations and individuals, it will sustain the activities and projects that it will ensue, as well as provide adequate incentives for the human resource it puts to action, and it will be an established machinery for human rights protection and promotion at the local level.

- 4.1.4 Each of the identified components of Program Implementation and Management are linked in accomplishing the Program Objectives. This major component is described in Figure 3.
- 4.1.5 Program Development is a mechanism to ensure the sustainability of the Program. The BHRAC Program will enable the CHR to reach the grassroots, an endeavor that means covering more than 40,000 local barangays throughout the country. However, the Program has to be strengthened so that it will encourage the participation of more group, organizations and individuals, it will sustain the activities and projects that it will ensue, as well as provide adequate incentives for the human resource it puts to action, and it will be an established machinery for human rights protection and promotion at the local level.
- 4.1.6 The following activities are program development sub-components, enabling, strengthening and ensuring the Program's sustainability:
- a) *BHRAC Institutionalization Program.* The BHRAC Program relies heavily on the participation of the local government units to bring down to the barangays operationalization of which. This component ensures that legal instruments are drawn to regularize the support of the local government for the BHRAC, as well as imbed in local government operations support functions to be performed by human rights officers in the LGUs. Formulation of implementation strategies for the institutionalization of the program form part of this components. Implementation strategies will define advocacy measures needed, ensuing activities that will assure passage of legal instruments, and definition of alternative steps to be assumed in various scenarios.
 - b) *Organizational Development of BHRAO Associations.* There are BHRAO associations at different levels. These associations provide collective voice for the BHRAOs in decision-making, planning, and policy, rule and procedure formulation affecting the BHRAC. The development of this association enables this forum to assume larger responsibilities, empowering them to not only provide inputs but also become effective vehicles of the CHR in promoting and protecting human rights.
 - c) *Capability Upgrading.* The BHRAC program coordinates the various potentials of government as well as non government organizations and individuals in providing human rights protection and promotion services. These key players however, especially implementers at the local level, must have adequate knowledge on human rights services and principles. Capability upgrading means knowing their training needs, providing training programs that suit the need, identifying ways and means for delivering training activities, and implementing these training programs at a regular schedule.
 - d) *Resource generation, mobilization and administration.* The BHRAC program has four sources of revenues for its operations and management: the CHR budgeted amount for the Program, support from other offices of the CHR for special project in the Program, support from partnering government offices at various levels, and support from non-government organizations and donor institutions at various levels. Drawing in resources from these four sources

- e) *Information Systems for BHRAC.* The key players for the BHRAC is widely dispersed, geographically and even requires the collaboration of many offices and agencies. The information system for BHRAC is a mechanism that will speed up reporting, monitoring and evaluation of oversight units; provide information specification needs from the barangay level up to the national level offices and vice versa; and provide means for better operations planning at various levels.

- f) *Incentive and Rewards Program for BHRAOs.* The BHRAOs function and deliver services as volunteers, not as regular employees of the government. The incentive and rewards program brings their efforts and initiatives to light, and giving due recognition for the self-less service they provide through the program. Implementation of Deputation System

**FIGURE 3
CURRENT GENERAL FLOW
FOR PROGRAM IMPLEMENTATION AND MANAGEMENT**



3

DIAGNOSTIC REPORT

1 INTRODUCTION

- 1.1.1 The diagnostic report herein contained is a brief description of current systems and procedures observed and described through reports, manuals, interviews and discussions with key implementers of the system in the CHRP.
- 1.1.2 The chapter is organized by process or system.

2 CURRENT PROCESS FOR POLICY, RULE AND PROCEDURE FORMULATION

2.1 Definition

- 2.1.1 Formulation of policies, rules and procedures for the BHRAC Program is an essential area for reform. The objectives for this section is to define a process for policy, rule and procedure formulation that:
 - a) Maximizes current internal functions within the CHRP;
 - b) Ensures that each functional area for the Program is addressed by a responsible unit; and
 - c) Program actors at the oversight level are active formulators.

2.2 Current Policies, Procedures and Rules

- 2.2.1 Current inter-agency policies are contained under MOAs, which as well contain rules that identify responsibilities and functions of each office or agency for Program activities or the Program as a whole.
- 2.2.2 Current policies include the following:
 - a) Policies and rules for the conduct of advocacy activities
 - b) Policies delineating support activities for the BHRAC
 - c) Policies/ orders stating the provision of support of other government agencies for the BHRAC Program
 - d) Rules and Procedures for the BHRAC and BHRAOs (contained in the manual)
 - e) Policies for accounting BHRAC funds

2.3 Current Process for formulation of Policies, Rules and Procedures

- 2.3.1 Policy, rule and procedure formulation in the past set-up is done by the BHRAC Management Committee and the BHRAC Secretariat and/or the Commissioner-in-Charge at the national level. These policies are drawn as agreements with partnering offices or agencies - identifying the role of the Leagues, the DILG and the LGUs, as well as the Commission, in advocacy. These policies were drafted by the BHRAC National Secretariat, with inputs from the Legal Office, and upon the approval of the CIC.
- 2.3.2 The process is defined in Figure 4 and 5 below:

2.4 Issues

Policies and procedures for each component of the Program are not drawn to provide direction and consistency.

- 2.4.1 Program components, such as advocacy and mobilization are only two components of the entire Program wherein policies and procedures have been drawn. There are other areas that need to be filled up, so that direction and sustainability for the Program is ensured.

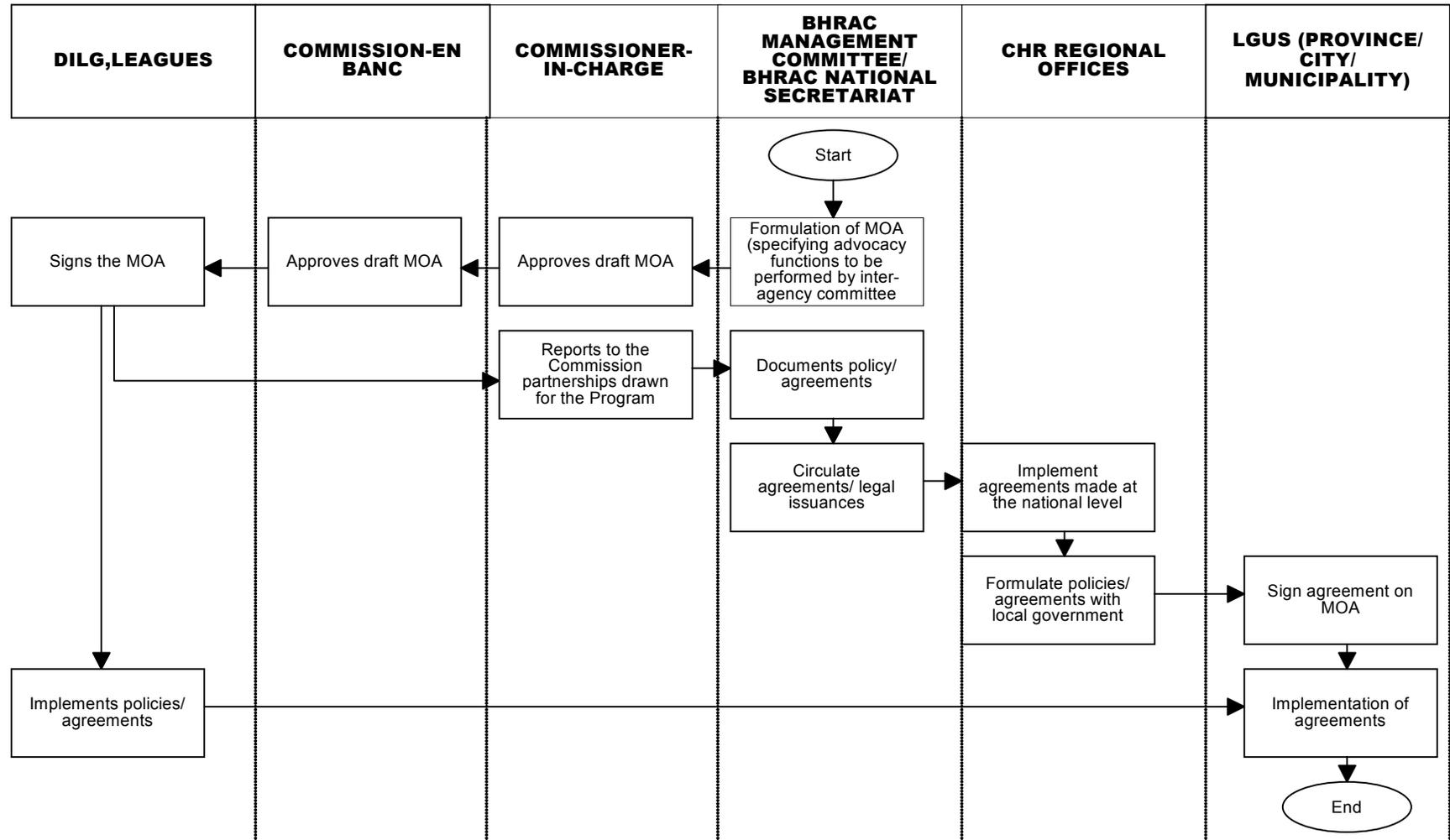
There are no clear and defined articulation of how processes and systems will be accomplished at the regions as well as for the local government units.

- 2.4.2 Current systems rely on procedural specifications that are not complete, such that some areas of operations at the regional offices and functions performed by the LGUs rely more on initiatives that they can provide for the program.

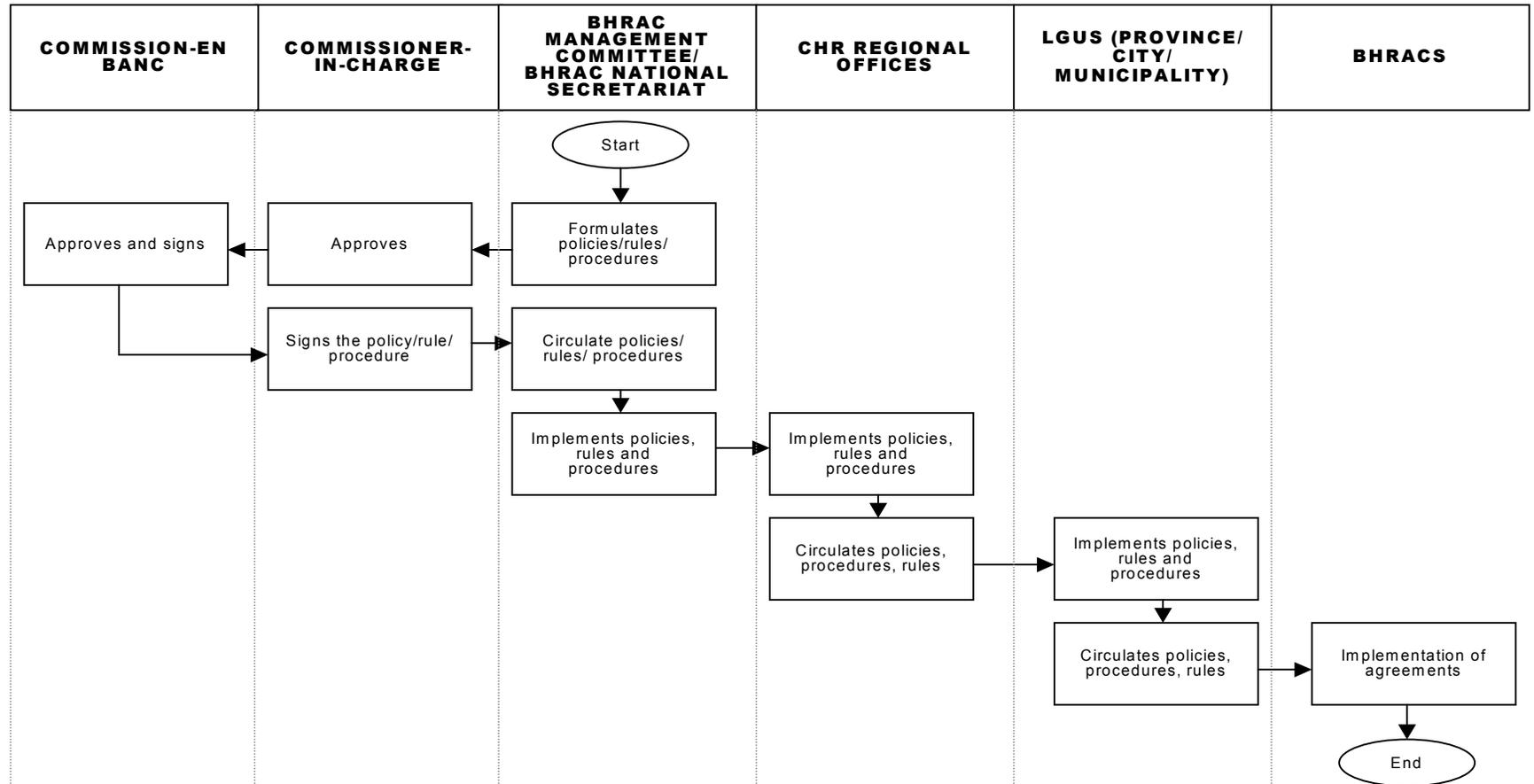
Monitoring and evaluation of current procedures are not done in some areas or are not accomplished as agreed upon or accordingly to provide means for improving and producing new policies, rules and procedures.

- 2.4.3 The lack of basis for the formulation of policies, rules and procedures renders the BHRAC Management Team unable to respond to the needs and the conditions of operations at the regions, and BHRAC levels. Reporting must therefore be improved, regularized and sustained to input to policy formulation.

**FIGURE 4
CURRENT MOA FORMULATION PROCESS**



**FIGURE 5
CURRENT POLICY, RULE AND PROCEDURE FORMULATION**



3 ADVOCACY FOR THE ESTABLISHMENT OF BHRACS

3.1 Description

- 3.1.1 The BHRAC is a collaborative effort between the government and the citizens and as such, much of its resource requirements are provided through this partnership. Further, since the management of the Program cannot be performed solely by the CHRP, the BHRAC is as well a collaborative management with the local government institutions. The CHRP advocates to other government offices and donor institutions so that the partnerships are forged.
- 3.1.2 Through advocacy, the CHRP was able to initiate partnership with the DILG and the various leagues and so it gave way to the forging of Memorandum of Agreements (MOA) that specified the roles and support mechanisms for the BHRAC. Thus, BHRACs were established and responsibility areas were identified with partnering agencies and groups, especially the local government units.
- 3.1.3 There are two kinds of advocacy according to their purpose and they are done at different levels: advocacy to gain new partners for the BHRAC Program, and advocacy for continuous partnership in the operations and management of the Program. Each of these advocacy methods are defined below.
- 3.1.4 These two schemes for advocacy is complemented through advocacy planning and monitoring and evaluation for updating the plans for advocacy.

3.2 Levels of Advocacy

- 3.2.1 The advocacy for BHRAC establishment may be applied at different levels. Advocacy at the national level was done by the Education Research and Training Office in realization of their Human Rights Education and Training Program (HRETP) objectives and goals. Formal coordination work with the necessary agencies were made to communicate the purpose and functionality of the BHRAC Program. The DILG upon agreement released an issuance enjoining barangays to establish the BHRAC and for the other LGUs to provide assistance and initiatives for the same.
- 3.2.2 BHRACs are established through barangay orders or issuances and will thus require proximate officials of the CHR to reach out to the barangay officials in providing awareness on the Program and to local NGOs to provide support of all kinds for its implementation. Regional offices of the CHR are also encouraged to do advocacy work at their respective level. Regional offices have to advocate to several levels of LGU officials, as well as other regional offices of the national government and non-government organizations to support the BHRAC Program establishment and operations.
- 3.2.3 Advocacy at the Provincial, City and/ or municipal levels can also be made. Upon the release of Memorandum Circular No. 94-194, these local government units depending on their willingness may help in advocating to other local government units, promoting awareness on the Program in coordination with the CHR Regional

Offices. Barangays are as well encouraged through the provincial, city and municipal LGU executive officers and the identified human rights officers.

Advocacy to Gain New Partners for the BHRAC Program

- 3.2.4 The current support gained for the BHRAC Program is not enough. The national government appropriation does not provide for the Program. The Program uses for its operations, savings agreed upon to be allocated by the offices of the Commission to the Program. Further, the support provided by the NGOs and LGUs is inconsistent. The BHRAC Program does not receive a predictable amount from both sources.
- 3.2.5 Given such circumstances, the Program implementers take in advocacy as a major activity not only to increase technical and manpower support but also to increase revenues to sustain its operations. Gaining new partners may mean provision of any of the resources much needed in implementing to Program.
- 3.2.6 At the national level, the BHRAC Management Committee and the BHRAC National Secretariat, led by the Commissioner/s –in-Charge have gained the support of the DILG, various Leagues and NGOs through advocacy measures.

Advocacy for Continuing Support to BHRAC Program

- 3.2.7 The BHRAC National Secretariat does not only coordinate to gain new partners, they also continue to advocate to partner agencies, especially to government offices whose officials change depending on the term of office or change in administration. Priority given to the Program is affected by these changes and thus should be planned, predicted and acted upon by the Commission and its implementers.
- 3.2.8 The CHR regional offices also sustain the Program through continuous advocacy to incoming chief executives of the LGUs within its jurisdiction. The LGUs are the most formidable contributors to the BHRAC. Their support may increase awareness and resources for furthering the BHRAC and establishing more BHRACs, their lack of support may result to gaps in management of established BHRACs, eventually reducing prioritization for the BHRAC activities, and at worst, loss of Centers.

3.3 Transactions

Development of Advocacy Plan

- 3.3.1 Advocacy planning is done so that advocacy activities are strategically programmed within the goals and objectives and targets defined by the participating agencies or the implementers. It ensures that necessary advocacy activities are accomplished and spreads the activities out within a doable timeframe and among key players of the Program. It sets the directions for advocacy so that each level of implementation contributes to the Program systematically and purposefully.

- 3.3.2 In the past set-up advocacy annual and medium-term planning has not been done regularly. Implementation is done through research and due knowledge of the current situations of the partners and strategically pinpointing institutions, agencies, and offices to coordinate for advocacy. In continuing partnerships already built for instance, the BHRAC National Secretariat identifies periods wherein partners or assigned cooperation offices' undergo change in leadership to renew partnerships with them. However, formal planning is not incorporated in their list of activities, especially defining the points for cooperation to be achieved at different levels to reach Program objectives and goals and pinpointing other strategic partners for specific activities. The linkage between planning and the evaluation and monitoring has not been achieved, either because of inconsistent accomplishment of data specifications in reports or irregularity of submissions of reports.
- 3.3.3 The Commission has identified the DILG, the various Leagues of local government and other NGOs as strategic partners for the Program through brainstorming and firming up of partners already developed in the accomplishment of other functions of the Commission offices. In identifying these potential partners, the BHRAC National Secretariat, BMC and the CIC targeted the local governments as principal coordination offices. In targeting these governments, they tapped the DILG and the Leagues as oversight offices or coordinating offices at the national level.
- 3.3.4 Thus, through MOAs, the CHRP have brought in the participation of the DILG-LGA and the LIGA in the formulation and implementation of a continuing National Human Rights Advocacy Program for Local Government Units, including drawing the criteria for participants, and joint monitoring and evaluation of implementation of the Program. These arrangement are mentioned in several MOAs in the general terms of agreement, specifically seen in MOA with the CHRP, DILG and LIGA signed November 1994, June 1996, December 1996, and the last including the Leagues of Provinces, Cities and Municipalities signed on December 2001.
- 3.3.5 However, it has been noted that the actual participation of cooperating national agencies and the leagues has not been consistent, especially in advocacy planning. The specific responsibilities of the participating agencies do not include advocacy for spreading awareness about the Program to LGUs as well as other strategic offices and organizations for BHRAC establishment. It provides though (especially in the two former MOAs) that training provision and design of training modules shall be a collaborative effort among agencies.

Implementation of Advocacy

- 3.3.6 The advocacy implementation transaction include the following processes:
- a) *Conduct of orientation/convention for building awareness at the national level and at the regional level*
- Conventions and other workshops are conducted to orient or re-orient partnered government officials and non-government organization representatives to the Program. This undertaking has strengthened and sustained the support for the BHRAC of incoming officials in the government

offices especially. It is done at two levels by the Commission – at the national level and at the regional level.

These orientations involves setting the direction of the BHRAC, defining the Program in terms of its objectives, operationalization, and accomplishments, defining how each partnering institution can input to the Program, and providing venue for further discussion to explore the Program with potential partners.

a.1 Figure 10 shows the how orientation or conventions initiated by the national level implementers are made. The following activities are noted:

- Orientation is designed by the BHRAC Secretariat and/or the BHRAC Management Committee. They initiate orientation at the national level. The orientation design is comprised of a list of participants or partners, objectives of the activity, content/data needed for the activity, steps or processes within the activity, and the logistic activities and proposed arrangements and definition of key providers of assistance and resources. The orientation design is prepared through brainstorming, consultation with offices within the Commission and policy directions by the Chairperson, the Commissioner-in Charge and the Commission En Banc as a whole.
- The approval of the orientation design is done in three levels: initial approval of the CIC, approval of the Commission, and then the final approval of the IAC (when the design involves participation of the IAC). The initial approval of the CIC is needed so that provision of oversight guidance to the team directly under his/her supervision is achieved. The Commission in turn approves the orientation design, therefore signaling the support of the entire Commission on this Program activity as well as directing the support of the offices within the Commission in necessary phases of the workshop or convention. The CEB approval also unifies the voice of the Commission before the CIC presents the matter to the IAC. Approval of the IAC is ultimately needed to draw in resources from the external offices and units, and to involve them (when necessary) to the activity.
- The support of the other offices within the central offices has been varied. The orientation design usually determines the level of support exacted from the offices, however does not guarantee its provision. At times, support, especially financial support from internal offices is hard won, unless the Commissioners direct the said provision. The BHRAC Management Committee members, coming from other offices of the Commission may provide the involvement and budget from their office. However, other offices not directly involved in management or secretariat functions of the Program are not easily drawn in. The BHRAC Management Committee and the Program Secretariat have to undertake advocacy therefore within the Commission. In solidifying arrangements made both within the Commission and with external offices and units, the team as well

drafts formal instruments such as MOAs and internal issuance exacting the arranged support for orientations and conventions.

- The BHRAC National Secretariat and/ or the BHRAC Management Team leads the entire team for the conduct of orientation/ convention. They coordinate the logistic activities, provide leadership and assistance to key players and set the activity moving.
 - When the central office is granted approval to conduct orientation/convention for increasing support and for establishing BHRACs, partners at the regional level assist the Secretariat and the Management team. Though the initiative may come from the central office, regional advocacy for the BHRAC is still a responsibility of the regional offices. Their proximity to the LGUs and NGOs within their local geographical jurisdiction provides the necessary advantage in coordinating activities and providing other logistic arrangements.
- a.2 The regional offices also conduct advocacy activities in the form of orientation or conventions with their partners at their respective regional jurisdiction. Figure 11 shows the process for such undertaking, practiced in the current set-up. In this figure, the following are observed:
- Regional offices initiate orientation or conventions at their jurisdiction, unless the central offices has developed the plan as part of their national advocacy measures. The regional offices as well develop their own orientation/ convention design as in the central office, with the same data or information specifications.
 - The process for designing orientation or conventions at the regional level includes the identification of sources. At the national level, the partners come from oversight offices, thus representation is of a smaller number. At the regional level however, the partners come from three levels of local government widely dispersed within the area and other offices that may also be dispersed in the region – such that the regional level has a larger number of participants and target audience. Resource requirements are larger as well. The regional offices therefore draw from varied sources – from the central office of the CHR, from the IAC partners, from LGUs, from NGOs and other sources depending on the innovativeness of the office. The ROs may also develop formal agreements or draft for the LGUs formal instruments to bind the commitment of the implementers of the workshop or convention.
 - When regional offices do not draw in financial resources from the central offices, or when materials for orientation are available at the regions they may proceed with their activities, not requiring approval from the central office anymore.

- As in the central office, the regional office takes in the responsibility of leading their team of workshop implementers in the accomplishment of logistics and other management activities.

Orientation/ Conventions at the national and regional levels are potent tools for increasing awareness and reaching possible partners in a collective manner. The Commission has made initiatives to orient implementers of the Program, but due to budgetary constraints, has not conducted orientations to strategic partners to advocate for the BHRAC Program.

- b) *Formally convening coordinative venues or mechanisms with strategic government offices, non-government offices, and civil society*

When strategic partners are identified by the Program implementers, they immediately coordinate with these offices to meet with their representatives or key decision-makers. These activities were accomplished by the Commissioner-in-Charge for national level officers of executive departments such as the DILG, as well as national leaders of the Leagues and NGOs. This undertaking is not as expensive as the orientation or the convention, but requires more effort in terms of reaching many offices and units from the government and elsewhere.

The regional offices also implement advocacy by scheduling meetings with the LGU chief executives or representatives and NGOs. The regional director and information officers communicate with these officials the purpose of the BHRAC Program and previous agreements and initiatives provided for the Program at the national level.

3.4 Assessment of Advocacy Transactions

- 3.4.1 Advocacy made by the Commission has achieved much in terms of developing working relationships with the DILG and the Leagues of local government, national level offices that collaborate with the LGUs in especially enjoining them in initiating the BHRAC Program. In coordinating with the NGOs, there has been support and participation drawn with two organizations.

Consistent Advocacy to Partners at the National Level is achieved.

- 3.4.2 There is insufficient information to conclude that advocacy efforts done were futile or productive. However the continuous forging of agreements at the national level to partners indicates how advocacy has been consistently accomplished by the BHRAC Secretariat and the BHRAC Management Committee. Also, there are currently new prospective partners from non-government organizations who have communicated their support upon the advocacy of the Secretariat.

Advocacy to Other Potential Partners from the Government Has Not Been Explored.

- 3.4.3 The government is a provider of human rights services. This is enshrined in the Constitution, thus the government is composed of units that specifically guarantee that the rights of the people will be preserved. Each and every office of the government have the duty therefore to protect and promote human rights in specific manners, if not incorporate human rights principles in their operations. The BHRAC implementers can catalyze on this premises. Support for the BHRAC can be a joint effort of various offices of the government. However, tapping this potential requires great initiative from the Commission and innovative measures from implementing units.

There is a need to increase the capacity of CHRP offices for advocacy to government and non-government offices/ organizations in support of the BHRAC Program.

- 3.4.4 Effective advocacy at the national level is indeed necessary both to partnering agents as well as to potential and strategic partners. Thus a high-level advocacy team that will provide the necessary coordination and draw in commitment at the national level is necessary for the success of the Program.

- 3.4.5 The burden of massive advocacy, or reaching a greater amount of offices and publics rests upon the regional offices. The number of potential partners at the regional level is great: comprising of local governments, decentralized executive offices (such as the DSWD, DOH, DA, etc.), non-government organizations, people's organizations, basic sector groups, and individuals at the regional, provincial, city/ municipal, and barangay levels. The capacity therefore of the regional offices to undertake the advocacy therefore is important to the Program.

There are no policies, procedures and rules for BHRAC advocacy.

- 3.4.6 There are no policies drawn yet for fortifying advocacy mechanisms, or providing a plan for advocacy. Each level perform advocacy upon each of their initiatives. This has resulted in the general lack of directions, planning, and coordination between key players to ensure that advocacy work is done and that other players in the Program will support each activity.

There are no general plans drawn for advocacy.

- 3.4.7 At the national level, it can be noted that there are still many more agencies that can provide the necessary support for the establishment and operations of the BHRAC. There must be a strategic programming of activities to identify venues as well as mechanisms to encourage cooperation for the BHRAC Program.

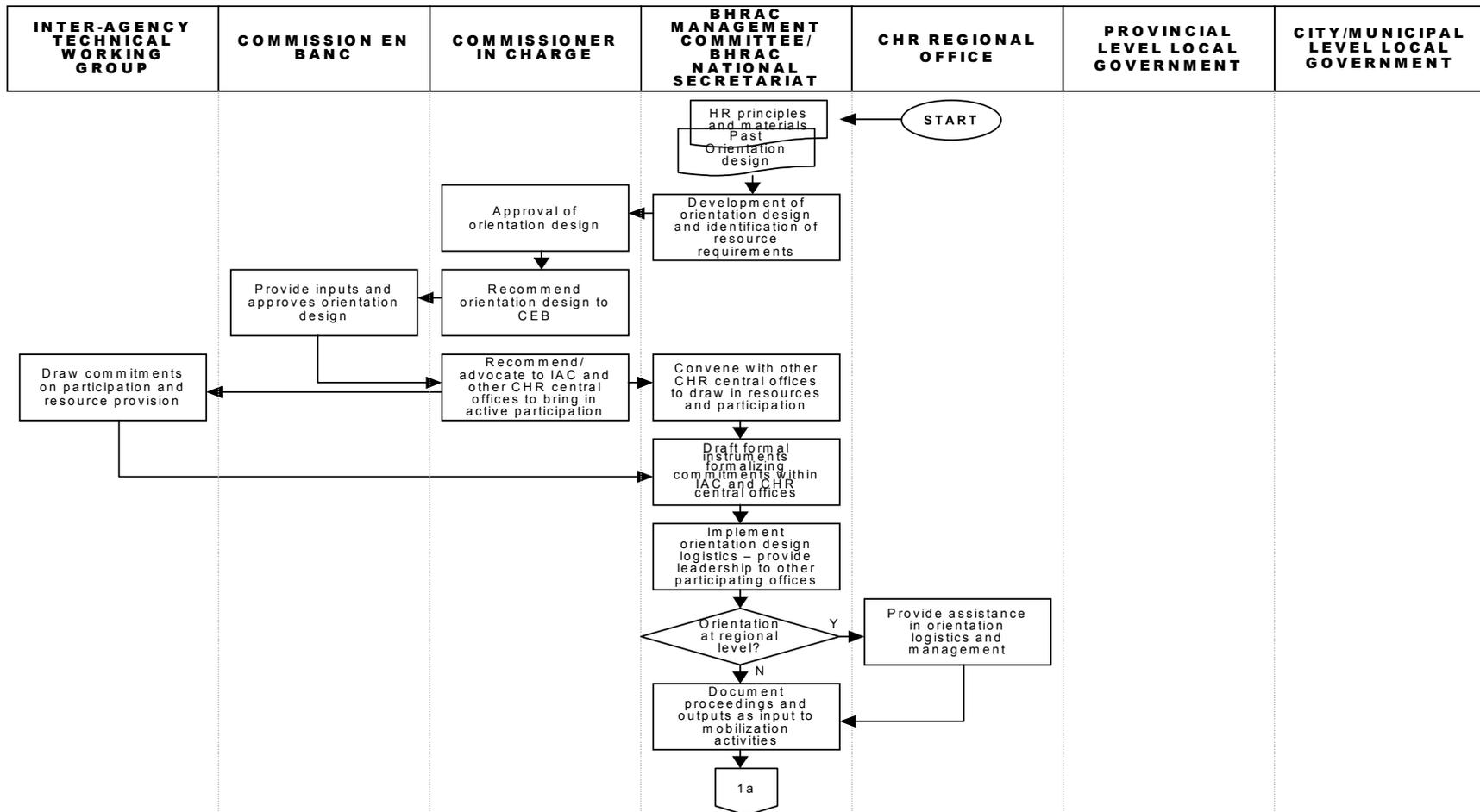
- 3.4.8 Planning will also enable linkage and tie-ups of partners at the national level that can bring in movement and support at the regional, provincial and city/ municipal levels. An overall direction for all initiatives and activities at the various levels for advocacy is much needed in the Program.

- 3.4.9 Advocacy is done by initiative at the regional level. The lack of a general plan has not opened means for the Program to receive support from possible donors at the regional, provincial, city, and municipal levels. Advocacy being a prelude to the establishment of BHRACs, will need to be programmed to cover more areas and strategically hit areas where the reach of human rights services and awareness is most needed.

Information on advocacy initiatives and activities done at the regional, provincial, city, and municipal levels is not gathered for monitoring and evaluation.

- 3.4.10 There are currently no adequate processes that will update the central office or the National Secretariat of the advocacy accomplishments at the regional, provincial, city and municipal levels. For efficient advocacy plans to be made at the oversight and at the other levels of operation, information is needed. In order so that the National Secretariat can provide mechanisms and resources, they also need to gauge the activities and materials that will be needed.

**FIGURE 6
CURRENT PROCESS FOR THE ORGANIZATION OF ORIENTATION ACTIVITIES
TO DRAW IN SUPPORT AT THE NATIONAL LEVEL**



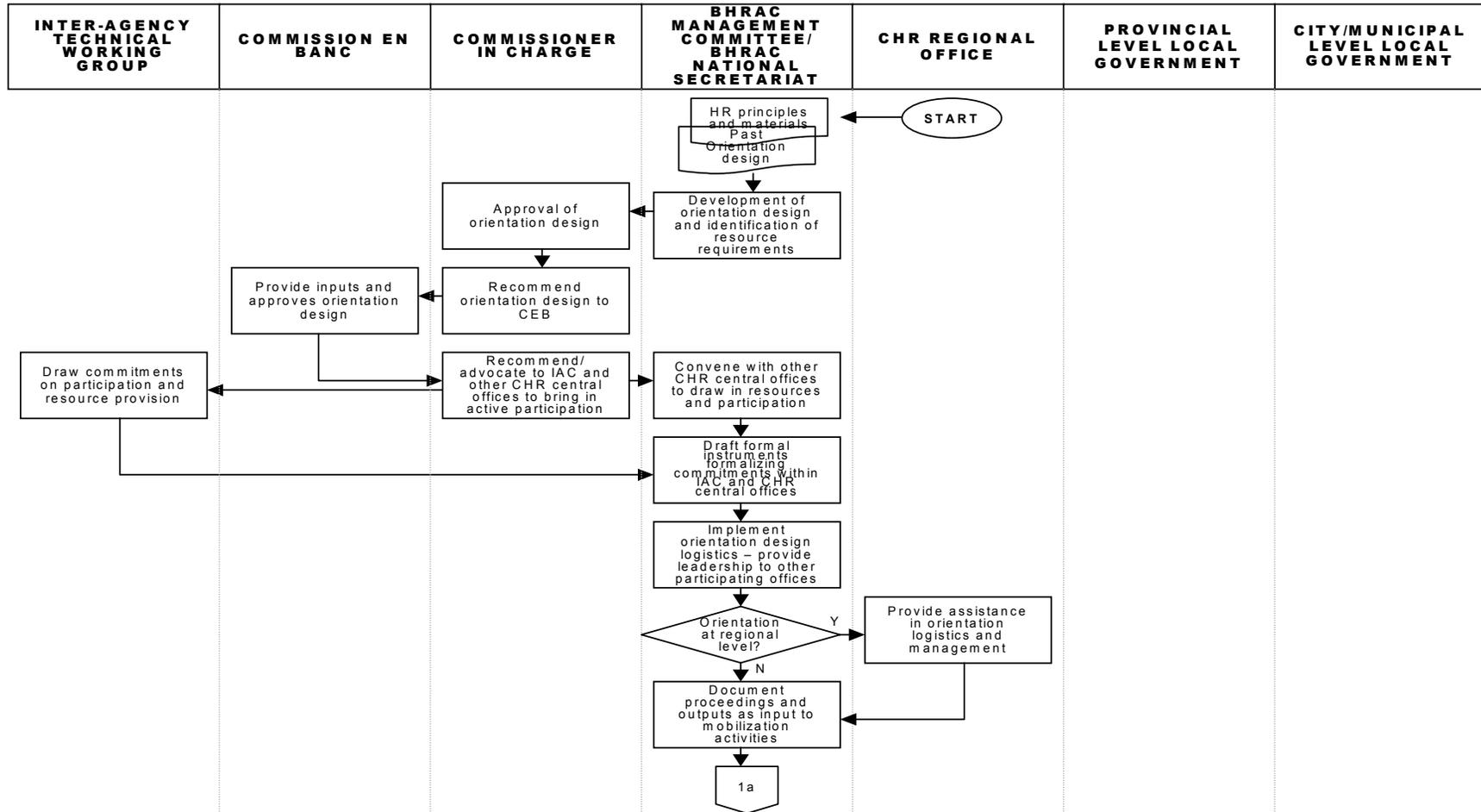
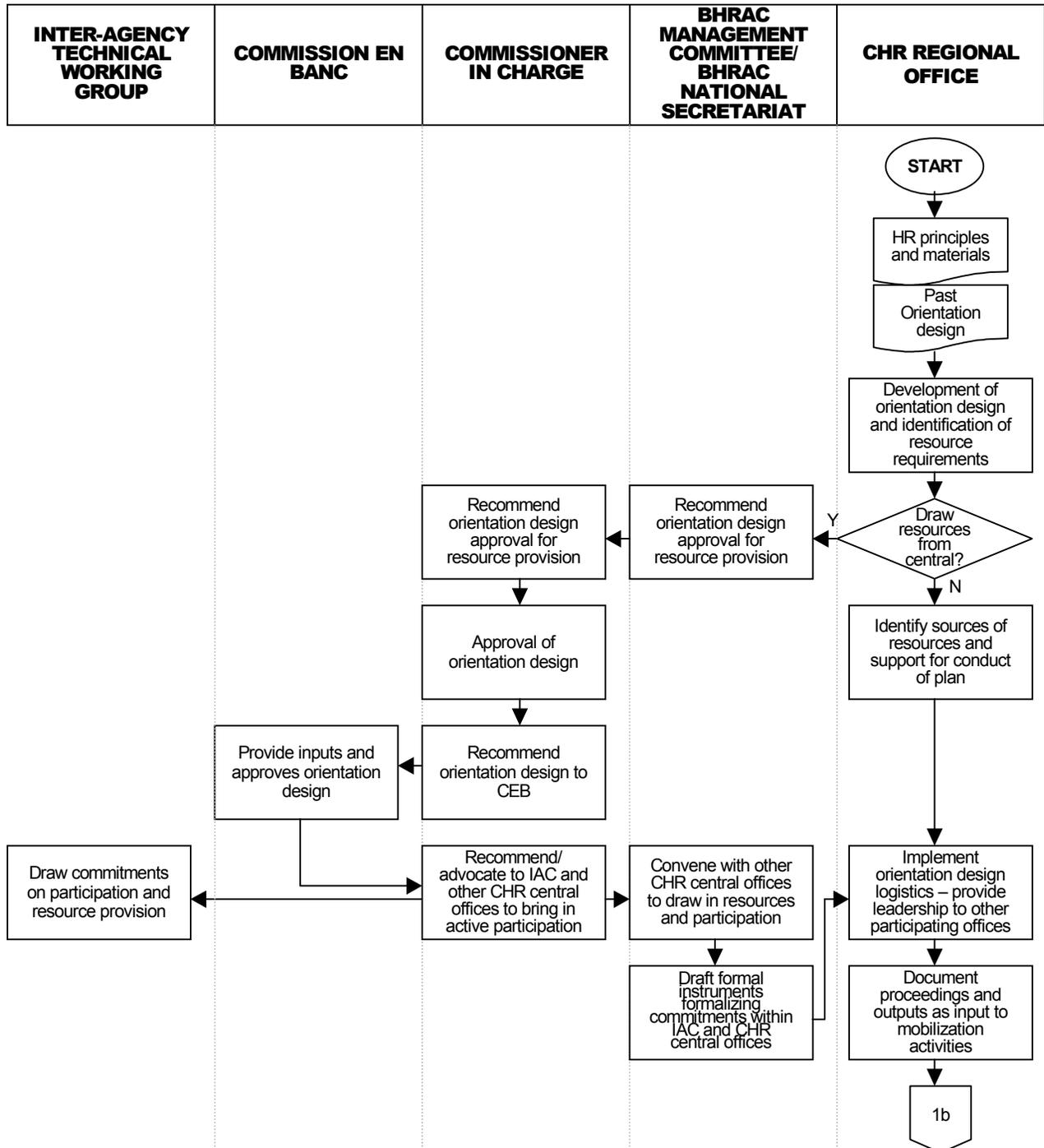


FIGURE 7
CURRENT PROCESS FOR THE ORGANIZATION OF ORIENTATION ACTIVITIES
TO DRAW IN SUPPORT AT THE REGIONAL LEVEL



4 MOBILIZATION OF PARTNERS FOR THE ESTABLISHMENT OF BHRACs

4.1 Definition

- 4.1.1 When partners are brought in the Program, they are then prepared for the responsibilities they are assigned to, or given the nature of their organization/ agency, they can provide. Legal instruments or agreements are made with agencies and organizations that share or agree with the thrusts and objectives for the Program to formalize division of functions and integration of efforts.
- 4.1.2 Thus mobilization of partners at different levels for the establishment of the BHRACs is achieved through two processes: first through instrumentation or formalization of agreements and responsibilities for the establishment and division of responsibilities; and second is the transfer of technology or orientation and trainer's training of partners on the processes, the functions of each duty holder, and system specifications of the BHRAC Program.

4.2 Levels of Mobilization

Mobilization at the National Level

- 4.2.1 Forming national partners is a key component of the Program, since it has initiated the Program, and drawn in local government participation at all levels. Various MOAs with the DILG, League of Provinces, Cities and Municipalities, as well as the Liga ng mga Barangay were made throughout the years of implementation of the BHRAC Program. National mobilization was done by the central office actors for the Program, through the involvement of the Commissioner/s –in-charge, the technical support of the BHRAC Management Team and the National Secretariat.
- 4.2.2 National mobilization may also originate from the President of the Philippines, as a result of advocacy. During the Ramos administration, a memorandum from the President has directed the DILG and the various leagues to provide assistance and support to the CHRP for the BHRAC Program (10 December 1997).
- 4.2.3 The mobilization of the local government units' national leagues has been a key in reaching the regional level down to barangay level LGUs. The various leagues have been coordinating with the DILG as well as the CHRP in the accomplishment of set-out responsibilities under the MOAs.
- 4.2.4 NGOs that have national head offices were also tapped by the Commission to coordinate the support of their geographically dispersed representations to the Program. This had significant implications in terms of filling in the gaps of inconsistent support by the different LGUs to the Program.
- 4.2.5 Mobilization at the national level means setting into action the other actors as partners, active and cooperative companions to further the objectives, mission and vision set-out by the CHRP through the BHRAC Program. It also means reaching

national agents that can bring in their constituencies to the Program. Thus, it is an important starting point for increased support for the Program and increased reach to as many locations.

Mobilization at the Regional and Local Levels

- 4.2.6 The regional offices of the CHRP are responsible for mobilizing the Commission's partners at the regions. However, mobilization activities for regions may also be initiated by the BHRAC Management Team.
- 4.2.7 There are two scenarios for regional mobilization in the Program: first, is when mobilization of regional constituencies are resulting from national mobilization of their national officers; and second is when regional offices are mobilized through direct coordination of the CHRP offices.

Mobilization of Regional, Provincial/ Municipal Constituencies of National Partners

- 4.2.8 After national advocacy, national offices may bring down to their regional/ provincial/ city/ municipal constituencies certain responsibilities to bridge the great number and dispersed localities. In this scenario, formalized agreements at the national level may be sufficient to gain regional support, as well as in the provincial, city and municipal level. Thus, national trainers are put to action in partnering agencies so that knowledge and trainer's training is then transferred to the localities for further dispersion to the provinces, cities, municipalities and barangays.
- 4.2.9 However, instances may occur when regional/ provincial/ city/ municipal constituencies of national partners are further enjoined through formal agreements with the CHRP to increase support and active involvement. The CHRP therefore replicates drawing formal instruments for partnership and transfer of knowledge and trainer's training.

Mobilization of New Regional and Local Partners

- 4.2.10 Regional/ provincial /municipal/ city mobilization is a replica of national mobilization. Instruments are drawn and orientation and trainer's training is accomplished for the regions. However, where there are unique and distinct representation at the national level, regional and local representation is numerous and dispersed. Thus, transfer of responsibility to actors with higher level of jurisdiction is expected to flow down their corresponding constituencies.
- 4.2.11 Since the CHRP has regional offices and sub-offices, these may serve as the actors for drawing commitment through legal instruments and MOAs with the LGUs and other local actors within their jurisdiction.

4.3 Transactions

Implementation of Mobilization at the National Level

Orientation for Better Understanding of Possible Roles to be Taken in the Program

- 4.3.1 Potential partnering institutions need to understand how important their role is in the Program as well as figure how they can provide support to the Program. Thus, most of the time another orientation, especially for new partners is done.
- 4.3.2 Orientation of interested or potential institutions and organizations provide the following information:
- a) Mechanics of the BHRAC
 - b) Design and organization of the BHRAC Program
 - c) Current targets and issues faced by the Program
 - d) Potential areas for improvement and cooperation
- 4.3.3 Orientation is done as figure 10 and 11 shows.

Formulation of Instruments for Partnership

- 4.3.4 After the orientation for enjoining new partners and re-orienting old partners, the central office coordinators then move into formalizing the cooperation of the partnering institutions, offices and organizations. The usual instrument in formalizing partnership are MOAs drawn with national partners. However, since change of officials and personages is inevitable, the BHRAC Management team and their CIC continuously renew, review and update old MOAs.
- 4.3.5 The following process is taken by the CHRP in drawing partnerships through MOAs:
- a) Based on the results of the orientation a report is made or observations are noted for partnership. To draw in and formalize support, gatherings are convened with partnering agency or organization representatives to agree on how the program will be conducted and what involvement can be expected of each partnering institution or organization.
 - b) The active involvement of Commissioners, especially the Commissioner-In-Charge is important at this phase to coordinate with national heads and to provide useful guidance and leadership to the Program implementers. At this phase, the implementation of the BHRAC Program will be discussed and will therefore involve decision-making on the part of the CHRP.
 - c) During discussion of functions and responsibilities of each office, wherein MOAs were already made before, review and update of the former MOA may also be made. However, when responsibilities and functions are to be renewed

by the CHRP, the National Secretariat may already prepare the renewed MOA for signing during the conference.

- d) When agreements have been drawn through the meeting, the National Secretariat documents them and incorporates what has been decided on in a Memorandum of Agreement to be signed by the Commissioners present when agreements were made and the representative of the institutions and organizations.
- e) The MOA contains most of the time the general functions to be taken by each office, and the specific responsibilities taken in by the parties and its key players, among others.

Classification of Partners According to their Function

4.3.6 Partners based on the instruments for partnership or MOAs are generally classified as the following:

- a) Advocacy arm for enjoining more local government units to establish BHRACs;
- b) Human rights educators and information disseminators to non-government parties;
- c) Capability building agents for BHRAOs;
- d) Technical support providers for the activities of the BHRAC;
- e) Technical support providers for the monitoring and evaluation of the BHRAC;
- f) Human rights advocates to government agencies at the national level; and
- g) Resource provider for the operations of the BHRAC and BHRAO honoraria.

4.3.7 These general functions of partners are deliberated by the CHRP and the partnering institutions and organizations on which are parallel to their mandate, and which they could best provide given their powers and objectives. The CHRP actors may at first provide the necessary guidance for determining such and encouraging the institutions to provide all they can to support the Program.

Formation of Inter-Agency Technical Working Group

4.3.8 After agreements are made on responsibilities to be taken, inter-agency linkages are then established through the formation of inter-agency technical working groups. This process involves identifying coordinating agents within institutions and determining the responsibilities of key agents in institutions and organizations in the fulfillment of management functions for the Program of their respective institution or organization. This is a key component in mobilizing national partners because it puts into place players and is then a basis for the determination of the systems flows for the management of the BHRAC Program.

- 4.3.9 Technical working groups are formed in coordination with the partnering agency. It is currently composed of designated office heads or representative of the DILG, the representatives for the various leagues, other representative of NGOs, and the BHRAC Management Team, CIC/s and National Secretariat. The technical working group or the IAC is therefore re-constituted whenever necessary or when new partnerships are forged.
- 4.3.10 The following process is adopted in forming the IAC or Inter-Agency Technical Working Group:
- a) Upon initiation of the CHRP central actors, the partnering institution or organization will determine the office, official or unit within the organization or institution that will be part of the Technical Working Group. This is an internal deliberation wherein the CHRP can provide guidance in terms of determining complementing systems wherein the institution or organization can input for the Program.
 - b) Once an office, official or unit within the organization or institution is determined the following items will be deliberated and agreed upon by the partners and the CHRP actors:
 - Working relations or system for coordination between partners and CHRP
 - Manner in which the partnering institution will accomplish set functions, according to the MOA
 - Other technical support functions that the office/ officer/ unit will take in as part of the Technical Working Group
 - c) The National Secretariat documents the proceedings and draws, together with the Management Committee and the CICs the implementation instrument for establishing or re-composing the IAC or the Technical Working Group. This instrument is approved and signed by the Commissioners and the heads of the partnering institutions. It may contain, among others the following:
 - Policies, rules and mechanisms to sustain efforts and provide efficient means of accomplishing responsibilities;
 - The agreed upon functions and responsibility of each agent, and the accomplishment of which of the designated office/ officer/ unit as part of the TWG;
 - Defined processes and activities for accomplishment of set functions and responsibilities; and
 - Specific outputs or deliverables by each party such as monetary support or modules for training.

Conduct of National Trainer's Training

- 4.3.11 Based on the classified function of partnering institution or organization, training is provided by the CHRP as part of its role as lead agency. So far, the National Trainer's Training provided by the Commission is on the establishment of the BHRAC and provision of technical support by the local government units, as well as the information officer of the regional offices. The objective of the Workshop is to

provide the necessary tools and capability for human rights advocates or BHRAC actors at the national level to efficiently and effectively disseminate to the regional, provincial, city and municipal level corresponding capability to in-turn be implementers and key actors for the Program. In the past Trainer's Training Workshop, regional representatives were also present, providing means for better dissemination.

4.3.12 The National Trainer's Training is done through the following process:

- a) The BHRAC Management Team and Secretariat work together in designing the Trainer's training Workshop. They determine the content of the workshop, mechanics of the workshop, participants, and the resource requirements.
- b) This design is passed for initial approval to the CIC, second for approval of the Commission En Banc and upon approval of which, for approval of the Inter-Agency Committee. At each level, inputs may be provided by decision-makers. If the design is not approved, comments are received by the Management Team and National Secretariat and the design goes through the same process of approval until it is finalized.
- c) When the workshop design is finalized, a training module is to be designed through an order from the CIC or the Commission en Banc to the ERTO. The ERTO based on the workshop design provides a design for training including the workshop mechanics, the activities and forms for training. This module goes through the approval of the CIC, Commission en Banc and the IAC before it is finalized.
- d) After which, the National Secretariat completes its logistic requirements such as the completion of the kits and issuance of notices and memos to participants, among others. Certain technical support may be provided as well by the partnering institution or organization and the IAC, such as got reproduction of materials, monetary support for travel and accommodations of participants, and other logistic support as may be specified during delineation of responsibilities.
- e) The ERTO provides the training needed as both supervisor and at times, as resource persons as well. They are responsible for the actual conduct of training at the national level.
- f) The Trainer's Training Workshop outputs as well as the documentation of proceedings is provided by the National Secretariat for future reference and evaluation.

Joint Monitoring and Evaluation of Compliance of Policies

4.3.13 There has not been any indication of current joint monitoring and evaluation of compliance to policies set for mobilization as yet. However, monitoring and evaluation of which is done by the National Secretariat as part of its technical support function.

Implementation of Mobilization at the Field Level

Orientation for Better Understanding of Possible Roles to be Taken in the Program

4.3.14 Orientation may be undertaken again at the regional level to ensure, as in the national orientation what the Program entails. Orientation may be done as specified in figure 10 and 11.

Formulation of Instruments for Partnership

4.3.15 Partnerships with field level institutions or organizations may have been initiated through national partnerships of their national offices or may be partnerships drawn specifically at their level with the CHRP-ROs or the CHRP central actors.

4.3.16 When national offices have issued instruments to bring in the support of their field level constituencies the orders or memorandums may be enough to bring in the support to the BHRAC Program. However, whenever there are other means or other ways to which the field office can provide support to the Program and the Commission deems it necessary, another instrument may be made to strengthen commitment to the Program. Initiation may be made by the central office actors of the CHRP, the CHRP-ROs, depending on where the institution or organization wishes to draw partnership with. In some instances, the partnering office initiates the instrumentation of partnership.

4.3.17 Field-based partnerships are drawn by the CHRP-ROs and even by the implementing institutions such as provincial local government units. They may be drawn through MOAs or other issuances.

4.3.18 The process for the instrument formulation at the regional level is as follows:

- a) Based on the results of the orientation a report is made or observations are noted for partnership. To draw in and formalize support, gatherings are convened with partnering agency or organization representatives to agree on how the program will be conducted and what involvement can be expected of each partnering institution or organization.
- b) Depending on where the partnership is drawn, whether with the central office of the CHRP, with the regional office of the CHRP or other field level implementers, a meeting is convened between partnering parties to agree on responsibilities to be taken by both.
- c) If partnering institution or organization is merely renewing its commitment to the Program, the implementing party may first deliberate the renewal or update of their past MOA or instrument. The implementing party, may then draw a draft MOA or instrument for the approval of the partnering institution or organization. Then a meeting is convened to discuss and agree on responsibilities and arrangements for partnership.

- d) Agreements are documented and inputted to the MOA or instrument by the implementing party. The head of the implementing party and the head of the partnering institution or organization approves and signs the agreements drawn. When the CHRP-ROs draw such partnerships, it is the Regional Director who signs in behalf of the Commission. In cases where LGUs such as the provincial LGUs enjoin the cities and municipalities under its jurisdiction to support the BHRAC Program, the governor is the approving head for the arrangements made. When it is the central office who draws partnership, the approval goes through the three approving agents, the CIC, Commission en Banc and the IAC.
- e) The MOAs and orders contains most of the time the general functions to be taken by each office, and the specific responsibilities taken in by the parties and its key players, among others.

Regional Trainer's Training

- 4.3.19 The conduct of the Regional Trainer's Training has been planned and executed in some areas, but discontinued in the rest. The CHRP has conducted a total of sixteen (16) RTTPs from 1994-1996. It brought down to the regions, as well to the provincial, city and municipal level the training that was done at the national level. The Workshop required much more resources for travel, accommodations and for the multitude of participants.
- 4.3.20 The workshops were conducted by the central office with representations from the CHRP-ROs and other partners with regional constituencies. The process used by the CHRP for national trainer's training is replicated in the regions. The ERTOs are as well trainers and resource persons for such activities, unless when Regional Office Information Officers can provide the necessary inputs to the training.

4.4 Assessment of Current Transactions

Though agreements were drawn and legal issuances were provided, responsibilities of partnering institutions are not consistently gained.

- 4.4.1 The MOAs and ordinances mobilizing the actors for the Program in many instances does not guarantee the completion of responsibilities stated. The BHRAC Management and implementers therefore provide additional advocacy to the constituencies, especially to local government units.

Trainer's Training Workshops are needed but not consistently done due to lack of funds.

- 4.4.2 National trainer's training are designed to double the dissemination of awareness and provide means for quicker transfer of knowledge to the grassroots. However, through significant numbers of established BHRACs have resulted from such activities there is a general lack of funding and support for the Program.

Mobilization activities may still be expanded into resource generation activities to support the Program.

- 4.4.3 Advocacy determines and increases support for the Program through partnerships. The support and nature of which is defined and finalized during mobilization. This component must respond to the needs of the Program, especially in resource provision, especially for BHRAC implementation. Through planning, mobilization of partnering institutions may be maximized to include resource provision, especially at the national level.

Joint monitoring and evaluation of compliance of agreements and responsibilities set forth under legal instruments is not practiced to ensure the reliable cooperation of partnering institutions or organizations.

- 4.4.4 Active involvement of the partnering institutions and organizations may be ensured through adequate monitoring and evaluation.

5 REVENUE MANAGEMENT FOR BHRAC PROGRAM FUNDS

- 5.1.1 Revenues for the BHRAC Program come from the following sources:

- a) National Government Appropriation
- b) National Government Partners
- c) NGO and Donor Partners
- d) Local Government Units

- 5.1.2 Current national government appropriation does not provide for the Program, such that funds for the Program is summed from funds that may be exacted from the appropriated amounts to the different offices of the CHRP. This requires much advocacy from Program implementers just to be able to put together funds for the Program.

- 5.1.3 Most partners for the Program as well provide funding at irregular and unpredictable manners. Most of the time, especially when arrangements are made through MOA, like for advocacy activities, national government partners provide resources only for specific activities and do not guarantee continuity.

- 5.1.4 Local government contribution to the Program as well is irregular and unpredictable. The current process identified for the inclusion of BHRAC Program in the regular planning and appropriation of LGU funds is not observed or is not prioritized. Further, funds in support of the BHRAC may be provided directly to BHRAOs without accountability to Program implementers.

5.1.5 Issues for this area include the following:

- a) Revenues are not made available in a predictable and regular manner;
- b) Accountability is not exacted at each level for revenues received;
- c) Rationalization of LGU support to the BHRAC must be developed; and
- d) Enhancement of advocacy and mobilization activities need to be accomplished.

6 ESTABLISHMENT OF BHRACs

6.1 Definition

6.1.1 The Barangay Human Rights Action Centers are established through the initiatives of local government implementers or by non-government organizations that have the capacity to enjoin their barangays in creating these Centers.

6.1.2 The establishment of the BHRACs means composing the center with a barangay human rights officer (BHRAO), building his/her capacity for providing human rights services, and instituting the necessary support system to be provided by local government units and partnering offices and organizations.

6.1.3 As of date, there are 14,408 BHRACs established in the Philippines, out of the 41,940 barangays of the country, or 34.36 % of the target number of barangays. The establishment of BHRACs in each region is summarized in Table 2 below.

TABLE 2
BHRACs ESTABLISHED PER REGION AND YEAR

REGION	NO. OF BRGYS.	BHRACs/ BHRAOs							TOTAL
		1995	1996	1997	1998	1999	2000	2001	
CAR	1,172		142	28	-	15			185
I	3,265		1,889	736	100	30			2,755
II	2,311	188	305	97	165				755
III	3,099		384	41	624				1,049
IV	4,637		124	1,394	186		566		2,270
V	3,471		1,171	82					1,253
VI	4,048		305						305
VII	3,003			1,406					1,406
VIII	4,390		570	870	319	36	148		1,943
IX	2,726			431		409			840
X	1,514		175	216					391
XI	1,522	1	43	54	266	342	66	2	774
XII	2,955			52	94	11			157
CARAGA	1,307			14	97				111
NCR	2,520			214					214
TOTAL	41,940	189	5,108	5,635	1,851	843	780	2	14,408

Source: BHRAC Status Report Per Region From 1994 – 2002, Per memorandum of Exec. Dir. Dated September 24, 2002

6.1.4 Greater amount of BHRAC were established in the years 1997-1998, after which the numbers dropped considerably until 2001, where there only two BHRACs established. Concentration of activities for the BHRAC was evident from 1995 to 1997, which may have affected the increased support for the Program. It is also evident that some regions such as regions I and IV have greater amount of BHRACs established, making 84.38 % and 49 % consecutively. While other regions fall from 9% in the CARAGA region to 5.3 % in Region XII.

6.2 Transactions

Setting-up the BHRAC Establishment Support System

6.2.1 The BHRACs do not exist in a vacuum. Based on the responsibilities and the identified key players for the Program, a set-up is formed for support to the BHRAC at the field level. The BHRAC current support system consists of the following support functions:

**TABLE 3
CURRENT SUPPORT SYSTEM PLAYERS AND FUNCTIONS
AT THE FIELD LEVEL**

OFFICE/ OFFICIAL RESPONSIBLE	SUPPORT FUNCTION/S
1. CHR-RO	<ul style="list-style-type: none"> a) Ensure that materials for information and skill building of BHRAOs are available, and coordinate with the LGOO ad/or PDCs on availability of which for dissemination to barangays b) Reach other LGUs within its regional jurisdiction and coordinate information dissemination for the BHRAC Program c) Provide initiating orientation for the barangay official on the BHRAC and mechanics for selection of BHRAO, where city/ municipal level actors are not active d) Act as supervisor for the selection, appointment and deployment of BHRAO, where city/ municipal level actors are not active e) Provide human rights modules to BHRAOs, where city/ municipal level actors are not active f) Provide resource support to the BHRAO upon initiation for the establishment of the BHRAC office, where city/ municipal level actors are not active or when additional support is necessary g) Coordinate with component barangays, city and municipality actors and other key players for the Program so that information transfer from the BHRAO and vice-versa is ensured h) Monitor and evaluate establishment of BHRAC in the region; exact reports from the component levels within the region to support evaluation and monitoring

OFFICE/ OFFICIAL RESPONSIBLE	SUPPORT FUNCTION/S
<p>1. Provincial representative assigned as human rights officer in the LGU or officer of NGO</p>	<ul style="list-style-type: none"> a) Provide legislation for the establishment of BHRACs in all barangays within its jurisdiction b) Coordinate with component barangays, city and municipality actors and other key players for the Program so that information transfer from the BHRAC to the CHR-RO and vice-versa is ensured c) Provide resource support to the BHRAC upon initiation for the establishment of the BHRAC office, where city/municipal level actors are not active or when additional support is necessary d) Monitor and evaluate establishment of BHRAC in the region; exact reports from the component levels within the province and submit reports to the CHR-RO to support evaluation and monitoring
<p>2. LGOO and/ or PDC assigned as human rights officer at the city/ municipal level LGU or representative of NGO</p>	<ul style="list-style-type: none"> a) Provide initiating orientation to the barangay official on the BHRAC and mechanics for selection of BHRAC b) Act as supervisor for the selection, appointment and deployment of BHRAC c) Takes note and monitors and reports thereon to the CHR-RO the establishment of the BHRACs within its area of jurisdiction d) Provides the BHRAC materials to increase understanding on the Program, as well as provide orientation on the Program, its dynamics and the entire support system with which the BHRAC will work with e) Provide human rights modules to BHRACs, provided in turn by the CHR f) Provides resource support to the BHRAC upon initiation for the establishment of the BHRAC office g) Coordinates with the CHR-RO and other key players within the area for the Program so that information transfer to the BHRAC and vice-versa is ensured
<p>4. Barangay Chairman/ Barangay Officials</p>	<ul style="list-style-type: none"> a) Convene assembly for the selection and appointment of the BHRAC b) Provide venue for orientation of the barangay LGU members and staff as well community members to be oriented on the BHRAC Program and encourage their participation in the Program c) Issue barangay ordinance/ resolution establishing the BHRAC and appointing the elected BHRAC d) Provide resource support to the BHRAC upon initiation, together with the city/municipal and provincial LGU and/or NGO implementers e) Coordinates with the CHR-RO and other key players within the area for the Program so that information transfer to the BHRAC and vice-versa is ensured f) Support the BHRAC by establishing his/her networks with government offices, NGOs and individuals within the barangay for the purposes of the Program

OFFICE/ OFFICIAL RESPONSIBLE	SUPPORT FUNCTION/S
5. BHRAO Associations	a) Provide venue for discussion of BHRAO needs and concerns in the conduct of their tasks b) Venue for increasing integration of efforts between BHRAOs for improving efforts in their respective barangays, conducting joint activities, providing awareness to each other on possible initiatives, c) Formulate policies for BHRAC administration

6.2.2 The support structure described by the table above is a brief description of the possible functions field players take in for the establishment of the BHRAO. However, the functions of each player may differ, depending on the degree of involvement at each level. In locations where no support is granted the CHRP-ROs take into themselves the responsibility of providing the functions and responsibilities to establishment of the BHRAC. Given the wide jurisdiction of the CHRP-ROs, there are areas where BHRACs are not established or established BHRACs do not enjoy the same support system as others.

6.2.3 The support system is established by the CHRP upon training and orientation of advocates. During the RTTP, part of the training provided to the human rights officers is undertaking the functions necessary to put to place the BHRACs and then provision of support to the BHRAOs upon establishment.

Selection, Appointment and Deployment of BHRAO

6.2.4 Before a BHRAC is considered established, a BHRAO must first be appointed. The selection and appointment of the BHRAO is done in the barangay level. An election is called for in the community. Based on election results, a BHRAO is appointed for the barangay.

6.2.5 The BHRAO is elected through a Barangay Assembly. Thus, the current process entails such an assembly to be convened by the barangay chairman. However, the chairman must not in any way influence the election of the BHRAO, to ensure the independence of the human rights officer. To make sure that the integrity of the process is preserved, human rights officers or the LGOOs/ PDCs from the city/municipality or the province is to supervise the election.

6.2.6 The process for selection and appointment is as described below:

- a) If the barangay chairman is not yet aware of the Program, the LGOO or PDC of the province/ municipality/ city will communicate the purpose, objectives, and mechanics of the BHRAC. When the barangay chairman is already aware of the Program, he may provide first prior orientation on the barangay LGU members and staff on the BHRAC Program, with the help of the LGOO or PDC. He may also include the community members in the orientation, to provide basis for voting for the BHRAO.

- b) A barangay assembly is then convened for the purpose by the barangay chairman. He states the purpose, objectives and mechanic of the BHRAC Program. He also introduces the community to the supervisor of the activity, the LGOO or PDC.
 - c) The LGOO and/or PDC sets out the qualification for a BHRAO officer. He/ she also expounds on the duties that the BHRAO will take in, and how the community can work with the BHRAO and the BHRACs as a whole.
 - d) The LGOO and/or PDC then open the floor for nomination of candidates. The community members nominate, based on the guidelines set for qualification of the BHRAO. The LGOO and/or PDC note the nominees. When nomination is completed, the supervisor will call for a raise of hands for each nominee. Based on the count of votes recorded by the LGOO and/or PDC the BHRAO is selected.
 - e) The selected BHRAO provides the necessary papers to vouch for his qualifications as BHRAO. It is the responsibility of the LGOO and/or PDC to ensure that the qualification of the BHRAO are met and that the selected BHRAO has a clear understanding of his duties and responsibilities. Thus if materials are available, such as the BHRAO handbook or other materials the LGOO and/PDC has acquired through training, a copy of which is handed to the selected BHRAO.
 - f) Based on the results of selection, the barangay chairman issues an ordinance/ resolution, putting to place the Barangay Human Rights Action Center and appointing the selected Barangay Human Rights Action Officer. The contents of such ordinance/ resolution may be based on a prescribed format issued to the LGOOs and/or PDCs to in-turn provide the barangay official basis for such drafting.
- 6.2.7 The status report for the Program describe reports that BHRAO selection activities do not push through, as so the LGOO and/or PDC select the BHRAO for the barangay, most of the time handing the position to the barangay chairman. This reduces the integrity of the selection and independence of the human rights center, but ensures the provision of budget for human rights activities within the barangay.

Skills Training of BHRAO

- 6.2.8 The skills training of the BHRAO is done to orient the BHRAO in the processes for the Program. Skills training activities however differ, since budgetary constraints have delimited the conduct of such.
- 6.2.9 Skills training may be done at the national level, regional level or within the provincial, city/municipal levels. There has been five (5) National Conventions for BHRAOs conducted by the CHRP central office in coordination with the CHRP-ROs and the provincial, city and/or municipal LGUs. The National Conventions were venues to increase capability of the BHRAO and even for the organization of the

BHRAO Association as part of the BHRAO support group. At the field level, the graduates of the regional trainer's training are expected to bring down the training to the barangays. However, lack of funds for echo training, and inconsistent support has hindered full realization of which.

6.2.10 The process for the conduct of skills building at the national level or at the field level is described below:

Creation of Modules for Skills Building Activities

- a) The BHRAC Management Team and the National Secretariat initiates with the CIC the need for the development of modules for skills building. Upon approval of the Commission-en-banc, a memorandum for completion is issued to the ERTO for skills building activities and materials for the Program.
- b) The ERTO provides the modules for the Program based on the objectives of the Program, objectives of the activity, mechanics for BHRAC services, the capacity requirements implied by the qualifications for the BHRAC and the services he/she is supposed to provide and the Program structure. The ERTO develops such through brainstorming of training experts and discussion of possible activities for the skills to be best harnessed.
- c) The modules are submitted to the BHRAC Management Team and the CIC for provision of inputs, recommendations. The approval of which is done by the CIC and the Commission en Banc. Recommendations are then inputted by the ERTO, and is finalized by the Management Team.
- d) The materials and activity specifications contained in the module are packaged and printed for dissemination to the regions. Thus corresponding budget is necessary for the accomplishment of which. The documents are sent to the regions once fund source is determined. The materials are then received by the CHRP-ROs. Subsequent dissemination to the provinces, cities and/or municipalities require corresponding funding as well. The Regional offices therefore prioritizes to which province, city and/or municipality this materials will be disseminated. Prioritization is based on the level of involvement of local actors to the Program, to ensure that the materials will be put to their purpose. Otherwise, the regional offices keep the materials in the ROs so that when the office has time to provide the materials themselves to areas where BHRACs may be established or when there are new partners that will help establish the BHRACs, materials are available still for dissemination.

Actual Conduct of Skill Building Activities

- e) The materials are also used in the National Conventions for BHRAO when applicable. These National Conventions are conducted by the ERTO, included in which is the National Secretariat who provides the logistic functions. Based on approved modules, the Conventions provide the necessary skill building activities and materials to the BHRAOs.

- f) At the field level, when skill building is provided by LGU human rights officer or NGO representatives, or even CHRP-RO information officers, the modules is used as guide to preparing the BHRAOs for the task ahead. The materials are re-produced for dissemination to officers, the number of copies depending on the funding.

Organization of the BHRAC Office

- 6.2.11 There are no processes defining how the BHRAC physical office is to be put to place. However, provisions for which is enjoined to be taken in by the barangay LGU, as well as putting in place a help desk set-up with the supplies and facility requirements to put the office to action. This kind of support from the barangays are not usually exacted though, leaving the BHRAOs to his/her initiative of setting up his/her own location for human rights services.
- 6.2.12 Despite the common lack of physical location, the support that the community members provide the BHRAC as active advocates, providing staff support to help the BHRAO is enough to establish the Center.
- 6.2.13 The community members are also organized by sector, depending on the number of sectors present in the barangay. Each sector is represented in the BHRAC Advisory Council, to which any member of the community may be a member. There are no current policies and rules for the establishment of such, so composition is based on the willingness of the BHRAO to compose such a council. The Council works as an advisory group and partners for implementation of human rights activities within the barangay, individual monitors of human rights situation for their sector, and coordinators to each of their sectors in bringing to their awareness harnessed by the BHRAOs.

6.3 Assessment of transactions

The formulation of BHRAC support groups in is essential, and exploration of how to improve support systems must be made.

- 6.3.1 BHRAO support groups will provide sufficient means for coordination within the barangay, for referral and mobilization of community members. A system for enforcing such groups must be places wherein these groups will take in definite roles in the Program.
- 6.3.2 The identification roles of other support groups at the oversight for the BHRACs must also be more specific and formalized.

Integrity of the system for selection and appointment of BHRAOs must be preserved.

- 6.3.3 There are no processes for ensuring the integrity of selection at the barangay level. The CHRP therefore has no means of providing monitoring and effective action when selection of BHRAOs are not done consistent with set rules and procedures.

The BHRAC implementers are not able to provide consistent and regular skill building activities, as well as monitoring of which.

- 6.3.4 The BHRACs are equipped with the capacity to take on their responsibility through effective skill building methods provided by city and municipality LGU representative or NGO representatives. However, the process is not reinforced with continuous development mechanisms. Standard guidelines and procedures need to be set in order so that effectiveness of skill building activities may be guaranteed.
- 6.3.5 Further so, there are no adequate means of monitoring and evaluating skill building activities provided to the BHRACs, which renders the implementers unable to improve or recommend procedures based on needs and experience.

7 BHRAC OPERATIONS

7.1 Status of Current Operations

- 7.1.1 Completion of its operations and provision of BHRAC services has been minimal based on current reports. However, meaningful conclusions are not well determined since reporting as well, is not completed by many implementers. The table below shows the performance of each region in performing BHRAC service:

TABLE 4
STATUS OF BHRAC OPERATIONS PER REGION AS OF DEC. 1994 - 2002

REGION	TOTAL NO. OF BRNGYS.	TOTAL NO. OF BHRACs	COMPLAINTS PROCESSING	EDUCATION & TRAINING	COORDINATION & REFERRAL	MOBILIZATION
CAR	1,172	185	-	4	-	-
I	3,265	2,755	23	207	15	14
II	2,311	755	-	65	11	-
III	3,099	1,049	6	187	-	18
IV	4,637	2,270	4	85	-	2
V	3,471	1,253	26	29	-	-
VI	4,048	305	-	-	-	-
VII	3,003	1,406	-	17	-	-
VIII	4,390	1,943	239	540	60	51
IX	2,726	840	-	156	2	-
X	1,514	391	207	647	-	2
XI	1,522	774	9	39	49	-
XII	2,955	157	2	43	8	-
CARAGA	1,307	111	18	103	-	-
NCR	2,520	214	10	23	-	-
TOTAL	41,940	14,408	544	2,145	137	85

Source: BHRAC Status Report Per Region From 1994 – 2002, Per memorandum of Exec. Dir. Dated September 24, 2002

7.2 Assessment of Current Transactions

Current complaint processing system may still be expanded.

- 7.2.1 The BHRAOs are tasked to receive complaints of alleged human rights violations and refer them to the nearest CHR office (regional or sub-office) for investigation on human rights cases, or to other agencies where cases that may be dealt by other government or non-government offices. The current process provides for useful documentation and analysis of cases for the BHRAO to follow. However, the system may still be improved in terms of expanding the function of the BHRAO to receiver of complaint into monitor of human rights situations in the barangay. As human rights advocates, the BHRAC will then be a help desk for those seeking justice and is as well a pro-active watcher of possible human rights violations occurring in their barangay.

Coordination activities may be systematically put to place, linking support groups and management functions.

- 7.2.2 This operation in the BHRAO level is on both the referral of non-human rights cases to the proper agency or organization and the coordination with the LGOOs and PDCs or the Human Rights Action Officers on all BHRAC projects and operations. It also refers to the maintenance of the barangay and government/ non-government directories of services and programs.

- 7.2.3 Coordination is the linkage component of the BHRAC operations, and will thus need strengthening in terms of integration to other systems in the support structure. The referral system , as part of the complaints processing will be treated in that operation.

Mobilization may be linked with the BHRAC's strengthening of the support structure.

- 7.2.4 The BHRAO also functions as a mobilizing unit for the community to take effective social action for the protection and promotion of human rights. The community, through the leadership of the BHRAO will take positive actions on mobile education as effective human rights advocates in their barangay. The BHRAO is also tasked to organize an advisory group that will be composed of sector representatives in their community.

- 7.2.5 The support structure for the BHRAC will need much strengthening so that mobilization may be done by the Center, since this service require much more resources.

Increased awareness through education and information activities must be supported through linkage with CHRP campaigns in the field level.

- 7.2.6 The BHRAC small group discussions and foras will still need support from the CHRP in terms of updating the BHRAOs on human rights information and approaches and barangay orientation workshops and conventions.

Current inconsistencies in provision of support to BHRAO, lack of coordination and monitoring has affected efficient rendering of service.

- 7.2.7 Strengthening of support mechanisms, commitments for partnerships, program management systems and integration of systems still need to be accomplished in order so that effective services may be delivered and evaluation and further improvement may be completed.
- 7.2.8 Adequate planning is also a key to bringing out the much needed support for these operations.

Mechanisms for the effective and efficient conduct of operations need to be set for regularity and uniformity, as well as adequate reporting to be accomplished.

- 7.2.9 There are gaps in system description and specification of steps at different levels for the operations of the BHRAC services. This renders as well inconsistent and even misunderstanding in completion of reports.

8 PROGRAM PLANNING

- 8.1.1 **Strategic planning** is a prelude to strategic management. Strategic management is a systems approach to identifying and making necessary changes and evaluating the organization's performance as it moves towards its vision. Strategic planning is the first process in strategic management. It is a process wherein the Program implementers, especially the CHRP will be able to envision its future and develop the necessary procedures and operations to achieve the future (Goodstein, Nolan & Pfeiffer, 1992). The objective of strategic planning is to define what the IAC and the CHRP wants, what it is all about and what it intends to get out of its efforts, and how specifically it shall move over a period of time. Ultimately, it provide means for transformation.
- 8.1.2 Strategic Planning for the BHRAC Program therefore means assessing the current conditions; identifying goals and objectives to improve, initiate and continue quality community service and accessibility to other services of the CHRP and other government and NGO services; and defining the means to achieve goals, mission and vision set for the Program.
- 8.1.3 **Operational Planning** is based on strategic plans and is identifying activities, operational targets, methods and responsibility areas for the effective conduct of BHRAC operations and management functions.
- 8.1.4 The systems for program planning has not been established in the Commission. As such, the program components are done in sequence of need and based on budgetary provision. Sustaining the activities for the BHRAC therefore has been achieved at the minimal.
- 8.1.5 A planning session has been conducted by the Plans and Programs Division at then central office of the CHRP in January 14, 1998. However, coordination with key

players was not established in the process. Inputs from duty holders in the Program were not taken in and reporting for the Program are inconsistent to form basis for planning. However, targets were identified, objectives were formulated and based on which activities and schedules were defined.

- 8.1.6 In a joint circular with the DILG in April 1996, an activity flow that set out the procedures for the formulation of the barangay human rights action plan. It was a procedure designed for the accomplishment of LGU officials and for consolidation of which in the local development plan.

9 OPERATIONS MONITORING AND EVALUATION

- 9.1.1 Though reports are sent to the National Secretariat currently, proper completion and submission is inconsistent, so far affecting effective monitoring and evaluation.
- 9.1.2 The reports currently prepared in the entire Program concern the number of established BHRACs, the number of complaints processed, the number of mobilization activities, number of coordination activities, and the number of education and information dissemination activities.
- 9.1.3 There are several responsibility centers to ensure effective monitoring for BHRAC operations. The BHRAC support system operates from the provincial, city, municipality level monitoring by the Provincial/ City/ Municipality LGOOs and the Provincial/ City/ Municipality PDCs. Consolidation happens at the Regional and at the Central levels through the CHR-Regional Offices and Central CHR.
- 9.1.4 Evaluation is done by the partner agencies, through the monitoring reports consolidated by the CHR. The impact evaluation at present is being done by the agencies involved at the end of the fifth year from the conduct of the RTTPs. This evaluation aims to formulate recommendations based on the impact of the program for the promotion and protection of human rights at the grassroots to Congress and for progressive purposes within the system.
- 9.1.5 Incentives, awards, and recognition is also given to BHRACs based on the monitoring reports forwarded to the CHR. This currently is made to coincide with the Human Rights Week on December.
- 9.1.6 Issues identified are:
- Ineffective monitoring by both the CHR and DILG
 - Monitoring tools are insufficient, such that they do not define properly the human rights status at the grassroots, nor the quality of delivery of operations
 - Lack of communication and coordination between responsibility units
 - Documentation is not properly achieved

4

STRATEGIC REFORM MEASURES

1 INTRODUCTION

- 1.1.1 The proposed strategic reforms are made with due consideration to the present efforts and the reorganization of the CHR. The BHRAC Program will be managed under the new organizational structure, thus incurring certain shifts in terms of its institutional set-up and key players within the Commission.
- 1.1.2 Strategic reform measures are designed improvements, enhancements, or fundamental rethinking of the structures, operating systems and other design areas that will have fundamental impact on or result in fundamental shifts in the nature, scope and functioning of the Commission with regard to the Program. However, these strategic measures do not go beyond the provided functional statements and organizational structure of the Commission. Rather, these measures will interpret the functions of each office and division within the Commission based on the aforementioned principles and context. The strategic measures are differentiated from the operational process design by the level of detail it provides – the strategic measures answer key reform issues and will be the basis of the detailed design of processes.
- 1.1.3 Strategic reforms are designed with the following objectives:
- a) Clarifying the scope and identify the targets of the BHRAC Program in terms of providing human rights services in the barangay;
 - b) To re-define management and implementation functions of strategic partners in the Program;
 - c) To vertically and horizontally compartmentalize office and division functions in the CHRP for the Program;
 - d) To identify the operational relationships (internal and external to the Commission) that will ensure efficiency and optimal performance of all key players; and
 - e) To provide implementation options that will strengthen the cooperation of strategic partners for the accomplishment recommended management and implementation set-up for the Program.

2 GENERAL/ STRATEGIC ISSUES TO BE RESPONDED TO BY THIS DESIGN REPORT

2.1 BHRAC services are not sustained and efficiently managed by the CHRP.

2.1.1 The CHRP has regional offices that target to reach quite a number of barangays within their regional jurisdiction. This is illustrated in the following table.

**TABLE 5
NUMBER OF BARANGAYS PER REGION**

REGION/ CITY/ PROVINCE	NO.
National Capital Region	
Kalookan City	188
Las Piñas	20
Makati City	33
Malabon	21
Mandaluyong City	27
Manila	897
Marikina City	14
Muntinlupa City	9
Navotas	14
Parañaque City	16
Pasay City	200
Pasig City	31
Pateros	10
Quezon City	140
San Juan	21
Taguig *	18
Valenzuela City	32
TOTAL	1,691
CAR	
Abra	303
Apayao	131
Benguet	269
Ifugao	175
Kalinga	150
Mt. Province	144
TOTAL	1,172
REGION 1	
Ilocas Norte	557
Ilocos Sur	788
La Union	576
Pangasinan	1364
TOTAL	3,285

REGION/ CITY/ PROVINCE	NO.
REGION 2	
Batanes	29
Cagayan	820
Isabela	1055
Nueva Vizcaya	275
Quirino	132
TOTAL	2,311
REGION 3	
Bataan	237
Bulacan	568
Nueva Ecija	849
Pampanga	537
Tarlac	510
Zambales	247
TOTAL	2,948
REGION 4	
Aurora	151
Batangas	1077
Cavite	828
Laguna	674
Marinduque	218
Occidental Mindoro	162
Oriental Mindoro	426
Palawan	430
Quezon	1242
Rizal Romblon	187
Rizal Romblon	219
TOTAL	5,614
REGION 5	
Albay	720
Camarines Norte	282
Camarines Sur	1063
Catanduanes	315
Masbate	550
Sorsogon	541
TOTAL	3,471
REGION 6	
Aklan	327
Antique	590
Capiz	473
Guimaras	96
Ilo-Ilo	1901
Negros Occidental	661
TOTAL	4,048

REGION/ CITY/ PROVINCE	NO.
REGION 7	
Bohol	1109
Cebu	1203
Negros Oriental	557
Siquijor	134
TOTAL	3,003
REGION 8	
Biliran	132
Eastern Samar	597
Leyte	1641
Northern Samar	569
Samar	951
Southern Leyte	500
TOTAL	4,390
REGION 9	
Basilan	255
Zam. Del Norte	691
Zam. Del Sur	1167
TOTAL	2,113
REGION 10	
Bukidnon	464
Camiguin	691
Misamis Occidental	1167
Misamis Oriental	
TOTAL	2,322
REGION 11	
Compostella Valley	235
Davao	223
Davao Del Sur	517
Davao Oriental	183
Sarangani	140
South Cotabato	224
TOTAL	1,522
REGION 12	
Sultan Kudarat	248
Lanao Del Norte	504
Cotabato	543
TOTAL	1,295
REGION 13	
Agusan Del Norte	249
Agusan Del Sur	314
Surigao Del Norte	435
Surigao Del Sur	309
TOTAL	1,307

REGION/ CITY/ PROVINCE	NO.
ARMM	
Lanao Del Sur**	1059
Maguindanao**	466
Sulo	410
Tawi-tawi	203
TOTAL	2,138

* Proposed Cities; ** Except Marawi and Cotabato City
Source: DILG and NSO, 2000

2.1.2 The CHRP regional offices also have more than just the BHRACs to manage, and its services to administer. Thus, the program does not reach its full potential of providing BHRAC services in all barangays, and to sustain its services. Though local governments are partners in this endeavor, oversight management to be provided by the CHRP is quite neglected.

2.2 Lack of sufficient budget to sustain capability building of BHRACs and local officials, services provided by the BHRACs and effective and efficient management of the Centers by the CHRP.

2.2.1 Budget for the BHRAC Program is culled from available funds of offices of the CHRP central offices and the regional offices, if not identified under agreements with external actors. Thus there is no regular budget appropriated for BHRAC.

2.2.2 Further, the lack of sufficient means to enjoin or to put in resources from external players has affected its functioning completely. Focus on the BHRAC is not constant, in fact management of which is carried on by ERTO among its other functions. The program is least prioritized, such that funds from external sources are more concentrated on other services and functions of the Commission. Advocacy is also not accomplished to enjoin others to participate and provide resources for BHRAC.

2.3 Inconstant participation and support by external players

2.3.1 The BHRAC program is drawn in agreement with prime players, but since it is not institutionalized, not all local governments provide the necessary assistance and functions to establish, operationalize and support the BHRACs within their jurisdiction. The local government plays a big role under the system, their lack of information, skills and initiatives immobilizes the program.

3 POLICIES

- 3.1.1 The CHRP shall sustain the BHRAC program through consistent capability building for communities and community leaders, local government officials, and sectors.
- 3.1.2 The CHRP shall work to increasing human rights awareness, knowledge, values, attitude/ behavior and skills at the grassroots through the BHRAC program.
- 3.1.3 Collaboration, partnership and coordination shall be ensured by the CHRP in the BHRAC program, especially among offices of the CHRP and external duty holders and stakeholders.
- 3.1.4 The CHRP shall provide policies and directions for the BHRAC program to ensure its efficient administration, effective projects and activities in delivery of services, accessibility, cooperation with external duty holders and stakeholders, and appropriate initiatives for the development of communities towards a well informed, active, skilled and values-driven individuals for human rights.

4 STRATEGIC REFORMS

4.1 Focusing Functions of the CHRP to Advocacy and Capability Building

- 4.1.1 The current four-tire service provided by the BHRACs in their area of jurisdiction is identified as coordination/ referral, complaint processing, mobilization and information and education. These services were identified accordingly within the principle of increasing accessibility and cooperation.
- 4.1.2 Referral means directing complainants to the proper units that will assist them for their concerns. If the case is within the jurisdiction of the CHRP it is referred to the CHRP for whatever assistance it may provide, based on its internal policies and guidelines. On the other hand, cases that do not fall under the jurisdiction of the CHRP, are referred to other agencies and offices for provision of the proper services.
- 4.1.3 Coordination, is a linked function with referral. The focus of the BHRACs is to form linkages with the CHRP and other assistance offices and agencies. The BHRACs should have a profiling of all proximate and responsive offices for specific concerns.
- 4.1.4 Monitoring of human rights conditions in the community is also one of the focus areas of the BHRACs. Conditions are not only gauged by the number of complaints brought to the BHRACs but also through the active surveillance of human rights based on awareness, knowledge, values/ attitude and behavior of the community.
- 4.1.5 Information dissemination and informal education implemented by the BHRACs helps provide means to render information about human rights and for human rights accessible and applicable to community values, culture, social, political and

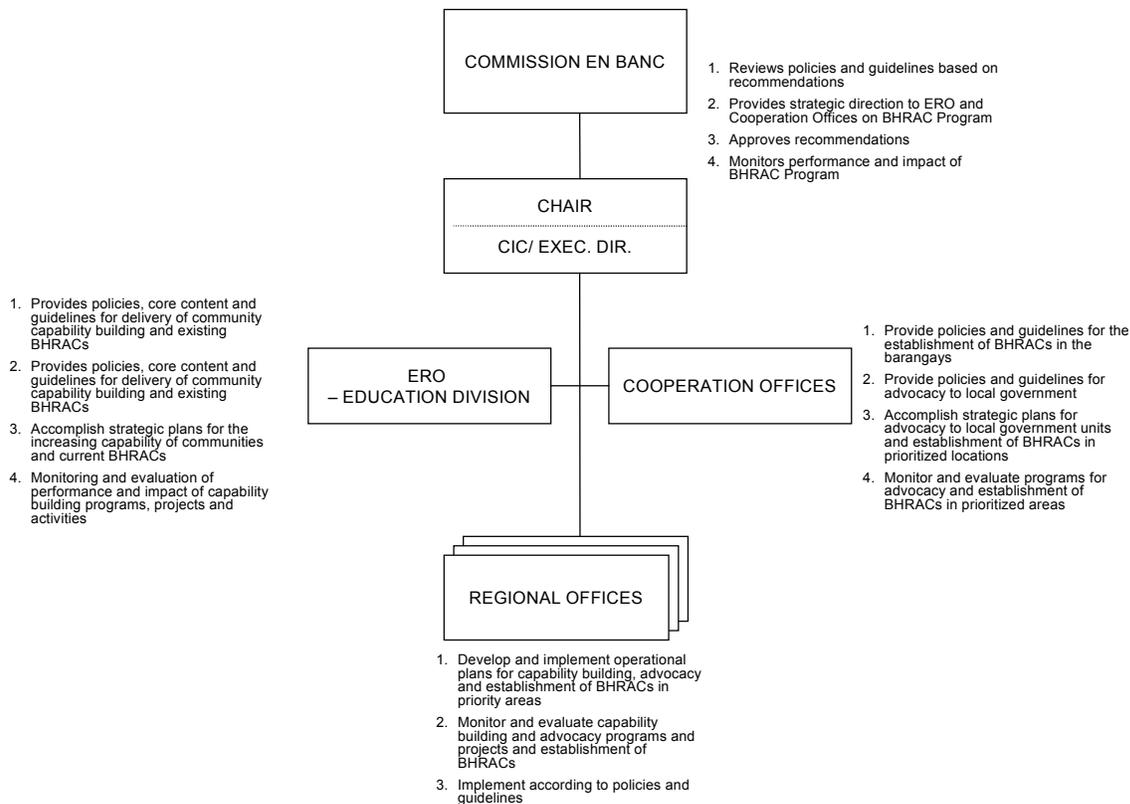
economic conditions. It enables the CHRP to provide focused implementation of education programs in barangays.

- 4.1.6 Mobilization of the community to create an environment that is aware and responsive to human rights violations and ensures its protection is lastly one of the main focus areas of the BHRACs. A community that is aware and knowledgeable of human rights is the first phase, the second is mobilization – creating leaders out of community members that will protect human rights as citizens.
- 4.1.7 Thus, BHRACs are empowered centers, not adjacent centers for the accomplishment of CHRP functions. They are enabled communities not dependent offices.
- 4.1.8 The role of the CHRP in this framework is as provider of capacity to communities and community heads to take on these responsibilities for human rights. It also capacitates local government units to as well function in furthering human rights. However, the centers, as independent units shall maintain close coordination with local government but in no way will compromise its independence.

4.2 Re-defining the role of the CHRP Offices for the BHRAC Program

- 4.2.1 The CHRP will therefore be capability building agents, and will thus be providers of the following functions:
- a) Policies and guidelines for the establishment and capability building of communities and heads
 - b) Capability building program for communities and community heads to take in BHRAC services and functions
 - c) Establish BHRACs in priority areas
 - d) Monitor impact of capability building programs provided
- 4.2.2 Thus the vertical compartmentalization of the said functions is reflected in the below mentioned figure:

**FIGURE 8
VERTICAL AND HORIZONTAL COMPARTMENTALIZATION OF FUNCTIONS**



4.3 Providing a Prioritization Scheme for Barangays in Regions in the Establishment of BHRACs

4.3.1 The CHRP under this design system will take in a prioritization scheme that will narrow prospects for establishment of BHRACs to:

- a) Provide better focus for the provision of capacity building
- b) Enable the CHRP regions to concentrate on doable advocacy plan for establishment and support of local government units for the BHRACs
- c) Ensure budgetary provision to regional offices in terms in providing effective and efficient capability building programs and advocacy
- d) Direct efforts more efficiently for capability building to strategic and relevant areas of learning

4.4 Ensuring the Independence of the CHRP

4.4.1 The independence of the CHRP may be affected by the following factors in the Program:

- a) Financial support that national government agencies and LGUs provide for the Program, may influence decision-making for provision of assistance;
- b) Establishment of BHRACs by external actors, especially by LGU representatives may influence the decision-making and provision of assistance; and
- c) CHRP wide decisions, in terms of monitoring government compliance to human rights standards and laws may be influenced by integration with external partners in the Program.

4.4.2 The CHRP should have set policies and rules to ensure that partnership and coordination for the Program does not in any way affect decision-making of the CHRP. The budget for the program will be imbedded in budget released for the Education Division, Cooperation Offices and the Regional Offices as part of their programs, specifically for BHRAC.

4.4.3 Resources exacted from external organizations and institutions should also be programmed, planned and approved by the Commission. The mechanisms are also designed to ensure the following:

- a) That funds that enter through regional collaboration enter a special fund for the BHRACs, that will be allocated for the provision of honorariums and support to BHRAC services
- b) The fund allocation and disbursements are based on plans set by implementers;

4.4.4 The mechanism for ensuring the independence of the CHRP in resource generation, management, cash management will be designed with the following features:

- a) Resources for the BHRAC Program may come from the following sources:
 - National Government Allocation
 - National Government Agencies
 - Local Government Units
 - NGOs or donor institutions
- b) A special account shall be set-up for the purposes of the BHRAC Program implementers where funds from the various sources are entered. Thus, even LGU contribution shall be entered to the special account for the Program, administered by the CHRP.

- c) However, the funds that are provided the BHRAC through local advocacy accomplished by the Centers are managed, planned and expended by the Center Officer themselves, in accomplishment of their services. The budget held for BHRAC by he CHRP are support funds for special projects for BHRAC under the capability building, advocacy and establishment function of the CHRP.

5

SYSTEMS DESIGN

1 INTRODUCTION

1.1.1 There are several systems for the Program, incorporating the strategic design in the BHRAC Program. The systems for CHRP under the program include the following:

- a) Policy and guidelines formulation for capability building, advocacy and establishment of the BHRACs in target areas
- b) Development and implementation of capability building program
- c) Program planning for capability building, advocacy, and establishment of BHRACs
- d) Implementation of advocacy
- e) Establishment of BHRACs

1.1.2 The operations of the BHRACs in terms of services remain the same, according to the set system of the ERTO. However, the linkage of which to the CHRP will be limited.

1.1.3 Local government participation is also narrowed down so that the systems for the program is not affected by the apparent inability to provide consistent services to BHRACs.

2 POLICY AND GUIDELINES FORMULATION

2.1 Areas where policies, rules and procedures will be developed

2.1.1 Policies are developed for the capability building development and implementation, for advocacy and establishment of BHRACs, monitoring and evaluation of programs, projects and activities of the CHRP, for BHRAC procedures to be incorporated by the BHRAOs and the community, as well as in forging partnerships and collaborations with external duty holders.

2.1.2 Guidelines will be formulated for the following:

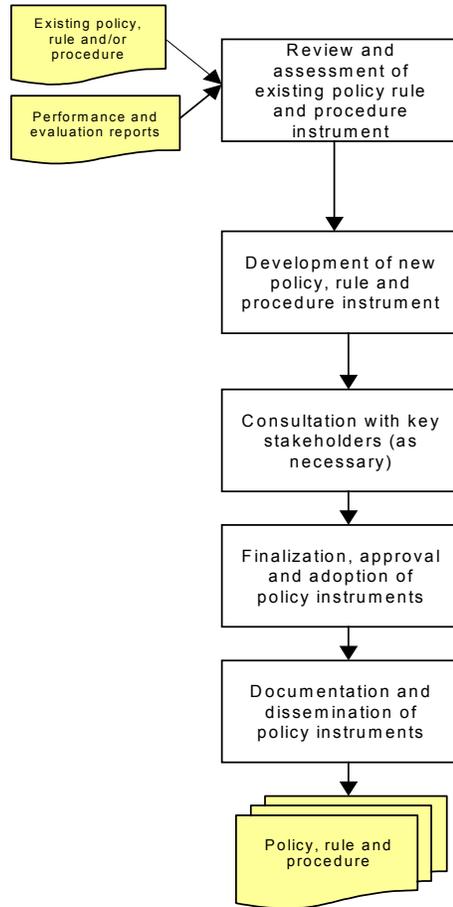
- a) Prioritization of areas or location for the establishment of BHRACs

- b) Capability building – in terms of providing core content, and guidelines for delivery of capability building programs
- c) Advocacy to local governments
- d) Establishment of BHRACs

2.2 Policy, rule and procedure formulation process

- 2.2.1 Policies, rules and procedures for capability building are formulated by the Education Division. These policies will define how core content/ standards for human rights education or capability building for BHRACs and community members will be administered and developed.
- 2.2.2 Policies, rules and procedures for advocacy (GCO) and establishment of BHRACs in the barangays (NCSMCO) will be developed by the Cooperation offices. These will define how advocacy will be conducted without impinging on the independence of the Commission, how to collaborate with government offices for the provision of support and active involvement in the Program, and how the establishment of the barangays will be accomplished in the barangays by the regional offices of the CHRP.
- 2.2.3 Policy formulation starts with the definition of objectives. These objectives must be determined based on CHRP mandate, objectives, principles and standards, as well as monitoring and evaluation reports. The objectives identify what improvements on current policies/ procedures/ rules need to be made or added. This is primarily recommended and approved by the CEB, through the CIC, Chairperson, and the Executive Director.
- 2.2.4 All policies, procedures, and rules are documented and disseminated by the by the office responsible (ERO, GCO, NCSMCO) to the regions. Once approved, the regional offices as well as central offices of the CHRP are informed. The regional offices in turn disseminate information down to the operational BHRACs.

FIGURE 9
RECOMMENDED POLICY FORMULATION PROCESS



2.2.5 Guidelines are developed based on the following processes:

- a) Review of current guidelines for capacity building provision of the CHRP, for the establishment of BHRACs and for advocacy to external stakeholders for the program.
- b) Identification of principles and parameters for activity/ process/ program
- c) Identification of application methodology of principles and parameters
- d) Development of criteria, core content, guiding mechanisms for implementation of activity/ process/program.

3 ADVOCACY FOR SUPPORT TO THE BHRAC PROGRAM

3.1 Enhanced Advocacy Planning

3.1.1 Advocacy planning is essential to put together advocacy activities in a logical and purposeful and sequential manner. More so, it will enable implementers to determine resource requirements to support the Program. Most of the time, activities are limited to what the budget allows them to achieve. Planning enables them to remedy current disability to complete necessary activities for advocacy.

3.1.2 Advocacy is accomplished at the regional level to enjoin support from the local government units, in taking part in establishing BHRACs in barangays, in sustaining an active relationship with the BHRACs in their endeavors and directing local government programs to increasing awareness on human rights services and service providers.

3.1.3 Medium-term and annual planning will be done as described below:

Identification of Targets and Objectives for Advocacy

- a) Based on reviews on previous advocacy activities and plans, the GCO determines the specific targets and objectives for advocacy to be taken. The targets and objectives will be based on the objectives, principles and standards, policies and rules on planning, and cooperation policies set-out by the NCSMCO and GCO for the Program.
- b) The targets and objectives will be specific, and are developed in response to issues stated during evaluation of advocacy activities and will include new agenda for a developing Program.

Determination of Strategic Partners.

- c) Based on the guidelines and policies set for the program advocacy, a criteria is developed for selection of target locations hat suite the objectives and goals of the CHRP for community empowerment. The criteria shall be used to rank locations within a region. The criteria may include the following:

- **High impact.** Priority must be given to high impact locations or those areas where greater interest may be gained. Impact issues, conditions and/or HR violations are usually prevalent issues and conditions, not necessarily experienced by a majority but are recognized and witnessed by many, and affects greater action and sympathy.
- **Locations where issues and conditions are prevalent or experienced by many in the country.** It is important that locations to be identified reflect the sentiments, concerns and issues faced or prevalent in the country to ensure replicability of initiatives in the area.
- **Locations unexplored or those not addressed.** There are many initiatives coming in from external duty holders, civil society and even other offices of the CHRP. However, priority must be given to locations where there is greater need for Centers that will respond to human rights violations and promote human rights for increased human rights awareness, knowledge, development of values, attitude and behavior for the protection and promotion of human rights. Duplication of efforts after all is not a high impact initiative.

d) The criteria will be used as described below (10 being highest):

PROVINCE/ CITY/ BARANGAY	HUMAN RIGHTS ISSUES, CONDITIONS AND HRVs IN THE AREA	IMPACT	REPLICABILITY	VALUE OF INITIATIVE (UNEXPLORED OR EXPLORED)	TOTAL (AVERAGE)	RANK
Laguna	Right to Housing	6	10	5	7	2
Antipolo City	Rights of prisoners	8	8	10	8	1

Identification of Advocacy Activities

- e) The evaluation of past advocacy activities provides greater perspective to the regional office as it provides inputs to decision-makers on what other activities to be done. It answers questions as: what else is needed in the Program that can be provided through partnerships, where else can resources be exacted for the Program, how else can we maximize partnerships or what other information specifications can be provided to increase awareness on the Program of prospective partners. Based on evaluations made on advocacy activities, the regional office identifies what new activities are necessary for gaining new partners.

Develop schedule for advocacy activities

- f) A schedule or timeframe will then be determined for the identified activities, in relation to targets, so that other activities for the Program will be strategized. The schedule is developed when other activities are also planned for the Program. Thus advocacy planning is integrated with the other plans and activities in the Program, especially at the regional level.

Determination of Advocacy Content

- g) Based on the set objectives, the regional offices, in consultation with the Education Division and the Commissioner-in-Charge will determine what is to be advocated. The content is in turn a result of previous evaluation of content of advocacy made by the regional offices. The development of which will answer questions such as: how will we communicate better the BHRAC Program purpose and mechanics and how do we increase interest at the local level on the BHRAC.

Consolidate into a National Plan all Pertinent items

- h) The National Plan for Advocacy contains the objectives, targets, the prospective partners and the activities for advocacy as well as schedule for which. Aside from which, the developed content for advocacy is a key input to the plan, putting meat into the itemized description.

Determine Resource Requirements for Advocacy Activities

- i) Based on the consolidated plan resource specifications must be set and requirements must be determined. Due consultation with the Financial Management Office will be made to ensure the sound budgeting of resource requirements.

Review and Approval of Advocacy Plan by Decision-makers

- j) The regional plan for advocacy is then submitted for review to the Chairperson, Commissioner-in-Charge and the Executive Director, through the GCO and NCSMCO. They may provide recommendations on the matter and submit such to the Commission En Banc for approval. The cooperation offices and the regional offices will review and undertake the necessary changes based on recommendations of the Commission En Banc.

3.2 Implementation of Advocacy

3.2.1 The implementation of advocacy activities are all based on set plans under the Regional Action Plans for advocacy. Thus the process for implementation will be as follows:

Advocating through Orientations.

- a) Orientations require the formulation of orientation design, which is accomplished by the regional offices. They identify the participants or prospective partners, objective of the activity, content/ data needed for completion of activity, steps for fulfillment of set out activities and the logistic arrangements and delineation of responsibilities.
- b) This design is reviewed and approved by the Education Division, for subsequent approval of the ERO Director and CIC. Upon which, the design is finalized.
- c) The set out responsibilities will be based on the mutual efforts and complementing functions of all partners. Thus, when the design is approved, partners provide the necessary inputs and resources for the completion of the orientation workshop.
- d) The actual conduct of the orientation will be made by the regional offices in coordination and support of the offices of the Commission, for especially the provision of logistic support and resource persons.

Advocating through Focused Assemblies or Meetings with Institution or Organization national Head

- e) This method for advocacy provides greater depth of orientation and is not as much tedious as the other. However, this may require involvement of high-level actors such as the Commissioner-In-Charge or members of the Commission so that effective linkages are made.
- f) The first step therefore in securing such venue is for the National Secretariat to coordinate and convene such. Based on set schedules in the plan, the schedules of the participating agents will be considered.

3.2.2 Monitoring and Evaluation of Advocacy Activities will be practiced under the new set-up. The following steps will be taken:

- a) Every advocacy activity will result to a report stating the following:
 - The participants or attendees to the activity
 - The objective of the activity
 - Agreements reached
 - Comments and other clarifications to be made

- Remarks of the secretariat
 - Signature of regional director, head of office/s or organization/s certifying recorded matters
- b) These reports will be submitted to the cooperation offices for oversight monitoring on advocacy plans and implementation of which.

3.3 Drawing Agreements with Partners

3.3.1 Where partnerships are drawn at the national level and therefore affect partnerships at the field level, the offices of which are answerable to their national heads.

3.3.2 As in the national instruments formulation, much focus will be given on the content of the instrument, rather than how it is to be made. However, prioritization is as well important at the field level, since the regional offices deal with a greater number of prospective partners and constituencies of national offices.

3.3.3 Prioritization for mobilization may be done through a set of guidelines that will enable them to identify target offices or units. The following guidelines are suggested:

- a) Focus on provincial offices with city/ municipal representations
- b) Focus on organization or offices with vast number of constituencies within your region
- c) Focus on organizations with mutual objectives or leanings
- d) Identify and target leverage offices or units where least reached localities and areas may be reached

3.3.4 The process for the instrument formulation at the regional level is as follows:

- a) The technical team draws probable arrangements that can be done with prospective partners and brainstorms such with the regional director. This will as well be based on the standards set for the national technical team.
- b) The technical team and the regional director convenes a meeting for the development of the instrument with the partnering institution or agency. The team and the Regional Director work on agreements with the institution or organization on gaps identified for the Program and where the office may best support the Program, and others. If preceding MOAs or instruments were formulated with partnering agency, they still work on a pre-evaluated scheme to which the updated MOA will reckon with.
- c) Primarily, partnerships at the regional level should focus on determining third and second level actors for the BHRAC. The functions stated for the second and third level actors shall be discussed primarily to partnering organizations or agencies. It is the role of the regional offices to ensure that these level actors are determined for each area within their jurisdiction.

- d) Instrument must guarantee mutual opportunities for support of each partnering agency and should include adequate measures to ensure compliance. Monitoring and evaluation of instruments will be done by all partnering institution and such will be included in the instrument.
- e) The identification of responsible office or officers for the management functions of partnering institution or organization will be identified as well in the instrument. It will provide the following:
 - Working relations or system for coordination between partners and CHRPRO
 - Manner in which the partnering institution will accomplish set functions
 - Other technical support functions that the office or officer will take in
 - Date when change of tenure is expected and actions of the institution/organization to guarantee continuous compliance of agreements and provisions
- f) When agreements have been drawn through the meeting, the Technical Team documents them and incorporates what has been decided on in a most favorable instrument, to be signed by the regional director and the representative or head of the office or organization.
- g) Partnerships drawn at the field level will be reported to the National Secretariat (refer to Monitoring and Evaluation in Program Management Chapter).

Joint Monitoring and Evaluation of Compliance to Agreements and Provisions

3.3.5 Joint monitoring and evaluation of compliance to agreements and provisions set among partners will be done regularly, yearly or in the medium-term.

3.3.6 The process for such is as described below:

- a) Report forms for completion of the regional technical team will include indicators on compliance on agreement of partnering offices or organizations at the field level is sent to partnering office or organization (Refer to monitoring and reporting under program management) with a request for reply on compliance of the matters stated in the instruments signed between partners.
- b) The partnering organization or office may respond when necessary or provides the certification of receipt of the report.
- c) The response and/or the certification is attached to the report and is sent to the National Secretariat.

3.4 Training of external partners

- 3.4.1 The Education Division provides the necessary capacity building and follow up training to local government and other partners in the system to ensure skills and knowledge are adequately provided through its program of professional accountability formation human rights education (refer to Human Rights Education Systems Design).

4 FUNDS MANAGEMENT

4.1 Funds Management Process

- 4.1.1 This section is concerned with defining how revenues for the Program shall be managed with due consideration to ensuring that the independence of the CHRP is not in any way hindered, that the independence of each BHRAC is not affected, and that accountability mechanisms are put to place.
- 4.1.2 Revenue management for the Program is a function of the FMO of the CHRP. They shall provide the policies, rules and procedures to optimize receipt and administration of the funds for the Program.
- 4.1.3 The following policies are set for the effective and efficient administration of BHRAC Program Funds:
- a) There shall be a special account for the Program, wherein all funds that enter for the Program is placed, This fund shall contain funds for capability building, advocacy and establishment of BHRACs, for the functions of the CHRP (funds for BHRAC services are managed by the BHRACs);
 - b) The FMO shall consolidate reports on releases of BHRAC funds from the regions and the national level, and accomplishes reports on revenues received for the Program.

The Special Fund

- 4.1.4 The special fund shall be established through an implementation instrument that specifies its functions and defines how the fund shall be handled.
- 4.1.5 Appropriation for the Program based on plans set by the CHRP, will be put in the special account upon release to the Commission of the CHRP budget.
- 4.1.6 Funds provided by external offices and agencies at the national and regional level (excluding LGU support) shall be deposited to the account directly for the Program. Financial support shall be indicated in a MOA or separate issuance defining amount and number or schedule of deposit to the Program account. This MOA or issuance shall be signed by the office or agency head or authorized officer addressed or signed together with the CEB and Executive Director of the CHRP. Thus, for regional offices or agencies providing funding support to the BHRAC Program, the MOA will still be signed at the central level, with due acknowledgement of the regional director.

4.1.7 LGU financial support shall also follow the same process, with due approval of the CEB and Executive Director of the CHRP and acknowledgement of the regional director. Financial allocation will be deposited by the funding unit directly to the account for the Program. However, MOAs with the LGUs shall not indicate provisions for a specified area to reduce influence on decisional independence of the regional officers and the BHRAC heads.

4.2 Rationalization of LGU Contribution to BHRACs

4.2.1 LGU contribution is provided based on the functions of the local government units to provide means to protect the human rights of its constituencies. The LGUs should in this context provide funding for the Program for the following activities:

- a) For the services that the BHRACs provide in the barangays, especially in educating the community, processing complaints and referring cases to other government offices; and
- b) Assisting victims to the realization of public services that LGUs provide.

4.2.2 The CHRP should be able to define a specific amount based on the funding capacity of the unit, the principle of equity which spreads to areas who do not have the capacity to provide funding but need human rights services, and based on the service requirements for the area. The equation for determining LGU support may be developed through the table below. The table shall be developed by the regional offices in developing means to exact specific funding support for its area of jurisdiction.

TABLE 6: RECOMMENDED TABLE FOR RATIONALIZING LGU CONTRIBUTION BY REGIONAL OFFICES

LGU	CURRENT IRA	PROFILE			SERVICE PRIORITIZATION RATE	NATURE OF SERVICE
		HU	U	R (RANGES)		

IRA – Internal Revenue Allotment
 HU – Highly urbanized
 U – Urbanized
 R - Rural

- 4.2.3 In municipalities with less capacity to fund and higher rate of service prioritization, a “brother” system is employed, wherein neighboring LGUs within the region take in the costs for the other LGUs.

4.3 Accounting and Reporting

- 4.3.1 The procedure for accounting and reporting funds that enter and are disbursed in the regions shall follow the process prescribed under the Financial Management Manual.

5 ESTABLISHMENT OF BARANGAY HUMAN RIGHTS ACTION CENTERS

5.1 Orientation of Priority Locations for the Establishment of BHRACs

- 5.1.1 The first process in the establishment of new BHRACs is to address directly the community identified as priority area for the establishment of BHRAC. The orientation is accomplished through the coordination of the barangay local government in calling for a barangay assembly. The regional office will provide the necessary information on the BHRAC, clarifying the community on the role and goals of the Center. This orientation aims to provide the necessary awareness and generate interest to the Program.

5.2 Selection and Appointment of BHRAO

- 5.2.1 The process for selection and appointment is as described below:
- a) The regional office representative sets out the qualification for a BHRAO officer. He/ she also expounds on the duties that the BHRAO will take in, and how the community can work with the BHRAO and the BHRACs as a whole.
 - b) The regional office representative then opens the floor for nomination of candidates. The community members nominate, based on the guidelines set for qualification of the BHRAO. The regional office representative notes the nominees. When nomination is completed, the supervisor will call for a raise of hands for each nominee. Based on the count of votes recorded by regional office representative the BHRAO is selected.
 - c) The selected BHRAO provides the necessary papers to vouch for his qualifications as BHRAO. The regional office representative accepts copies certifying qualifications or when none is made available and regional office representative is sure about the qualifications of the selected BHRAO, a certification is completed signed by the regional office representative and the barangay chairman.
 - d) The BHRAO handbook and other materials for orientation to the position is given to the selected BHRAO.

- e) Based on the results of selection, the barangay chairman issues an ordinance/ resolution, putting to place the Barangay Human Rights Action Center and appointing the selected Barangay Human Rights Action Officer. The contents of such ordinance/ resolution may be based on a prescribed format issued to the regional office representative to in-turn provide the barangay official basis for such drafting.

5.3 Capability Building of BHRAOs and BHRAC team

- 5.3.1 Skills building workshops will be done at the regional level to ensure the quality of service the BHRAO will provide to their localities.
- 5.3.2 The process is initiated by the Education Division who formulates the core content and guidelines for delivery of education and training on human rights. This process is defined under the Human Rights Education System.
- 5.3.3 The regional offices then provides the modules and designs the programs, projects and activities for formal and informal education and training of BHRACs as part of the professional accountability formation and transformational HRE system under the HRE system design.
- 5.3.4 Capacity building will be centering on the following:
 - a) Monitoring human rights awareness, knowledge, values and behavior in the community
 - b) Providing human rights education in the community
 - c) Ensuring coordination with the community members and other offices and organizations
 - d) Mobilization of community members
 - e) Completing mechanisms for complain processing and monitoring cases, as well as monitoring human rights situation in the community
 - f) Development of directories and profiles of government and non-government offices for referral
 - g) Human rights issues and developments on standards, as well as information on laws and other bodies of knowledge deemed necessary by the CHRP

5.4 Organization of Support Groups at the Barangay Level

- 5.4.1 The BHRACs are enabled to gather interest groups and support groups at the barangay level. The BHRACs may then organize and invite the regional office representative to provide the necessary orientation and guidance to the support group of the BHRAC.

6 BHRAC OPERATIONS

6.1 Operations Structure for BHRACs

- 6.1.1 All processes identified for operations will be based on set action plans for the barangay human rights action centers. The action plan will in turn be based on set targets and objectives and timeframes described under the plans made at the CHRP-RO for the Program. Planning at the BHRAC level is defined under the Program Management Section.
- 6.1.2 The CHRP takes in a new role in the system as capability enhancers, policy and guidelines providers and offices that establish and empower the BHRACs to function as a Center assisted by the CHRP, but as well independent and initiative-driven.
- 6.1.3 The linkages to be developed with the local government is initiated by the CHRP, and enhanced through the provision of human rights education to local governments in their professional accountability for human rights.

6.2 Complaint Processing and Monitoring of Human Rights Situation in the Barangay

- 6.2.1 The current complaint processing system will be enhanced through the strengthening and seamless integration of support structure and inclusion of monitoring functions on human rights situation, to achieve increased effectiveness in the delivery of service.
- 6.2.2 The following processes define the system:
- a) The BHRAC and support organizations divide themselves accordingly, by sector or by geographical areas within the barangay. Each will have a role in monitoring areas or sectors regularly. Each monitor will be equipped with a form updated and organized by the National technical team focusing on the following:
 - Sectoral issues specification
 - Human rights violations not usually recognized and their specifications
 - Awareness gauge, based on knowledge on services provided by the Commission and other government offices and their rights to avail of which
 - Detection system for human rights violation
 - b) When human rights violations are detected by BHRAC member, it is immediately reported to the BHRAC for immediate investigation and complaint processing. Victims who do not consider themselves such may first be oriented on options to take and advised to defend his/her rights.

- c) When complaints are presented to the BHRAC, the BHRAO interviews the complainant, and accomplishes a form prescribed for processing of complaints. The BHRAO is then able to determine whether the case is an HRV, and if it is within the jurisdiction of the CHRP. If the case is not, the BHRAO must be ready with a referral system so that the complainant is helped by other government offices.
- d) When cases are to be referred to other offices, the BHRAO may contact the government office so that service may be quickly rendered to the complainant. The BHRAO must be equipped with the following:
 - Directory of lawyers within the barangay
 - Directory of support organizations
 - Directory of government offices and agencies such as the lower courts, prosecutor, public attorney's office, Department of Social Welfare and Development, etc.
 - Local government number, and support structure reference
- e) When cases are under the jurisdiction of the CHRP, the complaint form is immediately sent to the CHRP-RO through mail, fax or personal delivery. However, when the BHRAO is trained to accomplish an affidavit stating the complaint and reference to the case, the affidavit is forwarded to the CHRP.
- f) Upon receipt of the complaint, an investigation is done by the CHRP, wherein when affidavit is not processed, such is accomplished.
- g) As effective monitors, the BHRACs also enable the CHRP-ROs determine areas for pro-active investigation, areas where awareness is much needed, and the degree of awareness of the community.

6.3 Coordination or Linkaging to Support System

- 6.3.1 The Program is not able to function when support system components are not integrated and functional. Thus coordination is an important component of the BHRAC Program.
- 6.3.2 Coordination with support offices and organizations may be done through instruments formulation, wherein the BHRAC involves all necessary counterparts into a MOA to ensue their cooperation. The CHRP-RO must be able to provide directions and guidelines for agreements to be formulated between BHRAOs and barangay support group. Convening for the design of coordination schemes for the support system may be done under the supervision of the technical team at the region. Agreements will be documented and signed by all parties to ensure compliance.
- 6.3.3 Linkaging is also essential for efficient mobilization of partners to support activities at the barangay level for the BHRAC Program. Thus, organization of foras for human

rights mobilization and increased awareness will be done in coordination with the barangay and other support organizations.

- 6.3.4 Primarily, based on the national and regional plans for BHRAC, the BHRAO will develop its action plan, wherein linkage development and potential partners are identified.

6.4 Mobilization

- 6.4.1 Mobilization activities will be enhanced through efficient and effective action planning. It will identify key mobilization activities and determine support mechanisms for resource requirements for the accomplishment of set targets and objectives.
- 6.4.2 Initiation of mobilization activities of the BHRAO, requires coordinating foras for discussion current issues and events to bring out mutual concerns, specific actions and steps, and organize activities. Guidelines for the conduct of mobilization activities must be set for the BHRACs so that mobilization activities are geared towards the objectives and goals for the Program. Mobilization activities may deal with awareness campaigns, organized campaigns on human rights concerns and sectoral issues as well as on the rights-based approach for development, among others.
- 6.4.3 Mobilization of the barangay for involvement on CHRP information campaigns and training is initiated through due notice to the BHRAC,. The BHRAO then convenes an assembly to enjoin the community to participate in the activity. The BHRAO may also mobilize the LGU to provide ways and means to spread information on activities to the barangay through fliers, and posting of events and activities in the barangay bulleting board.

6.5 Education and Information Dissemination

- 6.5.1 This service is a key component of the BHRAC. Having direct access to the grassroots, provides venue for increased awareness. Education and information campaigns may be done by the BHRACs through the mobilization of support groups in the barangay and by innovative ways of putting together similar initiatives of various groups such as LGUs, corporate offices and individuals.
- 6.5.2 Based on the plans set by the regional office for the BHRAC, education and information dissemination activities will be planned and targeted within the barangay.
- 6.5.3 Primary areas for education will include:
- a) Schools
 - b) Churches
 - c) Community groups
 - d) LGUs and government offices.

- 6.5.4 Monitoring of the awareness of the community is a key tool as well to understand and take note of the needs of the community. Thus, the BHRAC also conducts evaluation of the awareness, training and education needs of various sectors, and effects of campaigns achieved.

7 Program Planning

7.1 National Planning

- 7.1.1 National plans pertain to strategic plans developed by the Education Division for capability building of communities, local governments and BHRAOs for the program. This system is described under the Human Rights Education System. The National Strategic Plans for advocacy, cooperation and establishment of the BHRAOs are developed by the cooperation offices.

- 7.1.2 National Planning will be done through the following process:

- a) Identification of mission and vision
- b) Definition and assessment of performance in the following:
 - Capability building of BHRAOs, communities and local government officials
 - Advocacy and Cooperation
 - Establishment of BHRACs
- c) Identification of objective, thrust and Key Result Areas
- d) Identification of Key Performance Indicators
- e) Setting of Performance Targets
- f) Formulation of Action Plans

7.2 Identification of mission and vision

- 7.2.1 Every plan starts with a mission and vision for the conduct of its program. The mission of the BHRAC Program is then set to:
- a) Set out the purpose and function of the Program
 - b) Set out the philosophical context for planning

7.2.2 The vision is a commonly shared picture of what the Program implementers want and is committed to become in the future, centered on human rights and the provision of human rights services through rendering accessibility, coordination and mobilization.

7.2.3 Both mission and vision considers the following:

- a) The mandate, mission and vision of the CHRP, especially concerning access to the grassroots and specific sectors;
- b) The framework that constitutes an effectively functioning national human rights institution (principles and standards);
- c) Mutual mission and objectives of partnering organizations and agencies, as part of the IAC; and
- d) Current services, constituents/ community, stakeholders and duty holders, core competence, organization culture, protection system, values and behavior, structure, image, reputation and credibility of the CHRP.

7.3 Definition and assessment of performance

7.3.1 The SWOT analysis identifies the strengths, weaknesses, opportunities and threats based on reports.

- a) STRENGTHS – Program competencies
- b) WEAKNESSES – Areas that limit or inhibit overall success
- c) OPPORTUNITIES – economic, political, technological and professional trends and events that could significantly benefit the Program in the future
- d) THREATS – Economic, social, political, technological and professional trends and events that are potentially harmful to the program's present and future

7.4 Identifying Thrust, Objectives and KRAs

7.4.1 The SWOT analysis on both performance and conditions for the Program provides means for identifying objectives/purposes and directions in the medium-term. The Education Division and the Cooperation Offices identify the intended outcomes towards the realization in the medium-term of CHRP objectives for the Program. The objectives and thrust must be developed in-line with its function, providing mechanisms and policies for implementation of Program operational activities and management and development activities.

7.4.2 KRAs are defined based on the issues identified, and the strengths to be harnessed. These are functional areas where results and improvements that the CHRP should look into. The Education Division and Cooperation Offices identify here what are the key areas to focus on.

7.5 Defining Key Performance Indicators

7.5.1 Indicators are set to assess performance. KPIs measure the progress towards a KRA, either directly or indirectly. They are accordingly classified by cost, time, quality and client service. Criteria and guidelines for KPIs are set by the Education Division and Cooperation Offices of the CHRP. Specifically they are developed with the following criteria:

- a) relevance
- b) integration
- c) sustainability
- d) measurability
- e) reliability
- f) manageability
- g) communicability
- h) timeliness
- i) consistency
- j) credibility
- k) differentiation

7.6 Setting Performance Targets

7.6.1 Performance targets are identified based on the KRAs and KPIs identified. They may targets in time for accomplishment, or in points over periods of time or levels of performance. Accordingly, they may be classified as minimum acceptable (can be tolerated without detracting form organizational performance, under expected conditions), expected (most probable result give present time and resource allocation, under expected conditions), and maximum probably (the best you could reasonably expect to do under expected conditions).

7.7 Development of Strategic Action

7.7.1 Strategic Actions are activities/ programs/ projects that will set the CHRP out to achieving the KRAs and KPIs identified for human rights education. The Education Division and Cooperation Offices first of all identifies current programs, projects and activities undertaken and then classifies them according to impact and capability. An evaluation framework is devised for the classification of which. A square specifying each program and project into the following is accomplished:

- a) Drop option for low capability and low impact projects/programs

- b) Selective dropping or maintaining option for high capability but low impact programs/ projects
 - c) Enhance and improve option for low capability but high impact programs/ projects
 - d) “Harvest or milk” option for high capability and high impact programs/ projects
- 7.7.2 Based on the results of classification of current programs and projects for BHRAC, some programs and projects will be retained and improved, when necessary and others will have to be changed by new programs and projects.
- 7.7.3 Strategies define also the purpose, policies, decisions, actions and resource allocations to achieve the objectives for the BHRAC Program. They clarify how the current delivery and other functions can be reformed to where the objectives state they must be at short and medium-term, by providing a framework for operational and tactical action.
- 7.7.4 The Education Division and Cooperation Offices identifies the following to be able to develop a framework for their strategies:
- a) Practical or doable alternatives/ options to address the issues specified within the medium-term and short term
 - b) Limitations and constraints for realization of alternatives and options
 - c) Interventions or necessary actions to be undertaken to achieve the alternatives and appropriately response to constraints within the medium and short term
 - d) Resource requirements (manpower, facilities, technology, funds, etc) for implementing the interventions and actions
 - e) Lead and participating organizations in carrying the identified interventions and their capacity

8 ANNUAL OPERATIONAL PLANNING

- 8.1.1 The purpose of operational planning is to update the medium-strategic planning process by contextualizing with the prevailing planning environment and resource constraints/ availability. The process also involves translating medium-term objectives and targets into a detailed action program and annual work and financial plan.
- 8.1.2 The strategies identified in the strategic plan are translated herein into annual plans and work programs that contain statements on how to implement strategies in short term or within the covered timeframe.
- 8.1.3 The annual operational plan will specify expected results, objectives, milestones and schedules of programs, projects and activities and their corresponding resource

- requirements and source, to be contained in a work and financial plan. They must spell out the roles and responsibilities of implementing organizations/ institutions, when applicable, action steps, and communication, monitoring and evaluation, and accountability procedures.
- 8.1.4 The Education Division and the Cooperation Offices and the regional offices formulates their operational plans.
- 8.1.5 Regional plans are formulated according to the National Plan. The goals and objectives therein stated are translated into regional goals and objectives. The national plan provides the framework for determination of regional activities and activities at the field level.
- 8.1.6 The regional plans also take in action plans formulated by the regional BHRAO association for the BHRACs. Thus, it is the role of the regional offices to provide venue for planning activities of the BHRAOs to take part and to consolidate as well as recommend plans set by the BHRAOs for the region.
- 8.1.7 Regional Action Plans are sent to the Education Division and Cooperation Offices and Consolidated therein. It is then reviewed and recommended by the National Technical Team to the Commission En Banc, through the Chairperson, Executive Director and the CIC.

9 OPERATIONS MONITORING AND EVALUATION

- 9.1.1 The Monitoring and evaluation will be performed for capability building, advocacy and establishment programs accomplished by the Education Division, Cooperation Offices and the Regional Offices. These are accordingly described under the reform design of the specific systems of cooperation and HR education.