

COUNTRY PAPER
FOR THE
5TH MULTI-COUNTRY STUDY MISSION ON PUBLIC GOVERNANCE:
The Graduate Certificate Course on Corruption Prevention (GCCCCP) Program in the Philippines

I. Introduction

This paper is a requirement for the participation to the 5th Multi-country Study Mission on Public Governance “Anti-Corruption Strategies and Implementation” 5-8 October 2010, organized by the OECD/Korea Policy Centre together with the Anti-Corruption & Civil Rights Commission and Provincial Government of Joella Nam-do on. The participant is privileged to represent his country, the Philippines, as well as his organization, the National Economic and Development Authority (NEDA).

The primary anti-corruption strategy of the Philippine government is to get the act of stakeholders together – mapping what each sector is doing in fighting corruption and ensuring that initiatives are mutually supportive. This requires a shared awareness of the total effort, and an identification of the areas for enhancing anti-corruption initiatives. The GCCCCP program of the PAGC is anchored on this basic principle. It is a major initiative along three approaches – prevention of corruption, partnership-building, and performance management.

To be shared with the other participants is a case study in the Formulation and Implementation of Anti-Corruption Policies and strategies of the Presidential Anti-graft Commission (PAGC).

II. Formulation and Implementation of Anti-Corruption Policies and Strategies

The PAGC is one of the sentinels for anti-corruption in the Philippines. It is created under the Office of the President by virtue of Executive Order No. 12 dated April 16, 2001. It has been established to support the President in coordinating and supervising the government's anti-

corruption efforts and to investigate and hear administrative cases regarding civil servants appointed by the President that function in the executive branch and government-owned and government-controlled companies.

The PAGC is mandated to formulate national anti-corruption plans and strategies pursuant to the 2004-2010 MTPDP and cause the efficient and effective implementation of the said plans and strategies. Among the strategies is the adoption, by the various government agencies in the executive branch, of an “Integrity Development Action Plan” (IDAP), a national anti-corruption framework of the executive department.

The IDAP is composed of 22 specific anticorruption measures, also referred to as “doables” (measures that would not require funding or enactment of laws), clustered in four (4) strategies in fighting corruption which include:

- Prevention – systems reform to minimize opportunities for graft and corruption;
- Education – includes values formation, educating public servants on the dos and don'ts of public service and advocacy to fight the negative perception of the public;
- Deterrence -making corruption a high-risk, low reward activity by establishing an effective system to encourage public support, quick response, effective prosecution and disciplinary action, professionalism, and publicity in successful cases; and
- Strategic Partnership – enjoining the support of the public in the fight against graft and corruption. use

To monitor the implementation of IDAP, a set of indicators for the various doables is used in a 5-point rating scale or achievement level. Lower level indicators are pre-requisites of higher level indicators and all of the requirements of a particular level should be met first before going on to the next level. If one or more requirements in a particular level are yet to be satisfied, then the lower rating shall be awarded to the agency for the particular IDAP doable. Hence, if the

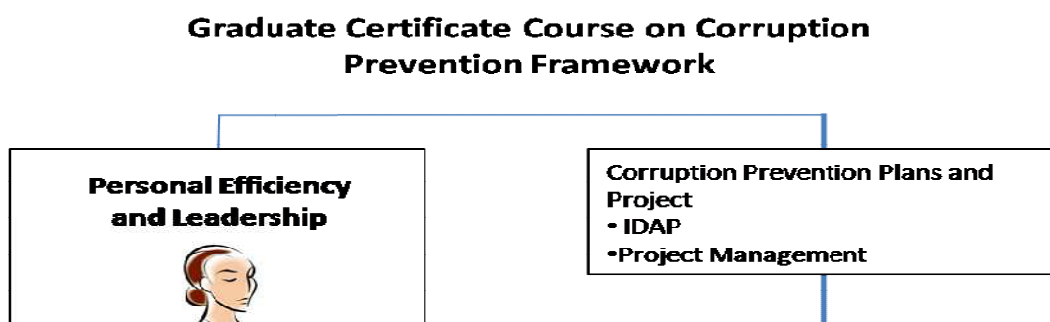
agency lack even just one requirement in level 1, the score of the agency for that particular IDAP indicator will be zero (0).

As part of the IDAP, the PAGC in 2006 tapped the services of the Development Academy of the Philippines (DAP) to offer a program on Graduate Certificate Course on Corruption Prevention. The DAP is a government corporation mandated to assist the country's development efforts as a change catalyst and capacity-builder. Through a memorandum of agreement between PAGC and DAP, the latter designed, facilitated and implemented the program.

The program was initially supported by the Rule of Law Effectiveness (ROLE) project of the United States Agency for International Development to assist government agencies in providing its employees the necessary knowledge and skills for the creation and implementation of its own anti-corruption initiatives. Subsequent thereto, the PAGC has been funding the program.

The PAGC in partnership with DAP invited government agencies, government financial institutions (GFIs) and government-owned and controlled corporations (GOCCs) to send their respective nominees who will have to undergo a qualifying examination as scholars. The CCCP enables the scholars to earn fifteen (15) units of graduate credits to be granted by the DAP Graduate School of Public Development and Management, after successfully designing and implementing Corruption Prevention Action Projects (CPAPs) as the focus of their thesis of at least one area in their respective agencies that they found to be vulnerable to corruption as the culminating activity of the six-month certificate course.

The framework hereunder spells out the GCCCP Program:



- (1) The Course Objectives are as follows:
 - (i) Describe the concepts, causes and consequences of corruption;
 - (ii) Identify strategies in preventing corruption;
 - (iii) Use corruption control tools and techniques;
 - (iv) Identify mechanisms to sustain corruption prevention drives; and
 - (v) Draw and implement an action plan involving corruption prevention.

- (2) Course Description

The course provides professionals the necessary skills and knowledge, and attitudinal change to implement corruption prevention reforms within their organizations/agencies. Using the learner-centered approach, participants find solutions for the problems presented to them. Several workshops and small group discussions are integrated throughout the duration of the program. Knowledge of the theory is applied in the practical exercises and in the culminating project – the project plan approved in the participant's agency.

- (3) Content of the Course – The course content consists of six modules:

Module 1: Personal Efficacy and Leadership

This part of the course focuses on

- Increasing the self-awareness of the participants,
- Assessing and enhancing the personal orientations of the participants towards their careers, their personal goals in alignment with that of their agencies and the Filipino nation
- Developing their interpersonal, team, leadership, and communication competencies and skills
- Helping the students be more effective learners and problem solvers.

Module 2: Corruption: Concepts, Causes & Consequences

This module lays out a conceptual approach to understanding corruption – its various definitions, the ways the idea has evolved over the years, its causes and effects, the variations in corruption problems from one society to the next, and the basic challenges of reform. Also included in the module are substantial discussions on key anti-corruption laws and international agreements related to combating corruption.

Module 3: Corruption Prevention Theory & Practice

This part of the course contains three main modules:

- Corruption prevention frameworks and approaches;
- Stakeholder analysis; and
- International best practices on corruption prevention.

Practical exercises include assessment of existing anti-corruption projects using the lessons learned from the discussions and using log-framing and stakeholder analysis introduced in class. A range of best practices in corruption prevention and the skills to choose the right approach for the corruption problem is provided.

Module 4: Corruption Prevention Tools and Techniques

This part of the course presents the various tools and techniques in corruption prevention. The tools range from performance evaluation type like Report Card Surveys, to diagnostic tools like IDAP, IDR, NGICS, code development, to blacklisting. On the other hand, the techniques cover participatory audit, citizen's charter, transaction re-engineering, streamlining the bureaucracy, integrity checks, and complaints/reporting mechanism. While international best practices are presented, attention is given to practices in the local setting. The participants will have the chance to present their own corruption prevention tools and develop skills in assessing the sufficiency and appropriateness of the corruption tools and techniques from the variety presented.

Module 5: Corruption Prevention Action Plans and Projects

This is a key part of the course leading to its culminating activity wherein the skills of the participants will be developed in designing and presenting plans and hone their analytical skills at every step of the process. Starting off with a review of the agency IDAP, the participants are expected by the end of the course, to develop projects specific to their agency focusing on anticorruption measures defined in the IDAP and agency-specific corruption vulnerability.

Module 6: Sustaining an Agency Culture of Integrity

This part of the course covers three main areas:

- Change Management
- Resource Generation and Management of Corruption, and
- Corruption Prevention Performance Measurement

The participants gain experience in designing and evaluating change management and performance measurement and enable government anti-corruption executives to tap their hidden potentials and leverage on their explicit strengths that are all needed to implement progress-oriented programs and

growth elements required for their organization's wellbeing and effective operations through robust anti-corruption strategies that have powerful sustainable impact that will strongly discourage backsliding to corrupt behaviours and a corrupted work ethic.

At the end of the course, the students are able to: describe the concepts, causes and consequences of corruption; identify strategies in preventing corruption; use corruption control tools and techniques; identify mechanisms to sustain corruption prevention drives; and draw an action plan for implementation.

The participant is then expected to defend the CPAP proposal before a Defense Panel, implement it under the guidance of the Faculty Adviser, and Institutional Partner, defend the implemented CPAP before the same Panel, and submit the required number of copies of the Final CPAP Report to the Program.

To date, three (3) batches of scholars have completed the Course and have been implementing their CPAP papers. A 4th batch is scheduled to complete the program in December 2010. Attached hereto are the lists of scholars of the three (3) batches with their completed CPAP papers.

The continuing participation of government agencies in the program is a significant indication of the political will of those in government to re-engineer their systems to effectively curb corruption.

References

Philippines. Presidential Anti-Graft Commission, Office of the President: The Integrity Development Action Plan (IDAP) Manual

Philippines. Development Academy of the Philippines: Graduate Certificate Course on Corruption Prevention (GCCCP) Program