

**Center for Policy and Executive Development
National College of Public Administration and Governance
University of the Philippines**

Workshop on Strategic Management of Anti-Corruption Program
Notes and Guide for Resource Persons

1. **Background.** Corruption damages the economy, society, and puts the safety and security of citizens – particularly the poor - at risk. Fighting corruption has been the focus of so much attention in the Philippines. Numerous programs and initiatives have been done to curb corrupt practices. To begin with, the constitution and laws of the country distributes the responsibilities for preventing and penalizing corruption among its three branches of government. There are at least 17 anti-corruption bodies in the Philippine government and the Inter-Agency Anti-Graft Coordinating Council (IAAGCC) was formed in 2002 to strengthen the check and balance mechanisms in oversight agencies. The IAAGCC consists of representatives from the Civil Service Commission, the Office of the Ombudsman, the Commission on Audit, the National Bureau of Investigation, the Department of Justice, and the Presidential Anti-Graft Commission. To complement the technical and financial support of the international community, the government has also recently earmarked a special fund in the amount of Php 1 billion to fight corruption. Ironically, in spite of all the efforts, the corruption remains to be rampant and serious in country – which, to a certain extent generates public apathy towards corruption.

2. **Objectives.** The workshop on strategic management of anti-corruption to be held from 9 to 13 July 2007 at the National College of Public Administration and Governance of the University of the Philippines provides a venue for practitioners, reform champions, and academics to have another opportunity for discussion that focuses on the lessons learned in combating corruption and the way forward. The workshop will analyze what anti-corruption programs and initiatives that worked (or working) and what not. Furthermore, the workshop will identify reasons for successes/failures. At the end of the workshop, the participants should be able to develop and present viable strategies to reduce corruption in a specific sector or agency. The workshop is a learning event for participants and resource persons that culminate with specific recommendations to strengthen the fight against corruption.

3. **Approach.** The workshop has several learning opportunities. The first learning opportunity consists of interactive sessions wherein the participants reflect on their experiences by individually and collectively responding to specific questions and exercises. The second learning opportunity is through the sharing of insights and lessons facilitated by seasoned practitioners who have performed key roles in combating corrupt practices. The third learning opportunity is the group activities wherein participants learn how to improve anti-corruption strategies. The fourth learning opportunity is the exchange of views, perspectives, and information between and among the participants, resource persons, and workshop organizers.

4. The five-day program consists of 20 sessions with a time limit of 1 ½ hours for each session. The 20 sessions are grouped as:

- a. Two sessions for the opening and closing programs;
- b. Five workshop sessions;
- c. Two case studies;
- d. Three panel discussions; and
- e. Eight lecture-discussions.

5. For the five workshop sessions, participants will be divided into three to four groups and each group will be asked to complete structured sets of exercises and activities (which will be discussed in detail below). Each workshop session is divided into two: 30 minutes for group work and one hour for the plenary. During the plenary, each group will report its output for 10 to 15 minutes. The final 15 minutes of the plenary will be devoted for critique and comments of the outputs by the resource person.

6. For the rest of the sessions, each resource person is requested to deliver his/her presentation for a maximum of 30 minutes (about 20 slides). The resource person should therefore allocate about an hour for interaction with the participants. In this regard, the resource person should engage the participants into answering/raising questions or sharing their own experiences/thoughts on the subject matter. Alternatively, the resource person may ask the participants to react or comment on specific examples or practical situations. The main point here is for the resource person to lead/facilitate the discussions.

7. **Workshop Guidelines.** As mentioned earlier, the workshop sessions are geared toward a formulation of a plan for a selected sector or agency so that it can be adopted to “clean their own house” and to form a partnership with stakeholders. Such goal will be achieved through:

- a. Assessment of the factors that affect the anti-corruption effort of a selected sector or agency using *PESTLE analysis* and *SWOT analysis* to come up with a list of critical issues that need to be addressed;
- b. Propose an action plan to launch an effective and sustainable anti-corruption program for the concerned sector or agency using the *three-pronged approach* and *7-S model* as aids; and
- c. Formulate an anti-corruption program/project using the logical framework matrix.

Through the different group presentations, participants will be able to learn from other members and enable them to make comparisons and identify good strategies/practices that can be adopted in their respective work situations.

8. Each group will designate a chairperson and a rapporteur. The following are mechanics for the workshop sessions:

- a. Workshop 1, Tuesday, July 10, 10:30-12:00: PESTLE Analysis. This method assesses the external environment that affects the anti-corruption program of a sector or agency. Each group will fill out Table 1.
- b. Workshop 2, Tuesday, July 10, 15:30-17:00: SWOT Analysis. This method assesses the anti-corruption systems of a sector or agency. Each group will fill out Table 2.
- c. Workshop 3, Wednesday, July 11, 10:30-12:00: 7-S Model and Three-Pronged Approach. The 7-S Model focuses on the internal environment of a sector or agency and examines the structure, system, staff, style, skill, strategy, and shared value. Table 3 will be filled out by each group. The model is useful in formulating an action plan for the sector or agency. The Three-Pronged approach identifies and outlines the actions that need to be undertaken in terms of enforcement, prevention, and education. Table 4 will be filled out by each group.
- d. Workshop 4, Wednesday, July 11, 15:30-17:00: Planning Strategically (1). This session uses the logical framework matrix to summarize a proposed program of action to curb corruption in a sector or agency. Each group will fill out Table 5.
- e. Workshop 5, Friday, July 13, 10:30-12:00: Planning Strategically (2). This session is a continuation of workshop 4.

Table 1. Application of PESTLE Analysis

Aspect	Enabling Factors/Elements	Limiting Factors/Elements
1. Political		
2. Economic		
3. Social		
4. Technological		
5. Legal		
6. Ecological		

Table 2. Application of SWOT Analysis

STRENGTHS	OPPORTUNITIES
WEAKNESSES	THREATS

Table 3. Application of 7-S Model

Aspect	Observations and Comments
1. Structure (organizational set-up)	
2. System (processes and procedures)	
3. Staff (human resources)	
4. Style (management approaches)	
5. Skill (training, expertise)	
6. Strategy (plans and programs)	
7. Shared value (vision, organizational culture, work ethic)	

Table 4. Application of Three-Pronged Approach

Aspect	Strategies / Programs / Projects
1. Enforcement	
2. Prevention	
3. Education	

Table 5. Anti-Corruption Framework

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
A. Impact			
B. Outcomes			
C. Outputs			
D. Activities and Milestones			Inputs