

# Social Reform Agenda Implementing Mechanism

## Introduction

The Social Reform Agenda (SRA) seeks to achieve social equity through a substantive and peaceful process of change. The SRA addresses three areas of inequity: (1) access to quality basic services; (2) access to economic opportunities and productive resources, as well as sustainable development of these resources; and (3) effective participation in economic and political governance.

As such, the SRA is in furtherance of the achievement of a just and lasting peace. For our people desire a peace that is more than just the end of armed conflict. They wish for a life where their options are not limited to mere survival, where the opportunities for human development are expanded so they may choose their own future and control their own destiny. They dream of a society where justice, equity, respect for human dignity, and prosperity reign.

The SRA is also the key to one of three tracks of our country's modernization. Social reform, vigorously pursued simultaneously with global competitiveness, shall ensure a development process that balances economic growth with equity. The SRA pushes a process and a reform package that does not just provide short-term "social safety nets" for the disadvantaged sectors. The SRA seeks the just sharing of the benefits of growth, and the empowerment of these disadvantaged sectors, to enable them to become both beneficiaries and contributors to national prosperity.

The SRA shall be responsive to these aspirations so long as its implementation is faithful to its five key guiding principles:

- (1) Social reform is a continuing process that addresses the basic inequities in Filipino society through a systematic, unified, and coordinated social reform package.
- (2) The SRA will not be defined by government alone, but in equal partnership with the different sectors through appropriate and meaningful consultations and participation.
- (3) The social reform agenda must address disadvantaged sectors' minimum basic needs: health and nutrition, water and sanitation (for survival); income security, shelter, peace and order (for security); basic education and literacy, and participation (for enabling needs).

- (4) Commitments from both government and the private sector shall be delineated to ensure a workable implementation of the SRA.

A policy environment conducive to a sustainable SRA shall be pursued.

Thus, the implementing guidelines and mechanism have been designed to ensure that both the spirit and letter of the SRA framework pervade its implementation on all levels.

### **Operational Thrusts**

- (1) Participative and responsive consultations and consensus-building shall be held regularly to encourage the broadest possible multi-sectoral and people's participation in the review, formulation, implementation and monitoring of SRA policies, plans and programs.
- (2) All national agencies shall mainstream integration of the SRA framework in their regular operations and thus enhance the overall effectiveness of government services.
- (3) The local government and private sector constituencies shall be encouraged to mainstream the SRA implementation in their respective development activities.
- (4) Measures shall be instituted to interface and coordinate with existing SRA-related mechanisms in the government and private sectors to establish clearer roles and accountabilities among agencies and entities involved in SRA implementation.
- (5) A monitoring system and specific measurable performance indicators shall be established to review and evaluate the effectiveness of SRA implementation.
- (6) The advocacy and media plan on the SRA shall be rationalized with other existing government public awareness thrusts.

### **Organizational Structure of SRA**

To effectively implement the SRA, four institutional bodies shall be established. The main policymaking body shall be the Social Reform Council (SRC), headed by the President and co-chaired by the Secretary of Agrarian Reform, with the SRA flagship champions and other key government agencies as members. It shall ensure compliance and consistency within Government for the effective implementation of the SRA.

The implementation of specific SRA Flagship Programs, on the other hand, shall be undertaken by the Flagship Champions and their respective flagship coordinating structures, which shall include the participation of the private sector.

Staff support to the SRC shall be provided by two groups: The SRA Technical Working Group, composed of Technical Action Officers (TAOs) of the Flagship Champions and other key government agencies, as well as those of the private sector, shall be responsible for coordinating all technical concerns to facilitate the effective and responsive implementation of the SRA. The SRA Secretariat function shall be provided by the Office of the Presidential Adviser on the Peace Process (OPAPP), which shall perform the day-to-day administrative tasks necessary for the smooth implementation of the SRA. These two bodies shall be supervised by the Executive Director of the OPAPP, who shall act as Secretary-General of the SRC.

For the implementation of the SRA at the local level, local implementing structures shall be established by the Local Government Units in close coordination with the Department of the Interior and Local Government (DILG).

### *Composition of SRA Bodies*

#### 1. Social Reform Council

1.1 Chairman: President Fidel V. Ramos

1.2 Co-Chairman and Lead Convenor: Secretary Ernesto D. Garilao

1.3 Members:

##### 1.3.1 Flagship Champions Flagship Programs

Secretary of Agriculture	Agricultural and Fisheries Development
Chairman, Housing and Urban Development	Social Housing
Secretary of Environment and Natural Resources	Ancestral Domain
Secretary of Labor and Employment	Workers' Welfare and Protection

Secretary of Social Welfare	Integrated Social Services
Secretary of the Interior and Local Government	Institution-Building and Participation Governance
Secretary of Finance and Land Bank President	Expansion of Credit
Secretary of Trade and Industry and Secretary of Labor	Livelihood Programs
<b>1.3.2 Other Members:</b>	
Executive Secretary	Executive Liaison/OP
Presidential Adviser on the Peace Process	Peace and Unification
Secretary of Economic Planning	Economic Development
Secretary of Health	MBN (Health)
Secretary of Education	MBN (Education)
Secretary of the Budget	Public Administration
Chairman, Presidential Commission on Countryside Development	Rural Development
Chairman, Presidential Commission to Fight Poverty	Poverty Alleviation
Representatives (1 each).	Basic Sectors Labor Sector Business Sector Non-Governmental Organizations (NGOs)

- 1.4 Secretary-General: Executive Director, OPAPP
2. Technical Working Group (TWG)
  - 2.1 Coordinator: DAR (Lead Convenor's representative)
  - 2.2 Flagship Champion's Technical Action Officers (TAOs):
    - Department of Agriculture (DA)
    - Department of Environment and Natural Resources (DENR)
    - Department of Labor and Employment (DOLE)
    - Department of Social Welfare and Development (DSWD)
    - Department of the Interior and Local Government (DILG)
    - Department of Trade and Industry (DTI)
    - Department of Finance (DOF)
    - Land Bank of the Philippines (LBP)
    - Housing and Urban Development Coordinating Council (HUDCC)
  - 2.3 Other Agency Representatives:
    - Office of the Presidential Adviser on the Peace Process (OPAPP) (SRA Secretariat)
    - Presidential Management Staff (PMS)
    - National Economic and Development Authority (NEDA)
    - Office of the Press Secretary (OPS)
    - Presidential Commission to Fight Poverty (PCFP)
    - Presidential Commission on Countryside Development (PCCD)
    - Presidential Commission on Urban Poor (PCUP)
    - Department of Budget and Management (DBM)
    - Department of Health (DOH)
    - Department of Education, Culture and Sports (DECS)
    - (and other key agencies, to be invited as the need arises)
  - 2.4 Local Government League Representatives:
    - League of Provinces
    - League of Cities
    - League of Municipalities
    - Liga ng mga Barangay*
  - 2.5 Private Sector Representatives
    - Basic Sectors
    - Labor Sector
    - Business Sector
    - Non-Governmental Organizations (NGOs)

*Functions of SRA Bodies*

1. Social Reform Council (SRC)
  - 1.1 Oversee and ensure the implementation of commitments under the SRA;
  - 1.2 Approve a Master Plan to operationalize the SRA framework;
  - 1.3 Ensure compliance and consistency by all departments, government agencies and instrumentalities in the operationalization of the SRA framework, Master Plan and Flagship Programs;
  - 1.4 Review and resolve issues and concerns related to the SRA; and
  - 1.5 Determine all necessary policy and other interventions to ensure the successful implementation of the SRA.
2. Technical Working Group
  - 2.1 Coordinate all technical concerns/requirements with various concerned government agencies and nongovernment sectors to facilitate and ensure effective implementation of the SRA;
  - 2.2 Undertake regular reviews and monitoring of SRA commitments, and submit periodic status reports to the SRC through the Secretary-General; and
  - 2.3 Recommend to the SRC, through the Secretary-General, a Master Plan and all other actions/measures and policy interventions to ensure successful implementation of the SRA.
3. SRA Secretariat
  - 3.1 Provide the necessary administrative and staff support to the SRC and the TWG;
  - 3.2 Coordinate with various concerned government agencies, leagues of LGUs and nongovernment sectors to facilitate and ensure effective implementation of the SRA;
  - 3.3 Prepare and submit annual work programs and operating budgets of the SRC, TWG and Secretariat to the Secretary-General for approval by the SRA Lead Convenor;

- 3.4 Coordinate the effective implementation of the information and communications program in accordance with the approved Master Plan; and
- 3.5 Serve as the SRA information and coordination center which develops and maintains an SRA databank.

#### *Duties and Responsibilities of SRA Major Actors*

##### 1. SRA Lead Convenor

- 1.1 Serve as Co-Chairman of the Social Reform Council (SRC);
- 1.2 Coordinate with the flagship champions and the heads of the local government leagues in the preparation and implementation of the Master Plan in accordance with the SRA framework;
- 1.3 Submit regular status reports to the President and recommend all necessary policy and other interventions to ensure the successful implementation of the SRA; and
- 1.4 Convene bi-monthly SRC meetings, and/or call caucus meetings with the flagship champions, as often as necessary, to review SRA commitments and the progress of their implementation.

##### 2. Flagship Champions

- 2.1 Ensure the effective implementation of the specific program commitments assigned, consistent with the framework and principles under the SRA. The Flagship Champions' performance commitments with the President shall include this workload;
- 2.2 Adopt their respective operating mechanisms, as well as coordinative and consultative structures, consistent with the principles and guidelines stated herein;
- 2.3 Initiate the complementation and integration, where possible, of all existing mechanisms related to specific flagship programs assigned to them;
- 2.4 Undertake participative and responsive consultations at least once every other month or as often as necessary, with the

concerned basic sectors, other government agencies, local government leagues and private sector agencies to review the flagship program commitments and progress of their implementation;

- 2.5 Identify and facilitate resolution of issues and concerns related to the implementation of flagship programs assigned;
  - 2.6 Recommend to the SRC necessary policy and other interventions to ensure the successful implementation of flagship programs;
  - 2.7 Designate a senior technical action officer (TAO) to handle all SRA-related concerns and to represent them in the Technical Working Groups; and
  - 2.8 Provide regular and updated public information on the status of the flagship programs in accordance with information and communications program contained in the approved Master Plan.
3. Secretary-General
- 3.1 Act as Secretary to the Social Reform Council (SRC);
  - 3.2 Coordinate all SRC meetings, including the preparation of the meeting agenda;
  - 3.3 Assist and report directly to the Lead Convenor to ensure smooth SRA implementation;
  - 3.4 Oversee the activities of the SRA Secretariat and the Technical Working Group (TWG);
  - 3.5 Review and submit the work program and operating budget of the SRC, SRA Secretariat and TWG to the Lead Convenor for approval; and
  - 3.6 Undertake such other tasks as directed from time to time by the Lead Convenor.
4. TWG Coordinator
- 4.1 Convene and preside over all meetings of the TWG to review and monitor SRA commitments;



- 4.2 Coordinate with the technical action officers (TAOs) of flagship champions and other agencies involved in the operationalization of the SRA framework and flagship programs to ensure compliance and consistency;
  - 4.3 Report directly to the Secretary-General and recommend all necessary technical interventions to ensure the successful implementation of the SRA;
  - 4.4 Prepare and submit regular TWG work program, operating budget and status reports to the Secretary-General; and
  - 4.5 Undertake tasks as may be assigned by the Secretary-General from time to time.
5. SRA Secretariat Head
- 5.1 Manage the day-to-day activities of the SRA Secretariat;
  - 5.2 Prepare and submit regular SRA Secretariat work program, operating budget and status reports
  - 5.3 Undertake tasks assigned by the Secretary-General from time to time.

#### *Meetings and Consultations*

1. The Social Reform Council (SRC) shall meet at least once in every two months, or as often as necessary. The SRC shall set the tentative schedule of meetings for one year, and every year thereafter;
2. The SRC, through the Lead Convenor, shall initiate a mid-year and an annual national caucus among representatives of various sectors to assess the status of the Social Reform Agenda, and plan for succeeding phases;
3. The Flagship Champions shall organize consultative meetings with their respective constituencies at least once every other month, or as often as necessary;
4. The SRC, through the Lead Convenor, in close coordination with the DILG and the Leagues of LGUs, shall facilitate the holding of local consultations on the SRA among various sectors; and

5. The TWG shall meet every month or as often as necessary. The TWG shall set a tentative schedule of meetings based on the schedule of the SRC.

### **General Implementing Guidelines**

1. **Participation and Representation of Nongovernment Sectors**
  - 1.1 Private sector representatives to the Social Reform Council shall be appointed by the President upon the recommendation of the Lead Convenor and Flagship Champions concerned, in close consultation with concerned sectors. Private sector technical representatives to the Technical Working Group (TWG) shall be appointed by the Lead Convenor in coordination with the concerned sectors and government agencies;
  - 1.2 Broad, adequate and appropriate representation of private sector groups in SRA-related consultations shall be ensured by the Lead Convenor and the Flagship Champions with assistance of the SRA Secretariat.
2. **Localization of the SRA**
  - 2.1 The different Leagues of LGUs shall be encouraged to adopt their respective mechanisms in developing their own SRA flagship programs in their local areas, consistent with the framework and principles of the SRA;
  - 2.2 The different Leagues and DILG shall coordinate closely with the SRA Secretariat to ensure the broadest participation of various private sector organizations in the formulation and implementation of local SRAs.
3. **Interfacing with Other Mechanisms**
  - 3.1 Meetings of the Cabinet Clusters, Social Development Committee (SDC), development planning subcommittees and other relevant bodies may be used as venue to coordinate and integrate initiatives of other departments/agencies/instrumentalities as they relate to the SRA flagship programs;
  - 3.2 Coordination with existing appropriate private bodies shall be pursued by Flagship Champions to ensure effective implementation and monitoring of the SRA.

4. Integration of the SRA within the Bureaucracy
  - 4.1 All department/agency/instrumentality heads shall institute mechanisms to integrate the SRA into their respective agency policies and programs and shall undertake strategic capacity-building and awareness activities on the SRA within the bureaucracy. These mechanisms and their operationalization shall be monitored and reported to the SRC;
  - 4.2 All other agencies listed herein shall designate a senior technical action officer (TAO) who shall handle all SRA-related concerns in close coordination with the SRA Secretariat and represent their respective agencies in the TWG.
5. Institutionalization of Planning, Implementation and Monitoring System
  - 5.1 The Master Plan of the SRA implementation shall, to the extent possible, integrate and reflect the various human development thrusts and programs of the government, including poverty alleviation strategies, the countryside and urban development frameworks, other relevant government economic and development plans or programs, in consonance with or pursuant to applicable laws and policies, such as the Local Government Code of 1991, in order to rationalize and foster social reforms and people empowerment as a motive force of the State for national progress. The implementing strategies outlined in the SRA shall be delineated in the Master Plan, which shall also include a comprehensive information and communication program for concerted action. The Master Plan shall be prepared by the TWG and submitted to the Lead Convenor through the Secretary-General for approval by the SRC.
  - 5.2 Standardized planning and monitoring tools shall be adopted to expedite the effective implementation and accurate assessment of the SRA and its flagship programs. These shall be developed and submitted by the TWG to the SRC for approval. In developing these planning and monitoring tools, the TWG shall involve all government agencies directly or indirectly contributing to the SRA's operationalization, to ensure that the appropriate ways and means are utilized to best improve the workability and chances for success of the SRA's framework, master plan and flagship programs at all levels of implementation.

- 5.3 Unresolved concerns or issue with regard to SRA flagship program implementation shall be elevated to the SRC for final resolution and decision.

### **Funding and Logistical Support**

1. The Flagship Champions and other concerned Departments, together with the Department of Budget and Management and NEDA shall identify, source and allocate the necessary funds to ensure timely and effective implementation of the SRA in accordance with the approved Master Plan.
2. The Department of Agrarian Reform and the Office of the Presidential Adviser on the Peace Process (OPAPP) shall identify, source and allocate the necessary funds, staff and logistical support for the operations of the SRC, SRA Secretariat and TWG;
3. All Departments concerned shall include in their respective budgets for the next fiscal year and every year thereafter, the required fund, staff and logistical support for all SRA-related programs and activities.

### **Timeframe of Implementation**

The Social Reform Agenda and its flagship programs shall be a continuing thrust of the Ramos administration up to 1998, with the flagship programs, their components and priorities being revised or expanded as warranted on the basis of consultations with various social sectors and agencies.