



**Technical Assistance to the
Health Sector Policy Support Programme
in the Philippines
(EC-TA HSPSP)**

**Facilitation of the Detailing of Provincial Public
Finance Management (PFM) Improvement Plans**

Final Report

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TABLE OF CONTENTS

Contents	Page
Part I: Facilitation of the Detailing of Provincial Public Finance Management (PFM) Improvement Plans	
1.1 Executive Summary	5
1.2 Introduction	
Background	5
Objectives of the Workshop	7
Expected Outputs	7
Activity Coverage	7
1.3 Tasks Undertaken	
Pre-Workshop Activities	7
Workshop Proper	8
Post-Workshop Activities	8
1.4 Findings and Recommendations	
Participation	8
Resource Person/TA	9
Time Management	9
Process/Methodology	9
Workshop Output	9
PART II: Facilitator's Session Guide	
2.1 Workshop Details	
Duration	11
Key Persons Involved	11
Participants	11
Workshop Objectives	11
Expected Output	12
Activity Coverage	12
Checklist of Presentation, Supplies and Materials Needed	13
Schedule of Activities	15
2.2 Detailed Session Guide	
Session 1: Opening Preliminaries	18
Sessions 2 and 3: Inputs to Planning	24
Session 4: Setting the PFM Goal of the Province	27
Session 5: Assessing the Problems of the PFM System of the Province	32

Session 6: Identifying Strategic Actions/Interventions	38
Session 7: Formulation of Provincial PFM Action Plan	44
Session 8: Identification of Next Steps	49
Session 9: Commitment Building Activity	50
Session 10: Evaluation and Closing	52

List of Tables

Table		Page
1	List of Provinces and Schedule of PFM Workshops Conducted	6
2	PFM Workshop Schedule of Activities	15

Annexes	Title	
A	Workshop Overview	A 1-8
B	Public Finance Management Assessment (PFMA) Introduction	B 1-8
C	Public Finance Management Assessment (PFMA) in the Provincial Context – Assessment Instrument	C 1-25
D	Public Finance Management: The Issues	D 1- 18
E	Sample Workshop Output	

1.1 Executive Summary

Provincial Public Finance Management (PFM) Detailing Workshops were conducted for the Health Sector Policy Support Programme (HSPSP) to strengthen the financial management capability of 16 selected provinces in the Philippines. Existing financial management capability of the provinces varies as shown in their workshop outputs. The need for Technical Assistance to improve their financial management systems was expressed by the workshop participants.

As part of the sustainability arrangement for the program, senior management staff from the Department of Health (DOH)/CHD and Department of Budget and Management (DBM) as well as some Provincial Local officials participated during the conduct of the workshops. Their participation was to learn the participatory process of conducting events using the Technology of Participation (TOP). They then acted as assistant facilitators during the different workshop sessions. All presentation materials used during the workshops were included in this report.

More importantly, the Facilitator's Session Guide developed by the Consultant provided details of all the workshop preparations needed, activities, expected results, process/methodology, requirements needed and templates needed for each workshop sessions. This detailed Facilitator's Session Guide provides a practical and organized guide for replication by the DOH/CHD, DBM, Local Government Units and other interested users of the document.

1.2 Introduction

Background

The Government of the Philippines, with the support from the European Union and the World Bank, implements the Health Sector Policy Support Programme (HSPSP) at the Department of Health (DOH) central office and 16 selected provinces. The HSPSP is supported through Technical Assistance (TA) from the European Commission (EC), the German Technical Cooperation (GTZ), and other partner organizations.

One of the objectives of HSPSP is to develop governance in the health sector through improved Public Finance Management (PFM). The diagnostic studies undertaken during the HSPSP preparation stage revealed that the 16 selected provinces have to strengthen their financial management capability.

In July and August 2007, the 16 provinces crafted their 2007 PFM Plans, which were submitted to the DOH. Moreover, consultative meetings were undertaken in November and December 2007 to update and to formulate Plans for 2008-2010.

The Plans were generally strategic and comprehensive but inadequately implementable. Thus to operationalize the Plans, it was necessary to prioritize the identified activities by creating a action plan incorporating assumptions and strategies detailing priorities and cost activities.

The PFM Detailing Workshops for the 16 provinces were conducted from March to September 2008 as shown in Table 1:

Table 1
List of Provinces and Schedule of PFM Workshops Conducted

Date	Province	Venue
March 26 - 28	Romblon	Odiongan, Romblon
April 16 - 18	Agusan del Sur	San Francisco, Agusan del Sur
April 21 - 23	North Cotabao	Kidapawan, North Cotabato
May 21 - 23	Oriental Mindoro	Summer's Place, Baguio City
May 27-29	Southern Leyte	Hinunangan, Southern Leyte
June 3 – 5	South Cotabato	Dole, Polomolok, S. Cotabato
June 10-21	Nueva Vizcaya	Kimberly Hotel, Pedro Gil St., Malate, Manila
June 17 - 19	Mountain Province	Tamaraw Resort, Puerto Galera, Oriental Mindoro
July 1 - 3	Pangasinan	Lingayen Gulf Resort Hotel, Pangasinan
July 8 - 10	Misamis Occidental	EGI Resort and Hotel, Looc, Maribago, Lapu-lapu City.
July 15 - 17	Capiz	Hotel del Rio, Iloilo City
July 29 - 31	Ifugao	Banaue Hotel, Ifugao
Aug. 5- 7	Negros Oriental	Crown Regency Hotel, Cebu City
Aug. 12-14	Biliran	Golden Prince Hotel, Cebu City
Aug. 26-28	Eastern Samar	Hotel Alejandro, Tacloban City
Sept. 8-10	Ilocos Norte	Palazzo de Laoag Hotel, Laoag City

Workshop Objectives:

Learn & gain knowledge on the different elements/ aspects of PFM
Undertake PFM self-assessment
Set a goal for the PFM of the Province
Undertake a PFM problem analysis
Identify strategic actions/interventions;
Plan activities based on strategic interventions, identify outputs, timeline & resource requirements;
Identify immediate next steps to be undertaken toward the finalization, approval and implementation of the plan
Illustrate commitments to PFM plan

Expected Outputs:

Basic knowledge on the PFM
Initial Assessment of the Provinces Financial Management Capability
PFM Goal Statement
List of current PFM problems and their descriptions
Statement of Strategic Directions
Doable 3-year PFM Plan (2008-2010)
List of immediate next steps
Representations/Illustrations of Commitments

Activity Coverage:

The workshop covered the following sessions:
Opening Preliminaries
Inputs to Planning
Goal Setting Session
Problem Analysis Session
Strategic Actions/Interventions Session
PFM Action Planning Session
Immediate Next Steps session
Commitment Building Activity
Evaluation, Wrap-up and Closing Activities

1.3 Tasks Undertaken**1. Pre-workshop Activities**

- Developed in close coordination with the EC-TA Team a workshop module to come up with a detailed PFM workshop design using a participatory

approach that would result in outputs owned by everyone and which could be adopted and implemented by the provinces.

- Outlined workshop process/flow
- Prepared instructional and workshop templates and guides to facilitate a well organized flow of sessions and activities
- Prepared a check-list of workshop presentations, materials and supplies needed.

2. Workshop Proper (***Detailed tasks undertaken are outlined in the attached facilitator's session guide***)

- facilitated opening and closing activities
- facilitated the following presentations and workshop sessions:
 - inputs to planning
 - goal setting
 - problem analysis
 - strategic action/interventions
 - preparation of PFM Action Plan for 2008-2010
 - preparation/discussion of Immediate Next Steps
 - commitment building activity
 - Evaluation and wrap-up session
- Moderated all plenary presentations/open forum

3. Post-workshop Activities

- Attended debriefing sessions with EC-TA consultants to assess the conduct of workshops. Improvement on the process was progressively done to provide a better flow of workshop activities to achieve desired outputs and results.
- Prepared end of activity reports

1.4 Summary of Findings and Recommendations

The statements mentioned here are personal observations and opinions related to the workshop process and dynamics of the participants. The resource persons are in the best position to provide insights on the technical part of the workshop.

Participation

In most provinces, all Department Heads attended the workshop. This made discussions and sharing easier and more engaging. The presence of some department staff also helped in giving other perspectives regarding their financial management systems. On the other hand, limited representation from the different departments with some provinces somehow required more time to be spent in the different workshop sessions. Inclusion of department staff to attend the workshop should be encouraged.

With the different dynamics and systems of LGUS, some provinces were very aware of their present financial management conditions and concerns and showed cohesiveness during their discussions. In some provinces, they gave the impression that coordination among the different departments need to be strengthened.

Support of Local Officials who attended the workshops were evident in the discussions and agreements made during the preparation of the Provincial PFM Plans. This had provided encouragement and inspiration to the participants during the workshop.

Resource Persons/TA

Presence of the DBM and CHD representatives and EC-TA consultants were very helpful in clarifying technical issues as well as in deepening analysis of the province's PFM plan.

Time Management

Workshops were either held outside or in the province. In cases where the activity was off-site, sessions started and ended on time. Participants were more focused on the workshop sessions..

Expectedly, when workshops were held in the province the sessions started way past 9:00 am. Some participants had to drop by their offices before proceeding to the workshop venue. There were also instances when, some participants had to skip some sessions to attend meetings and other official calls.

Process/Methodology

Participants expressed that the activity provided them a venue to be open and be rational in discussing their issues and concerns in a non-threatening manner. Participants also mentioned that they were impressed with the participatory method/process employed during the different sessions.

The Technology of Participation (TOP) workshop method employed during the workshop sessions was well accepted by the participants. They commented that they were guided through the different sessions to finally come up with the expected outputs.

Workshop Outputs

There is a need for an immediate follow-on activity to consolidate and finalize the province's PFM plans.

Deepening of the action plans prepared can still be done during the integration/finalization stage.

Clarification on procurement procedures, setting up of an internal audit unit and installing the E-NGAs in the provincial government system were strongly expressed by most of the provinces.

Conducting a Provincial Public Finance Management (PFM) Workshop

Facilitator's Session Guide

Prepared by:
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Consultant
WORKSHOP DETAILS

Duration

The workshop activity takes 3 days. Start of sessions could usually start past 9:00 am and ends past 5:00 pm, especially if the workshop is conducted within the province. At the start of the workshop, the participants should be reminded on this.

Key Persons Involved

Facilitator

Documentor

LRIC

Resource Persons

Representative of the Provincial Health Office (PHO) or Provincial Government to serve as moderator during the opening and closing program

Participants

All Department Heads of the Provincial Government

SP Chairman on Appropriations/Finance

Provincial Health Officer

COA

CHD – advisers

DBM – advisers/

Workshop Objectives

Learn & gain knowledge on the different elements/ aspects of PFM

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Set a goal for the PFM of the Province

Undertake a PFM problem analysis

Identify strategic actions/interventions;

Plan activities based on strategic interventions, identify outputs, timeline & resource requirements;

Identify immediate next steps to be undertaken toward the finalization, approval and implementation of the plan

Illustrate commitments to PFM plan

Expected Outputs

Basic knowledge on the PFM

Initial Assessment of the Provinces Financial Management Capability

PFM Goal Statement

List of current PFM problems and their descriptions

Statement of Strategic Directions
Doable 3-year PFM Plan (2008-2010)
List of immediate next steps
Representations/Illustrations of Commitments

Activity Coverage

The workshop covers the following sessions:

Opening Preliminaries
Inputs to Planning
Goal Setting Session
Problem Analysis Session
Strategic Actions/Interventions Session
PFM Action Planning Session
Immediate Next Steps session
Commitment Building Activity
Evaluation, Wrap-up and Closing Activities

CHECKLIST OF PRESENTATIONS, SUPPLIES AND MATERIALS NEEDED

HANDOUTS OF PRESENTATIONS – 25 copies

- Overview of the Workshop
- Public Finance Management : The Issues
- The Provincial Public Financial Management Assessment (PFMA)

Workshop Materials (printed) – 25 copies

- PFM Schedule of Activities
- Action words for strategic action workshop
- 2007 PFM plan of the province
- Evaluation Form

B. Others – 10 copies

- PFMA Indicators for the Province

C. Workshop Supplies

- ID cards
- Ballpen/pencil
- Yellow pad
- Manila paper – 40 copies
- Masking tap (one inch) – 3 rolls
- Pentel pens
 - Blue – 1 dozen – fine tip
 - Black – 1 dozen – fine tip
 - Black – 2 pcs – broad tip
 - Blue – 2 pcs – broad tip
 - Red – 2 pcs – broad tip

- Green – 2 pcs – broad tip
- Idea cards – colored short bond papers cut into half crosswise
 - Pink – 100n pcs
 - Yellow – 100 pcs
 - Blue (light) – 100 pcs
 - Green (light) – 100 pcs
- Title cards – light colored neon papers – any 4 colors available
 - Yellow – 10 pcs
 - Green (light) – 10 pcs
 - Orange – 10 pcs
 - Pink – 10 pcs
- Board market – 2 pcs
- Art materials
 - Art paper – 4 sets
 - Crayons – single 4 boxes
 - Paste – small 4 pcs
 - Scissors – small 4 pcs
- Other WS materials
 - Scissors
 - Staple
 - Staple wire
 - Paste – glue
 - Bond paper – A4 size
 - Printer – if needed
 - Paper clips

Table 2

Workshop Schedule of Activities

Day/Date	Topic/Activity/Methodology	In-charge
Day 1: <u>AM</u> 7:30 – 8:30	Arrival and Registration	Secretariat
8:30 – 9:15	<i>Session 1: Opening Preliminaries</i> -Opening Program Invocation National Anthem Introduction of Participants Welcome Message	Province Pax Pax Facilitator Province
9:15 - 10:30	- <i>Expectation Setting</i> - Workshop Overview, Objectives, Expected Outputs, Schedule of Activities - Formation of Energy Giving Groups (EGGs) - House Rules	Facilitator HSPSP TA Facilitator Facilitator
10:30 -10:45	<i>Coffee Break</i>	
10:45 -12:00	Session 2: Presentation/Discussion <ul style="list-style-type: none"> • Overview of PFM: <ul style="list-style-type: none"> - Elements of a PFM - Experiences on PFM 	HSPSP TA
12:00 - 1:00	<i>Lunch Break</i>	
<u>PM</u>		

Day/Date	Topic/Activity/Methodology	In-charge
1:00 – 1:15	Energizer	Participants
1:15 - 3:00	Session 3: PFM Self Assessment	HSPSP TA
3:00 - 5:00	Session 4: Setting the PFM Goal of the Province WS 1: Goal Setting (Plenary)	Facilitator
5:00 - 5:15	<i>i.Learning Insights</i>	Facilitator/Participants
Day 2: AM 8:00 – 8:30	Opening Activities - Prayer - Energizer - ORID Recap	Participant/Facilitator
8:30 - 12:00	Session 5: Assessing the Problems of the PFM System of the Province WS2a: Identification of Problems (Plenary) WS 2b: Description of Problems (WS Teams)	Facilitator Workshop Teams
12:00 - 1:00	<i>Lunch Break</i>	
PM 1:00 - 1:15	Energizer	Participants
1:15 - 3:30	Session 6: Identifying Strategic Actions/Interventions Workshop 3: Strategic Actions/Interventions Workshop (Plenary)	Facilitator
3:30-3:45	<i>Coffee Break</i>	
3:45 - 4:45	Session 7: Formulation of the Provincial PFM Action Plan Workshop 4: PFM Action Planning (WS Teams)	Facilitator HSPSP TA Workshop Teams: Planning, Budget Preparation, Budget Execution and Audit

Day/Date	Topic/Activity/Methodology	In-charge
4:45 – 5:00	<i>i.Learning Insights</i>	Facilitator/Participants
Day 3: <ul style="list-style-type: none"> AM 8:00 – 8:30 	Opening Activities - Prayer - Energizer - ORID Recap	Participant/Facilitator
8:30 - 11:00	<ul style="list-style-type: none"> Continuation of WS 4: Action Planning 	Facilitator 4 Working Teams
11:00 - 12:30	<ul style="list-style-type: none"> <i>Plenary Presentation of PFM Action Plans</i> 	Facilitator Workshop Teams
12:30 - 1:30	<i>Lunch Break</i>	
PM 1:30-1:45	Energizer	Participants
1:45-2:15	Session 8: Immediate Next Steps	Facilitator
2:15-3:45	Session 9: Commitment Building Exercise	Facilitator
3:45-4:00	<i>Coffee Break</i>	
4:00-5:00	Session 10: Evaluation and Closing	Province/Facilitator

Detailed Facilitator's Session Guide

Session 1: Opening Preliminaries

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
Day 0	Ensure that the venue is in order, equipment are in working condition, walls or boards are available for posting and workshop materials and supplies are complete.	Venue, equipment, materials and supplies are in order		Workshop Team
Day 1:AM 7:30-8:30	Arrival and Registration of Participants	Participants' administrative requirements met.	Prepared registration/ attendance sheet. As participants register, they will be given their IDs, and WS kits.	Secretariat Registration/Attendance Sheet, Participant's Kit (Schedule of Activities, ID, ballpen/pencil, etc.)
8:30 - 9:15	<ul style="list-style-type: none"> • Opening Program - Invocation - National Anthem <ul style="list-style-type: none"> - Welcome Message 	Participant's are welcomed to the	<p>Emcee announces the formal opening of the program. She/He will call on _____ to lead the opening prayer. After which, she/he will call on _____ to lead the singing of the pambansang awit.</p> <p>Emcee introduces and call in _____ for the</p>	<p>Emcee (PHO or PG participant) Prayer Leader/Participant P. Awit Conductor</p> <p>Provincial Government Representative/PHO</p>

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
		workshop.	welcome address. She/He then thank the speaker after his/her speech. (Facilitator could moderate the opening program in case nobody from the participants was assigned)	
	- Introduction of Participants	Participants' feel comfortable being with other participants, with the resource persons and WS team and feel secured in a non-threatening environment	Facilitator gives instructions on the process of introduction of participants, using "positive and true name". Each participant will state his/her name, office and position, and a positive description of himself/herself using the first letter of his/her name. Ex: "Cooperative" Clarisse When participants are very familiar with each other, they could be asked to give a positive description of themselves which they think the other participants do not know about them, or to share something new about themselves.	Facilitator

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
9:15-10:30	<ul style="list-style-type: none"> Expectation Setting 	Participants' feel energized and enthusiastic about having shared their expectations on the WS	<p>The Facilitator will present the questions for the Expectation Check. "What ONE Thing...."</p> <ul style="list-style-type: none"> do you hope to learn/gain from the workshop? do you expect to achieve in this workshop? are you most excited about being a participant of this workshop? will you share/do to ensure the success of this workshop? <p>The participants will form 3 or 4 groups. Each group will give one answer to each question and writes them on color coded idea cards. Their answers will be posted on the summary template posted on the board.</p> <p>After all expectations are posted, the Facilitator will present the summary in plenary. Facilitator will remind participants that their expectations on what to learn/gain and achieve will be confirmed during the presentation of the workshop objectives.</p>	Facilitator Documentor Power point slide of Expectation Questions Summary of Expectations Template Groupings Idea Cards Marker pens

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
	<ul style="list-style-type: none"> Workshop Overview, Objectives, Expected Outputs, Methodology and Schedule of Activities 	Participants fully understand the objectives and expected results/outputs of the workshop.	The Facilitator thanks the participants for their inputs and will call on _____ to discuss the overview of the workshop. After the presentation, he/she will thank the presenter and invites participants to ask for clarificatory questions	Project Consultant/Presenter Power point presentation of WS Objectives and Expected Outputs Schedule of Activities
	<ul style="list-style-type: none"> Formation of Energy Giving Groups (EGGs)/Host teams 	Participants feel a sense of belonging to a team.	<p>Facilitator starts the activity by telling participants that learning is both gaining and sharing and that during the course of the 3 day workshop they will also share in the responsibilities of the workshop activities. Facilitator flashes slide on the tasks of the host team..She will then proceed to divide the pax into 3 small groups by counting off.</p> <p>Each group shall assign a leader, decide on a name of their EGG and come up with a group slogan. Facilitator leads the groups to agree on their schedule of assignments. The groupings will be written on title cards and will be posted on an assigned space in the session hall.</p>	LCD Laptop Facilitator Ppt. slide on tasks of EGGs

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
	<ul style="list-style-type: none"> House Rules 	Group consensus and agreements on workshop rules and guidelines are generated	Facilitator informs participants of the house rules.	Facilitator Power point slide of Proposed House Rules LCD/Laptop
10:30-10:45	Facilitator announces for a 15 minute coffee break			Facilitator

Activity Requirements:

Template:

1. Summary of Expectations

Learn/Gain	Achieve	Excited About	Share/Do

Materials/Equipment

1. Workshop Kit - Schedule of Activities, IDs, Ballpen/pencil, Yellowpad/Notebook
2. LCD
3. Laptop
4. 3-4 colors of Idea Cards
5. 3-4 colors of Title Cards
6. Manila Paper
7. Marker Pens

Power Point Presentations/Slides:

1. Expectations Check

What ONE thing...

...do you hope to learn/gain from the workshop?

...do you expect to achieve in this workshop?

...are you most excited about being a participant of this workshop?

...will you share/do to ensure the success of this workshop?

2. Workshop Overview, Objectives, Expected Outputs, Schedule of Activities

3. Tasks of Energy Giving Groups (EGGs)

Have a creative Recap

Opener/ Daily Readings/ Reflections

Support to Pax/ Resource Persons

Time check for Pax

Tension reducer/ Energizer

End of the day reflection/wrap-up

All other task assigned

Materials distribution

4. House Rules

Be here now/ be on time

Physical/mental alertness

Be present in all sessions

Focus - no side talk

Turn cellphones on silent mode

Share!!!

Sessions 2 and 3: Inputs to Planning

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
10:45 - 12:00	Session 2: Overview of PFM	Participants are updated on the elements/coverage of PFM, experiences on PFM	<p>After the allotted time for the coffee break, Facilitator asks participants to convene back in the session hall</p> <p>Facilitator introduces the Resource Person. He/She will also introduce the session by emphasizing that the session will provide them inputs on what is good PFM, its elements/features and coverage.</p> <p>After the presentation, facilitator invites participants to ask clarificatory questions only.</p> <p>As a reflect, facilitator asks “ “What was the most significant information that you gained from the discussion? What was a new learning? Facilitator will announce for a lunch break and reminds pax to be back in plenary after 1 hour.</p>	<p>Facilitator</p> <p>Project Consultant/ Resource Person</p> <p>Facilitator</p> <p>Ppt. Presentation Handout LCD/Computer</p>

12:00 - 1:00	Lunch break			
1:00 - 1:15	Energizer			EGG
Day/Time	Activity	Expected Result	Process/Methodology	In-charge/Requirements
1:15 - 3:00	Session 3: PFM Self Assessment	Assessment of the financial management capability of the province using the 17 PFM performance indicators	<p>Facilitator calls on Resource Person to discuss the Public Financial Management Framework.</p> <p>After the presentation, facilitator invites participants to ask clarificatory questions only.</p> <p>Facilitator divides participants into 2 groups, according to their department/area.</p> <ol style="list-style-type: none"> 1. Planning, Budget, Revenue Generation, Sangguniang Panlalawigan 2. Accounting, Audit, Procurement/BAC, Donors <p>Facilitator reminds participants of the time allocated for the activity. He/She instructs the groups to submit their completed assessment tool to the resource person.</p> <p>Facilitator announces for a 15 minute coffee break.</p>	<p>Resource Person Facilitator Presentation Materials of Resource Persons/Power point Presentations (refer to attached presentations)</p> <ol style="list-style-type: none"> 1. PFM Overview 2. Public Finance Management Assessment (PFMA) Framework <p>LCD/Computer</p>

Session 4: Setting the PFM Goal of the Province

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
Day 1: PM 3:00 - 5:00	Introduction to the Workshop Sessions	Walk-through and understanding of the workshop flow.	Facilitator presents the guide and sequence of the workshops that the participants will be going through: Where do we want to GO? (WS1: Goal Setting) Where are we NOW? (WS 2: Identification of Problems and Describing the Problems) How do we get THERE? (WS 3: Identifying Strategic Actions/Interventions) What do we NEED to DO? (WS 4: PFM Action Planning) Facilitator informs participants that they now proceed with Workshop	Facilitator WS Flow Template
	Workshop 1 – Goal Setting <i>“Where do we want to go?”</i>	PFM System Goal Pillars/Goal Statement of the Provincial government (if time is not enough, crafting of the goal statement can be given as an assignment to a core group. A representative of this group will present the goal statement the following day)	1.Facilitator starts the session by asking participants on what they think is a goal. After getting some responses, Facilitator refers participants back to the elements of a good PFM system as discussed by the Resource Person in Session 2. This serves as a starting point for participants to think of answers	Facilitator Documentor WS Templates: Focus Question Helpful Hints for Goal Setting Guide in writing on Idea Cards Idea Cards Title Cards Marker Pens

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/Requirements
			<p>to the focus question. The activity will follow the TOP workshop method:</p> <p>Context: (3min) Facilitator presents and explains the focus question. He/She will also present the Helpful Hints to Goal Setting to guide participants in answering the focus question.</p> <p>Brainstorming: (32 min)</p> <ul style="list-style-type: none"> • Individual (2min)– participants will be asked to write individually their answers to the focus question • Group (15min)- Facilitator divides the group into 3-4 smaller groups. Participants shares their individual answers with their team mates. Each group will be asked to come up with 5 answers to the focus question. Answers will be written on idea cards. (At this point, Facilitator gives guide in writing on idea cards. Idea cards will be distributed to the different groups). 	

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/Requirements
			<ul style="list-style-type: none"> • Facilitator asks each team to • choose their best 3 answers. Facilitator informs teams that he/she will be asking for the 2 remaining cards later. • <u>Plenary (15min)</u>- Facilitator brings back the participants to the focus question then proceed to read the cards submitted. He/She will ask if the answers are clear and if these answers the focus question, then posts them on the board. For vague cards, the team owner of the cards will be asked to clarify. <p>Clustering (35 min) After all idea cards are posted, Facilitator asks participants to identify similar or related answers and cluster/group these. He/She gets one card at random to start the clustering.</p> <p>When all cards are clustered, Facilitator asks participants if the 2 remaining cards with them are different from the cards already clustered. He/She then collect and add the additional cards to the clusters where they are related.</p>	

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/Requirements
			<p>Facilitator leads participants in reviewing the clusters, a tag card is placed above the cluster of related cards to identify the cluster and to facilitate titling.</p> <p>Titling (35min) Facilitator asks the participants what a cluster is referring to, with the participants giving the cluster a name-phrase. The title card that gives the cluster the name-phrase that captures the PFM condition replaces the tag card. This step is repeated for each cluster of ideas. The clusters with titles will now be their goal pillars.</p> <p>Reflect (5min) Facilitator may use the following set of questions to generate discussions:</p> <ul style="list-style-type: none"> - Which among elements of our goal is the easiest to achieve? - Which of these are hard to imagine? -Which among the elements of our vision should we attain first? Next? etc. <p>Crafting of the goal statement can be assigned to a core group. Goal statement will be</p>	

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/Requirements
			<p>presented the following day. If time allows, crafting of the goal statement can already be completed.</p> <p>Facilitator thanks participants for their participation and briefly reminds them of the next day's schedule.</p>	

WS Requirements:

References:

1. Vision statement of the Province
2. Overview of PFM (handout)

Templates: printed in ½ easel sheet or ¼ manila paper

1. Focus Question

What conditions do you want to see in place in your Provincial PFM System by 2010?

2. Helpful Hints for Goal Setting

- PFM must support the attainment of the province's vision, mission and F1 goals
- Elements of a good PFM
- PFM Areas: Planning, Budgeting, Accounting, Auditing, Resource Mobilization, Performance Evaluation, Procurement

Guide in writing on idea cards: written in idea cards

Be Specific

One Idea per Card

5-7 words/card

Write BIG

Session 5: Assessing the Problems of the PFM System of the Province

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
<p>Day 2: AM 8:00-8:30</p>	<p>Opening Preliminaries - prayer - energizer - ORID Recap</p>	<p>-highlights of the previous day's activities - realizations/insights of participants</p>	<p>The EGG for the day will provide the opening preliminaries.</p> <p>In cases when the Facilitator leads the opening activities, the following process can be done. After the opening prayer and morning energizer led by the participants, the facilitator runs an ORID recap of the previous day's activities (D can be omitted at this point of the workshop).</p> <p>O – What were our activities/sessions yesterday? R – What were surprising in the presentations? Very clear? Not very clear? I – What information was new to you? What was your most significant realization in your PFM system?</p>	<p>Facilitator EGG (Host Team) Documentor</p>

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
8:30 - 10:30	WS 2a: Identifying the PFM Problems of the Province	List of problems under each PFM area that could hinder the attainment of	As a context, Facilitator refers participants back to the workshop flow template and	Facilitator Documentor Goal Statement
	"Where are we Now?"	the Provincial Government's PFM goal.	<p>reminds them that they will now assess their current PFM issues/concerns/problems/challenges. Facilitator asks a participant to read their Goal Statement as this will be the main reference of WS 2.</p> <p>The activity will follow the TOP workshop method: Context: (3min) Facilitator presents and explains the focus question. Facilitator levels of with participants on the definition of a problem. Brainstorming: (32 min)</p> <ul style="list-style-type: none"> • <u>Individual</u> (2min)– pax will be asked to write individually their answers to the focus question • <u>Group (15min)</u>- Facilitator divides the group into 3-4 smaller groups. Pax will share their individual answers with their team mates. Each group will be asked to come up with 5 	WS Templates: Focus Question Problem Description Guide in writing on Idea Cards Idea Cards Title Cards Marker Pens

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/Requirements
			<p>answers to the focus question. Answers will be written on idea cards. (At this point, facilitator reminds participants on the guide in writing on idea cards. Idea cards will be distributed to the different groups, 1 color per group).</p> <p>Facilitator asks each team to choose their best 3 answers. Facilitator informs teams that he/she will be asking for the 2 remaining cards later.</p> <ul style="list-style-type: none"> • <u>Plenary (15min)</u>- Facilitator brings back the participants to the focus question then proceed to read the cards submitted. He/She will ask if the answers are clear and if these answers the focus question, then posts them on the board. For vague cards, the team owner of the cards will be asked to clarify. 	

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/Requirements
			<p>Clustering (35 min) After all idea cards are posted, Facilitator asks participants to identify similar or related issues/problems and cluster/group these.</p> <p>When all the cards are clustered, Facilitator asks participants if the 2 remaining cards with them are different from the cards already clustered. He/She then collects</p>	
			<p>and adds the cards to the clusters where they are related. Facilitator leads participants in reviewing the clusters,</p> <p>Titling (35min) Facilitator asks the participants to identify what PFM system a cluster is referring to. The PFM area identified will be the title of the cluster. This step is repeated for each cluster of problems until all clusters are titled.</p>	

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
			<p>Reflect (5min) Facilitator leads participants to reflect by asking the following questions: - What other issues/concerns that you are currently facing were not reflected in the different clusters? (Facilitator asks participants to write additional problems/issues in idea cards and adds them to the cluster where they belong. Another cluster can be created if necessary). - which of the identified issues/concerns are easy to address? Difficult? Facilitator thanks participants for their inputs and participation then introduces the second part of Workshop 2.</p>	
10:30 -12:00	WS 2b: Describing the PFM Problems	Causes and reasons why problems exist.	Facilitator presents and explains the template on Project Facilitator announces for a lunch break and reminds participants to be back in plenary at 1pm. Description. He/She instructs participants to group themselves according to the clusters (PFM	

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			<p>areas) agreed on in WS 1a. An option is to form 2 or 3 groups, and each group will work on related clusters. After completing the template, Facilitator asks each group to post their outputs in gallery (in an assigned area/wall in the session hall). He/She also invites all groups to view the gallery and note their questions that needs to be clarified, observations, comments or suggestions on a blank sheet of paper posted in the workshop templates.</p> <p>After everyone have “walked the gallery”, Facilitator asks the concerned groups to clarify and answer the notes given to their outputs. After all groups have done this, Facilitator thanks the participants and asks for a round of applause for a job well done.</p>	
12:00-1:00	Lunch Break			

WS Requirements:

References:

1. PFM Goal Pillars/Statement of the Province
2. PFM Self-Assessment (output of session 3)

Templates: printed in easel sheets or manila paper

WS 2a: Identification of problems

Focus Question (printed in ½ easel sheet or ¼ manila paper)

What are the current problems/issues/concerns/challenges that could hinder the attainment of your PFM goal?

WS 2b: Description of Problems (printed in 1 easel sheet or ½ manila paper)

Problems	Description (definition, reasons, causes)

Guide in writing on idea cards: written in idea cards

Be Specific
One Idea per Card
5-7 words/card
Write BIG

Session 6: Identifying Strategic Actions/Interventions

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
Day 2: PM 1:00 - 1:15	Energizer			Egg/Host Team
1:15 - 3:30	Workshop 3 – Identifying Strategic Actions/Interventions <i>“How do we get there?”</i>	List of Doable Strategic Actions to address issues/concerns/ challenges towards achieving the PFM Goal of the province	<p>Facilitator brings back the participants to the workshop Flow Template and situates the Session.</p> <p>Facilitator informs participants that they now proceed with Workshop 3 to identify the strategic actions.</p> <p>Facilitator starts the session by asking participant what is their definition of a strategic action. This serves as a starting point for them to think of answers to the focus question. The activity will follow the TOP workshop method:</p>	<p>Facilitator</p> <p>Documentor</p> <p>WS Flow Template</p> <p>PFM Goal Statement</p> <p>WS 2 Outputs</p> <p>List of Action Words for Strategic Thinking</p> <p>WS Templates:</p> <p>Focus Question</p> <p>Helpful Hints for Strategic Thinking</p> <p>Guide in writing on Idea Cards</p> <p>Idea Cards</p> <p>Title Cards</p> <p>Marker Pens</p>

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
			<p>Context: (3min) Facilitator presents and explains the focus question. He/She will also present the Helpful Hints for Strategic Thinking to guide participants in answering the focus question</p>	
			<p>Brainstorming: (32 min)</p> <ul style="list-style-type: none"> • Individual (2min)– participants will be asked to write individually their answers to the focus question • Group (15min)- Facilitator divides the group into 3-4 smaller groups. Participants will share their individual answers with their team mates. Each group will be asked to come up with 5 answers to the focus question. Answers will be written on idea cards. (At this point, Facilitator gives guide in writing on idea cards. Idea cards will be distributed to the different groups). Facilitator asks each team to choose their best 3 	

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
			<p>answers. Facilitator informs teams that he/she will be asking for the 2 remaining cards later.</p> <p><u>Plenary (15min)</u>- Facilitator brings back the participants to the focus question then proceed to read the cards submitted. He/She will ask if the answers are clear and if they answer the focus question. He/She then post the cards on the board. For vague cards, the team owner of the cards will be asked to clarify.</p> <p>Clustering (35 min) After all idea cards are posted, Facilitator asks participants to identify similar or related actions and cluster/group these. When all the cards are clustered, Facilitator asks pax if the 2 remaining cards with them are different from the cards already clustered. He/She then collect and add</p>	

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
			<p>the cards to the clusters where they are related.</p> <p>Facilitator leads participants in reviewing the clusters, a tag card is placed above the cluster of related cards to identify the cluster and to facilitate titling.</p> <p>Titling (35min) Facilitator asks the participants what a cluster is referring to, with the participants giving the cluster a name-phrase. The title card that captures the action needed replaces the tag card. This step is repeated for each cluster of ideas. The clusters with titles will now be their strategic actions.</p> <p>Reflect (5min) Facilitator may use the following set of questions to generate discussion: - Which among the strategic actions is the easiest to do?</p>	

			<p>- Which of these are hard to implement? -What action is the most important/first that you need to install? Next? etc.</p> <p>Facilitator thanks participants for their participation and announces for a 15 minute break.</p>	
3:30-3:45	Coffee Break			

WS Requirements:

References:

1. PFM Goal Statement of the Province
2. List of identified PFM problems and their descriptions
3. List of Action Words for Strategic Actions Workshop

Templates: printed in ½ easel sheet or ¼ manila paper

1. Focus Question
What specific targeted priority actions do you need to take to address your issues/concerns/problems to achieve your PFM goal?
2. Helpful Hints for Strategic Thinking
 - Pro-active responses
 - Small wins
 - Windows for opportunity
 - Learn from mistakes-learn from experiences in the past
 - Inter-relationships of strategies

3. Action Words for Strategic Actions workshop

Organize	Coordinate	Assess
Design	Target	Conduct
Develop	Assign	Rank
Leverage	Integrate	Regulate
Change	Educate	Train
Re-align	Activate	Hold
Explore	Launch	Research
Institutionalize	Survey	Finalize
Re-organize	Establish	Implement
Codify	Expand	Pilot
Decide	Collaborate	Broaden
Budget	Generate	Measure
Focus	Decentralize	Interface
Empower	Assist	Advocate
Initiate	Contract	Deliver
Privatize	Install	Consult
Inform	Apply	Maintain
Catalyze	Enhance	Emphasize
Contact	Create	Test
Reinforce	Identify	Facilitate
Build	Streamline	Market
Recruit	Analyze	Address
Operate	Foster	Improve
Link	Mobilize	Manage
Increase	Define	Set-up
Document	Promote	Support
Replicate	Achieve	Collect
Exchange	Publicize	Monitor

Guide in writing on idea cards: written in idea cards

Be Specific
One Idea per Card
5-7 words/card
Write BIG

Session 7: Formulation of Provincial PFM Action Plan

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/Requirements
<p>Day 2: PM</p> <p>3:45-5:00</p>	<p>Workshop 4: PFM Action Planning <i>“What activities do we need to do in the next 3 years to support our Public Finance Management Plan?”</i></p>	<p>Detailed and doable Provincial PFM Plan for 2008-2010.</p>	<p>Facilitator informs the participants that they are now ready to prepare their PFM Action plan.</p> <p>Workshop Proper Facilitator will provide the following guide to assist participants in the formulation of their PFM Action Plans:</p> <ul style="list-style-type: none"> • Present Focus Question • Present and explain the elements of the Action Plan Template <ul style="list-style-type: none"> - PFM Area: Indicate PFM area to be planned, e.g.. Planning, Budget, etc. <p>Column 1- Strategic Action/PPAs – Based on WS 3 output, indicate the corresponding strategic action to be done under the PFM area being planned. Identify key Programs/Projects/Activities (PPA) for each intervention that should be undertaken.</p>	<p>Facilitator Workshop Flow Template Action Plan Template Workshop 1 - 3 Outputs Previous Years PFM Action Plan if available Supplies and Materials LCD/computer</p>

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
			<p>Column 2-For each PPA identify the major tasks/steps (in logical order) needed to undertake the activity.</p> <p>Facilitator continues to explain Columns 3-6. Given the tasks/steps identified in column 2, participants indicates the expected output (column 3) of a certain/task/step, time line, within 2008-2010 (column 4) when the task will be undertaken, point person (column 5) responsible for the task/step and resource requirements needed(column 6). Facilitator informs participants that under the resource requirements column, they will have to indicate the resources needed, estimated cost of the resources and possible source/s of funds for the resources.</p> <ul style="list-style-type: none"> • Participants can work with their assigned groups in WS 3. 	

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
			<ul style="list-style-type: none"> Facilitator informs participants that they have the rest of the afternoon to start formulating their plans. Groups will have time to finalize their plans the following morning. Facilitator requests participants to assign a representative from the group to present their plan in plenary the following day. 	
Day 3: AM 8:00-8:30	Opening Preliminaries - prayer - energizer - ORID Recap	-highlights of the previous day's activities - realizations/insights of participants	The EGG for the day will provide the opening preliminaries. In cases when the Facilitator leads the opening activities, the following process can be done. After the opening prayer and morning energizer provided by the participants, the overall facilitator runs an ORID recap of the previous day's activities. (D can still be omitted at this point of the workshop)	Facilitator EGG (Host Team) Documentor

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/ Requirements
			<p>O – What were our activities/sessions yesterday?</p> <p>R – What were surprising in the workshop sessions? Very clear? Not very clear?</p> <p>I – What information was new to you? What was your most significant realization?</p>	
8:30-11:00	Finalization of Action Plans	Complete Provincial PFM Plan ready for presentation		Workshop Teams
11:00-12:30	Presentation and Critiquing of Action Plans	Content and presentation of plans clarified. Inputs/insights to improve PFM action plan.	<p>Each WS team will present their plans. After each team's presentation, the facilitator invites members of the other teams as well as from the resource persons and project consultants to ask for clarificatory questions, share their observations and provide suggestions/recommendations.. Facilitator reminds the teams to take note of the suggestions/recommendations given on their outputs.</p> <p>Facilitator provides a summary of the suggestions and recommendations given during the open forum.</p>	Facilitator Resource Persons Project Consultants Group Presenters WS Outputs LCD/Computer Supplies/Materials

			<p>Facilitator will then thank all the participants, resource persons and project consultants for their participation and inputs. He/She will ask for a round of applause for a job well done.</p> <p>Facilitator announces for a lunch break and reminds pax to convene in plenary at 1:30.</p>	
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WS Requirements:

References:

4. PFM Goal Statement of the Province
5. List of identified PFM problems and their descriptions
6. List of Strategic Actions/Interventions

Templates: printed in ½ easel sheet or ¼ manila paper
Focus Question

What activities do we need to do in the next 3 years to support our public finance management plan?

WS Template:

PFM Action Plan: 2008-2010

PFM Area: _____

Strategic Interventions/ PPAs	Tasks/Steps	Expected Output	Time Line	Point Person	Resource Requirements		
					Resources	Estimated Cost	Possible Source/s of Funds

- Session 8: Identification of next Steps**
- Session 9: Commitment Building Activity**
- Session 10: Evaluation and Closing**

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/Requirements
<p>Day 3: PM</p> <p>1:30 - 1:45</p>	<p>Energizer</p>			<p>EKG/Host Team</p>
<p>1:45 - 2:15</p>	<p>Session 8: Identification of Next Steps</p>	<p>List of immediate next steps needed to be done by the provincial government towards the finalization of their PFM Plan and approval of their LCE.</p>	<p>Facilitator informs participants that based on the critiquing of their outputs, there are certain areas that needs to be improved and some activities to be included towards the implementation of their plans. He/She then presents the template on next steps and asks participants to identify the immediate activities that they need to do starting with the finalization and integration of their outputs during this workshop.</p> <p>Facilitator thanks participants for their inputs. He/She informs participants that they will now proceed to the commitment building activity</p>	<p>Facilitator Template on Next Steps</p>

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/Requirements
2:15-3:45	Session 9: Commitment Building Activity	Illustration of participants' commitment to the implementation of their Provincial PFM Plan	<p>Facilitator instructs participants to remain with their workshop teams during the last session.</p> <p>He/She informs participants that they will come up with an illustration of their commitments towards the implementation of their Provincial PFM plan. The following guide will be given:</p> <ul style="list-style-type: none"> • Teams will assign a facilitator • Teams shall be given uniform sets of materials, consisting of: <ul style="list-style-type: none"> - One white cartolina/easel sheet - One set art paper - One box crayons - Scissors - Paste - pencil - 1 marker pen • With the given resources, the team shall come up with a representation/illustration of their commitment to their provincial PFM Plan. • Representation could be a 	

Day/Time	Activity	Expected Result	Process/Methodology	In-charge/Requirements
			<ul style="list-style-type: none"> • collage, illustration or other graphic presentation, to be made on the cartolina or easel sheet. • Teams are given 45 minutes to complete their illustration <p>Each team presenter shall be given 5 minutes to present and explain their illustration</p> <p>After all the presentations, Facilitator asks the following reflect questions:</p> <ul style="list-style-type: none"> - How are you feeling right now? - What was easy during the preparation of your illustrations? Difficult? - What is common in all the illustration of commitments? – - What is distinct in each illustration? <p>Facilitator then challenges the participants to weave a story out of all the illustrations to come up with a commitment of the whole group.</p> <p>Volunteers will be asked to do this.</p>	

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			<p>Facilitator ends the session by giving her interpretation of the illustrations, informing the pax that her version is an external view.</p> <p>Facilitator announces for a 15 minute coffee break</p>	
3:45-4:00	Coffee Break			
4:00-5:00	Evaluation, Wrap-up and Closing	Participants are able to express satisfaction and sense of accomplishment as a result of their active participation in the preparation of their Provincial PFM Plan	<p>Facilitator distributes post-evaluation forms to be filled-up.</p> <p>After completion of the post-evaluation forms, Facilitator leads a brief discussion/conversation on the journey of the 3 days and the results achieved. The facilitator helps the group recall the entire 3-day process, summarizing the phases, and identifying the highlights of each process and key learning. The facilitator brings the attention of the participants back to the objectives and the expectations set at the start of the 3-day process and conducts a brief discussion if and how these have been achieved.</p>	

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			<p>Facilitator now calls on the Provincial Government or PHO representative to moderate the closing program.</p> <p>Moderator calls in 2-3 participants to give their impressions on the workshop. He/She proceeds to call on _____ to give the closing message. Then calls in _____ for the closing prayer.</p> <p>Moderator thanks the participants, resource persons, project consultants and guests, for making this event happen.</p> <p>Administrative matters if any, can be announced before the departure of participants.</p>	

Activity Requirements:

Focus Question:

What are the immediate steps that we need to do for the implementation of our PFM plan?

Template: Next Steps

What (Activities)	When	Point Person

Supplies/Materials for commitment Building Activity

- One white cartolina/easel sheet
- One set art paper
- One box crayons
- Scissors
- Paste
- pencil
- 1 marker pen

Closing Program and Speakers