

Managing the Politics of Reform: Coalition Building and Public Procurement Reform in the Philippines



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Promoting the Procurement Reforms: *Changing the Landscape*



Bad equilibrium:
Archaic Legal Regime



Desired Equilibrium:
New Radical Legal Foundation

Promoting the Procurement Reforms: *Changing the Landscape*

Finance & TA

+

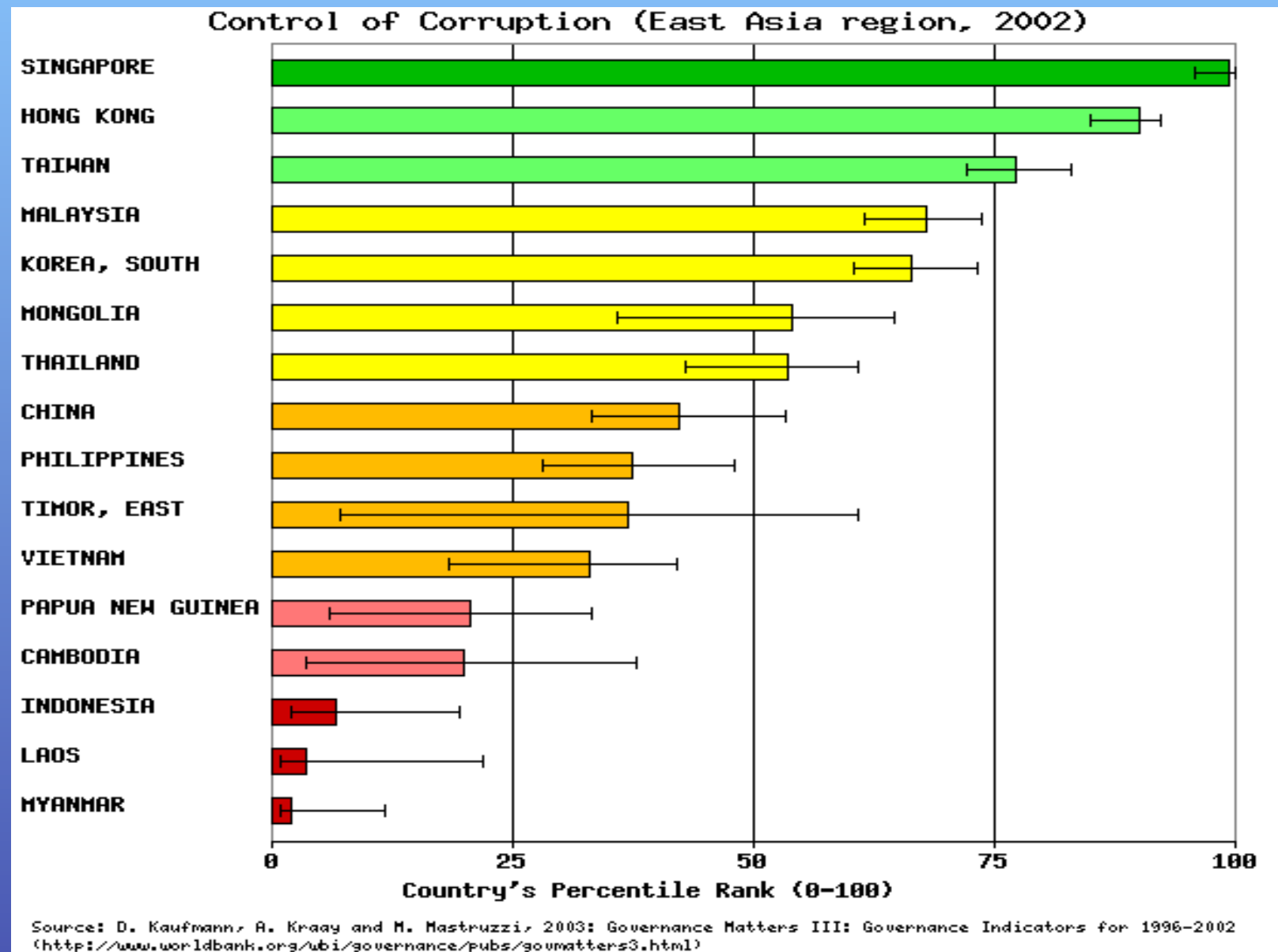


Bad equilibrium

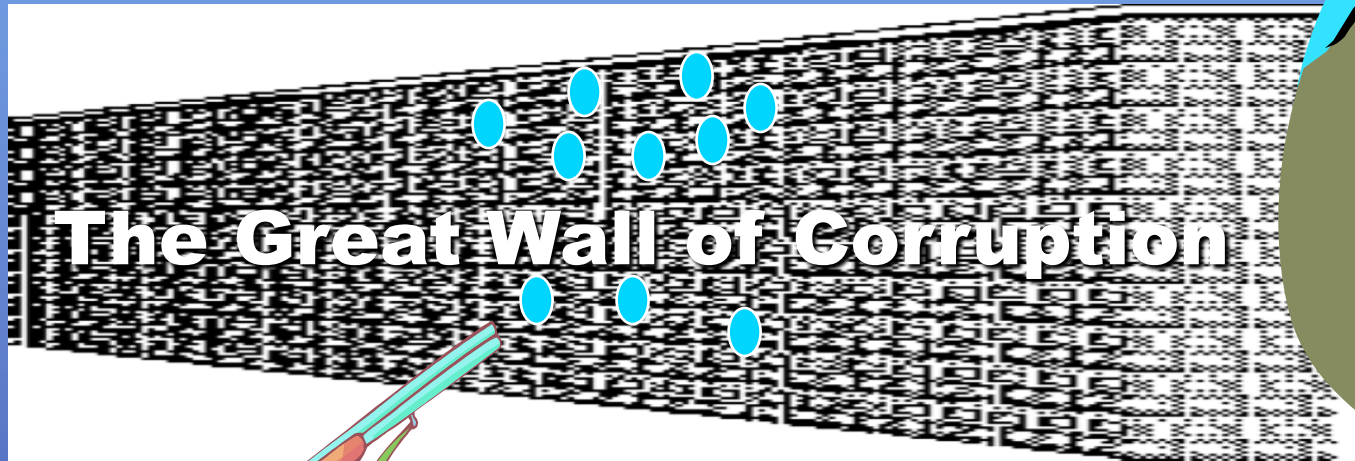


Desired equilibrium

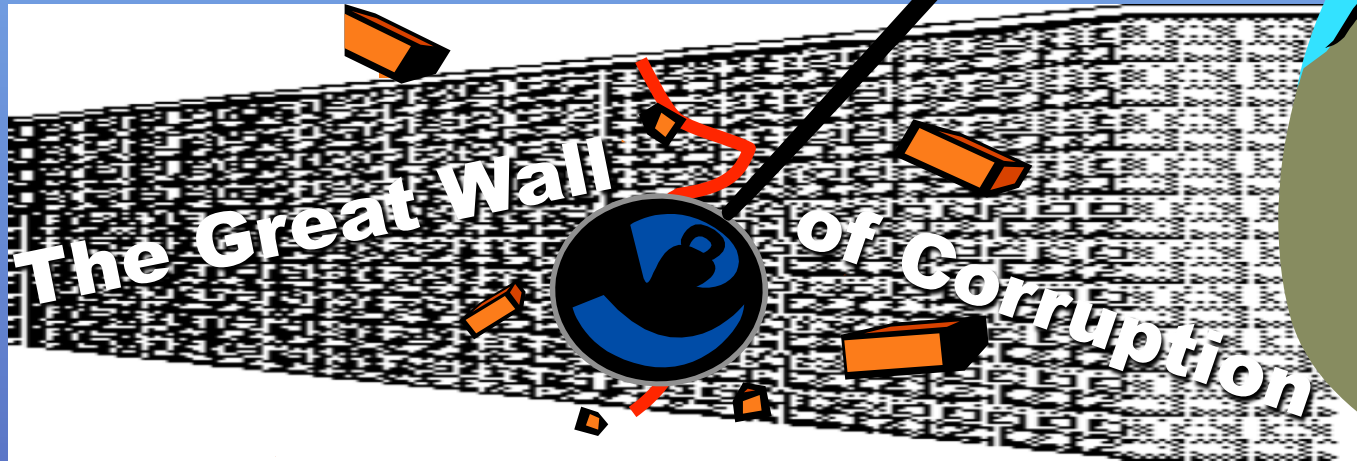
Background: Why Procurement Reforms?



From 'Shot Gun' ...



... to 'Laser Beam' ...



The **BAD** Equilibrium

Survey Findings

Government procurement and tax collection are perceived to be the major sources of corruption:

- ◆ 4 of the top 5 most corrupt agencies featured prominently in government contracting
- ◆ Approximately 20% of govt. contracts go to kickbacks/commissions
- ◆ Equivalent to P21 B in 2001 just for the national government; much larger if BOT transactions and local government are included

Legal Foundations a Mess

**Over 100 laws,
regulations,
executive orders etc.
governing
public procurement**

The *Desired* Equilibrium: An Overarching Law

Civil Works

From: 7.5 to 12 months



To: 2 to 3 months

Pre-qualification



Pre-bid Conference



Bid Analysis



Award of contract

Implementation



CSO Monitoring



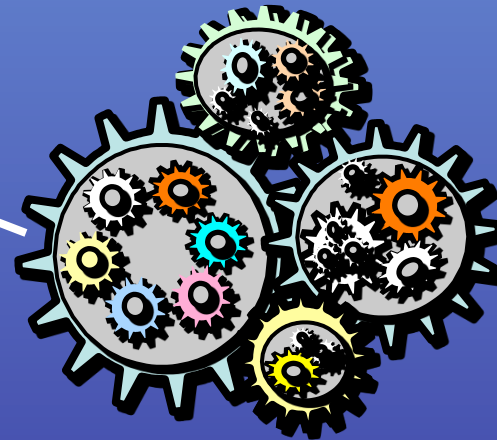
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Bad equilibrium

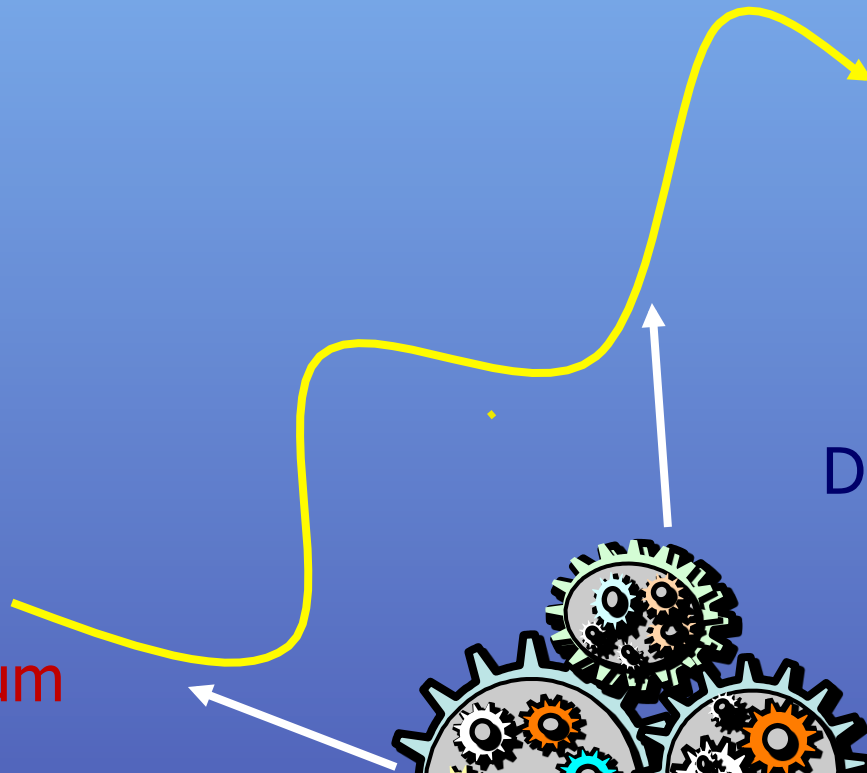


Desired equilibrium

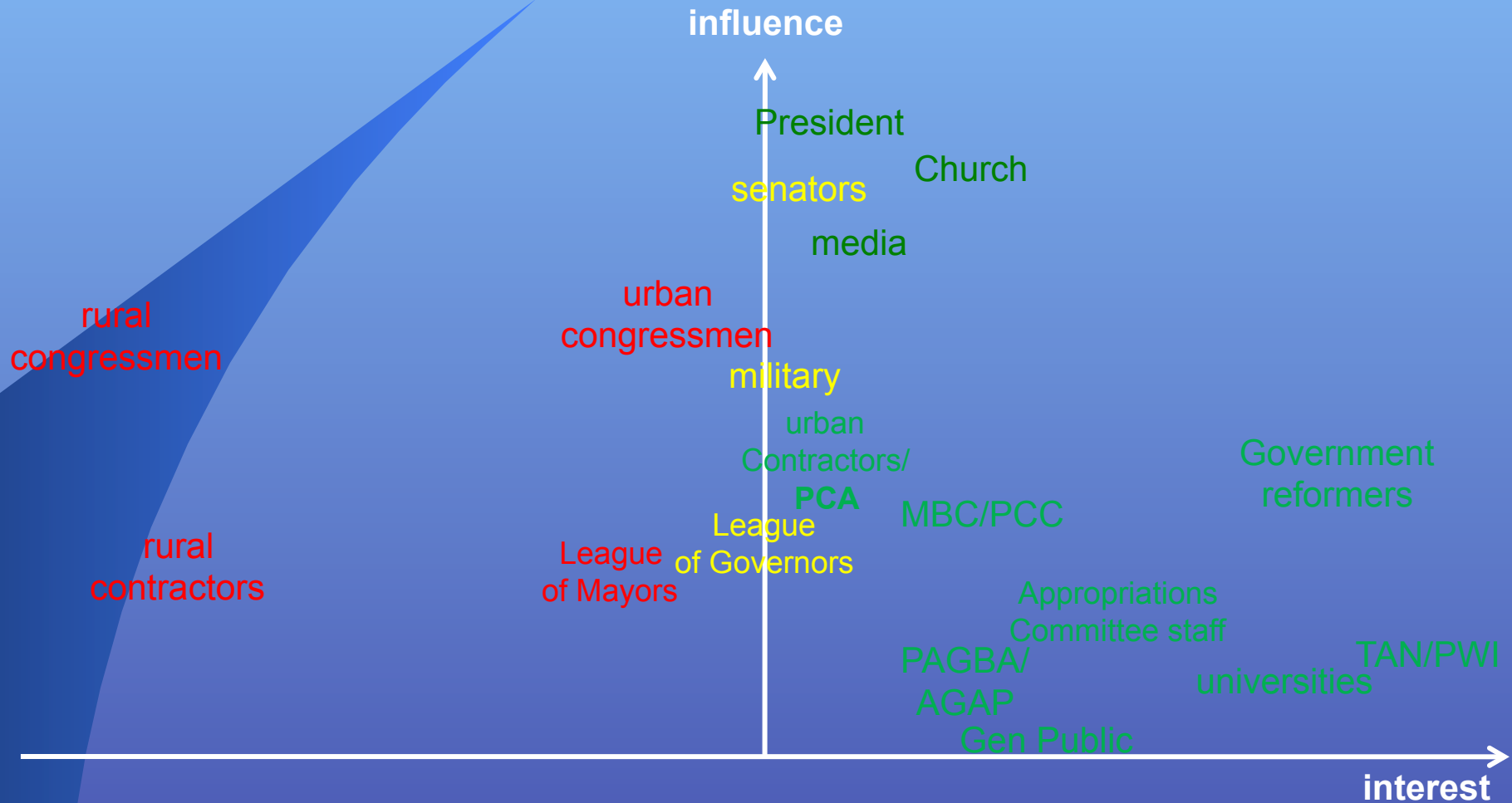


Reform coalition

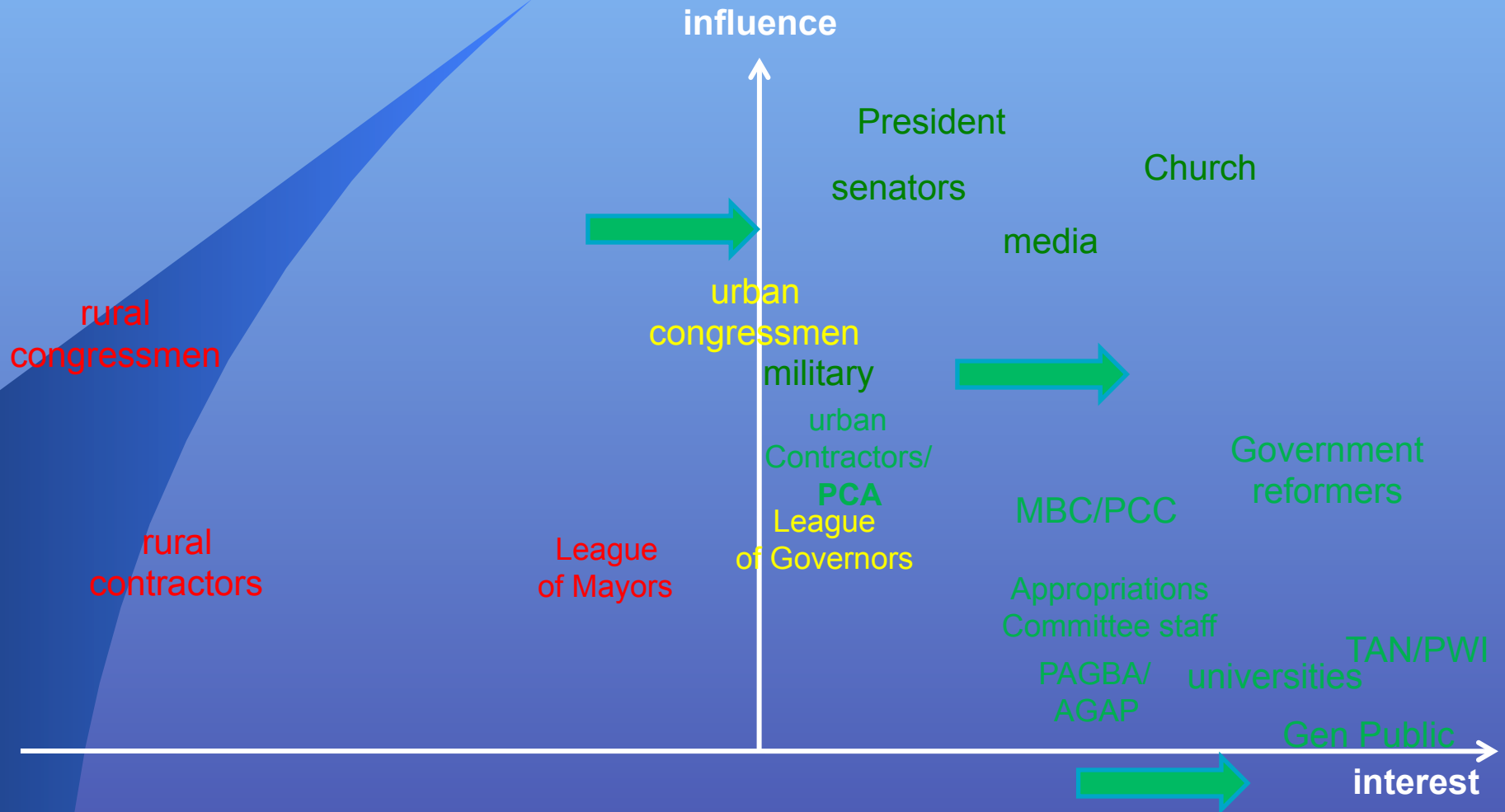
*"Well Oiled
Machine"*



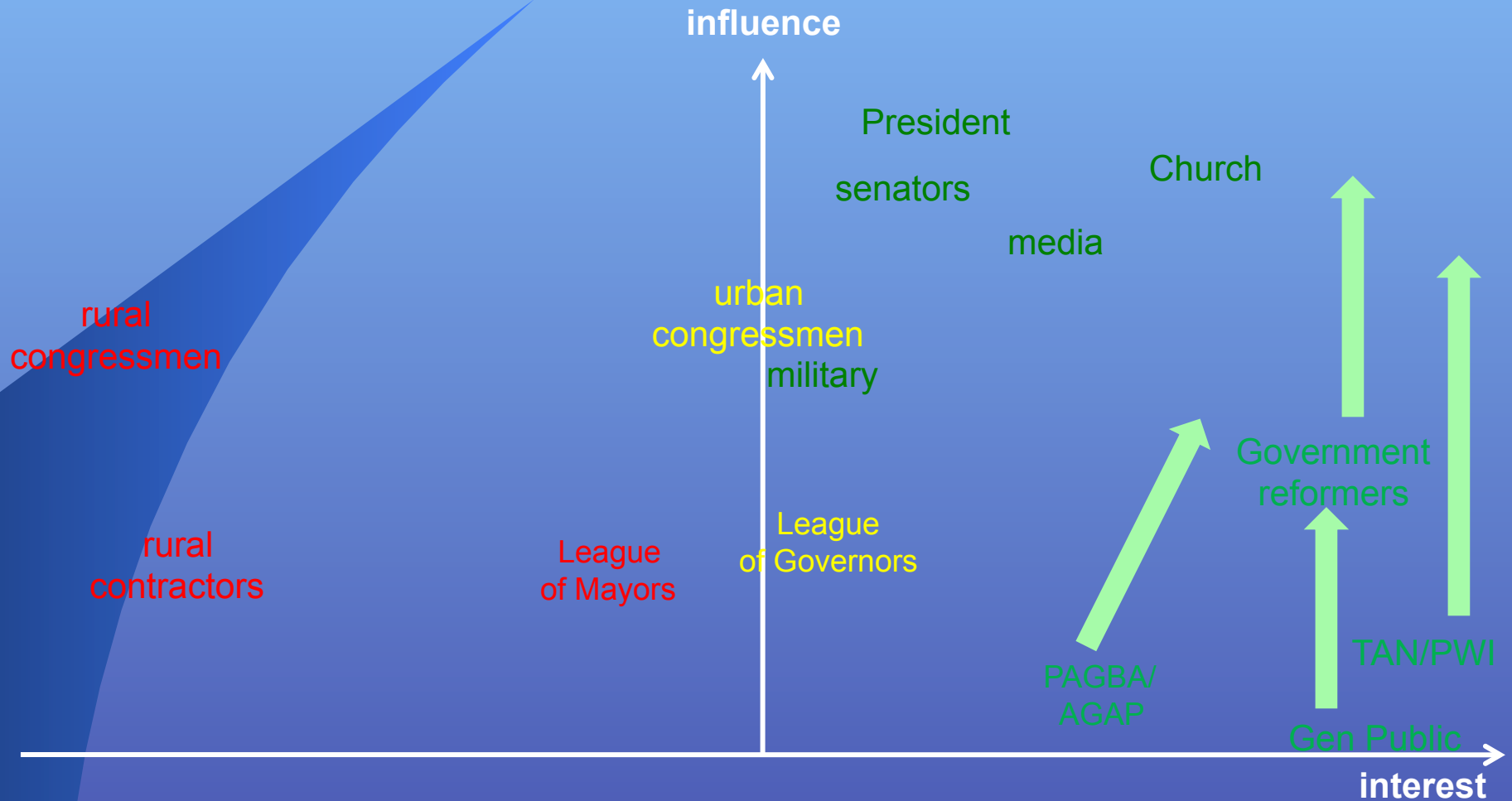
Stakeholder Mapping



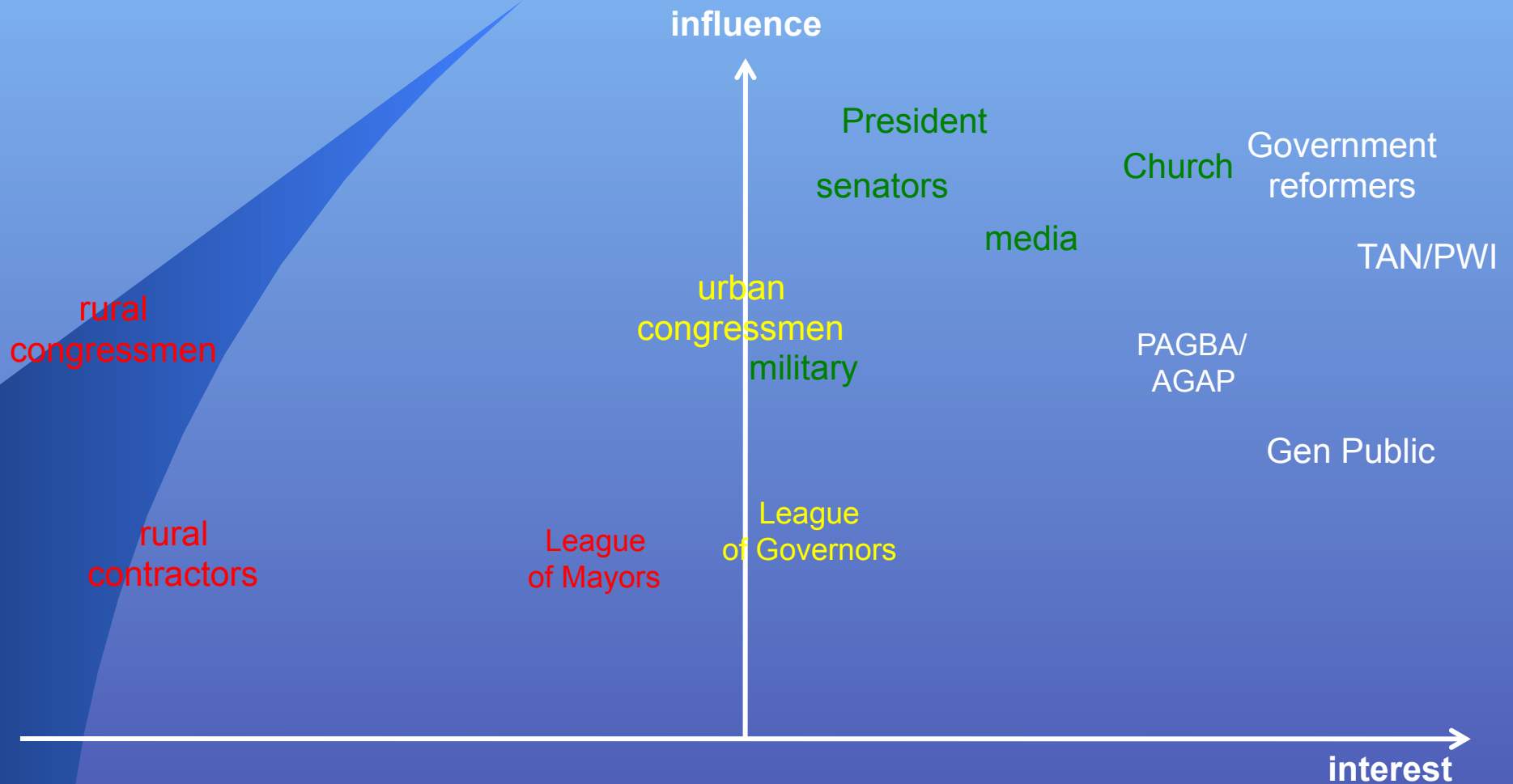
Stakeholder Mapping



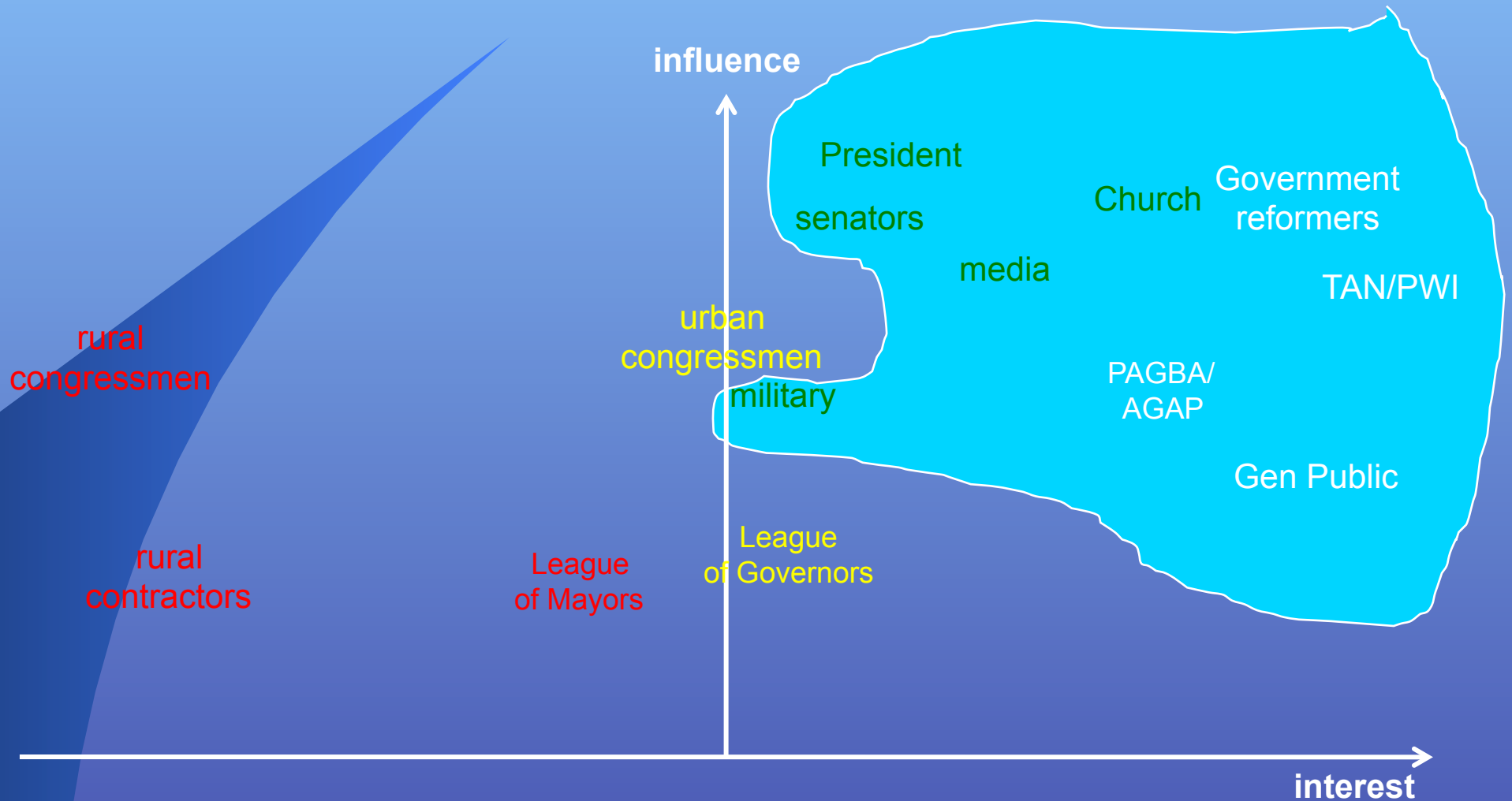
Stakeholder Mapping



Stakeholder Mapping



Stakeholder Mapping: *The Reform Coalition*



Getting from “bad” to good”?: *Creating a Reform Coalition*



- *How to* unify the Executive branch?
- *How to* mobilize civil society groups?
- *How to* link CSOs and reformers in government?
- *How to* recruit “champions” in the Legislature?

How to Unify The Executive Branch?

Government Experts

• The “Ditch”

- *Lack of a shared vision*
- *Lack of trust*
- *Free rider*

• “Shoot down” workshop

• Series of workshops

• Formation of TWG

Enhancing their influence

• Revival of dormant GPPB



How to Mobilize Civil Society?

• Diffused, disparate CSOs

- *Free Rider*
- *Asymmetric Information*

• Formation of PWI

Credibility: Government + CSOs

Credibility: Church, Media,
General Public



Mobilizing Public Support



Transparency and Accountability
Network (20+ member groups)

Walang Ku-Corrupt Movement
(Youth)

PAGBA &
AGAP
(w/in
Gov't)

CBCP
(Church)

Drew other disparate groups
into the advocacy efforts and
coordinated the activities

Local chambers of Commerce
(Private sector)

Philippine Contractors
Association
(private sector – main
stakeholder)

How to Recruit “champions” in the Legislature

Highly individualistic
Party is of no consequence



WIIFM !

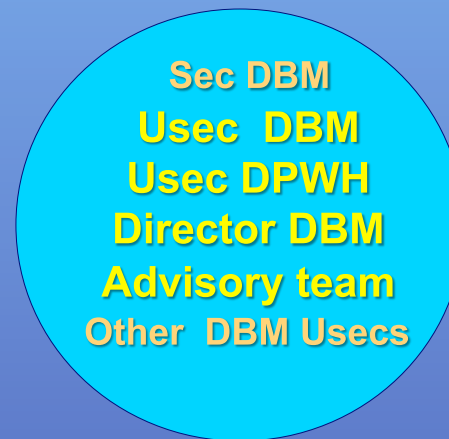
champions: “*investing
for the future*”
strategic positions



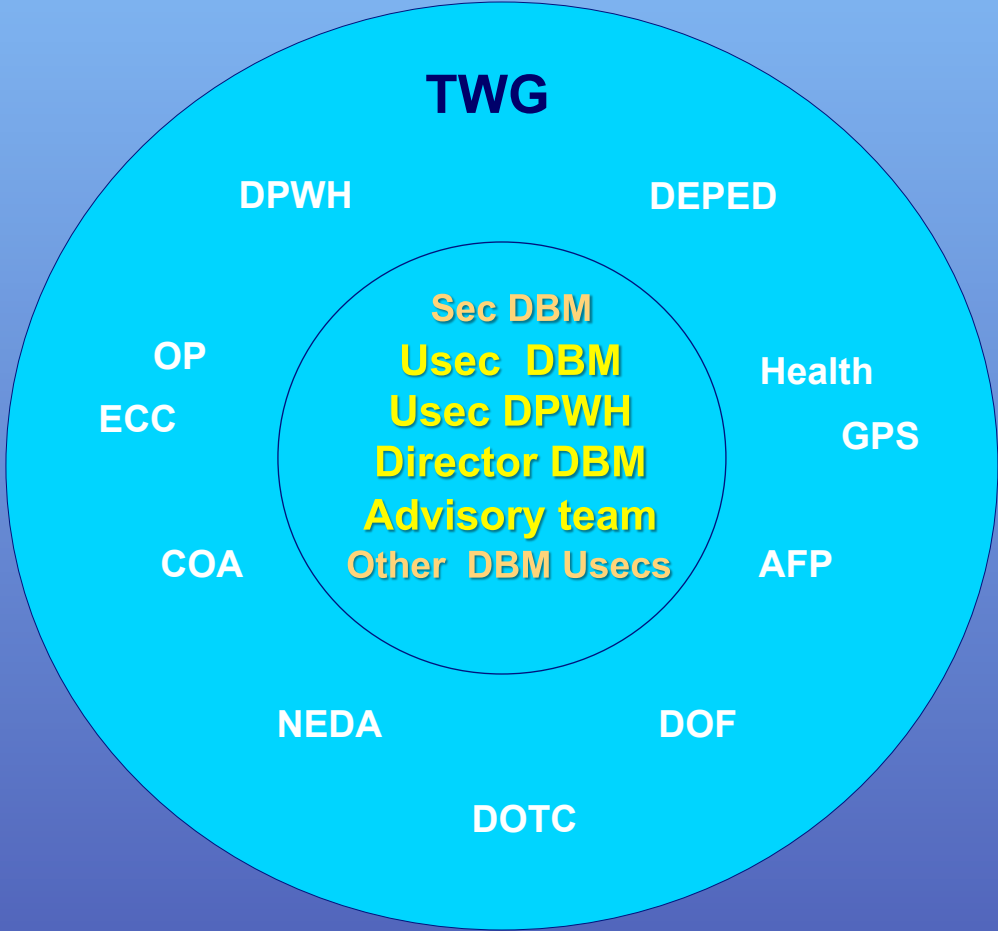
Agenda Setting/Control



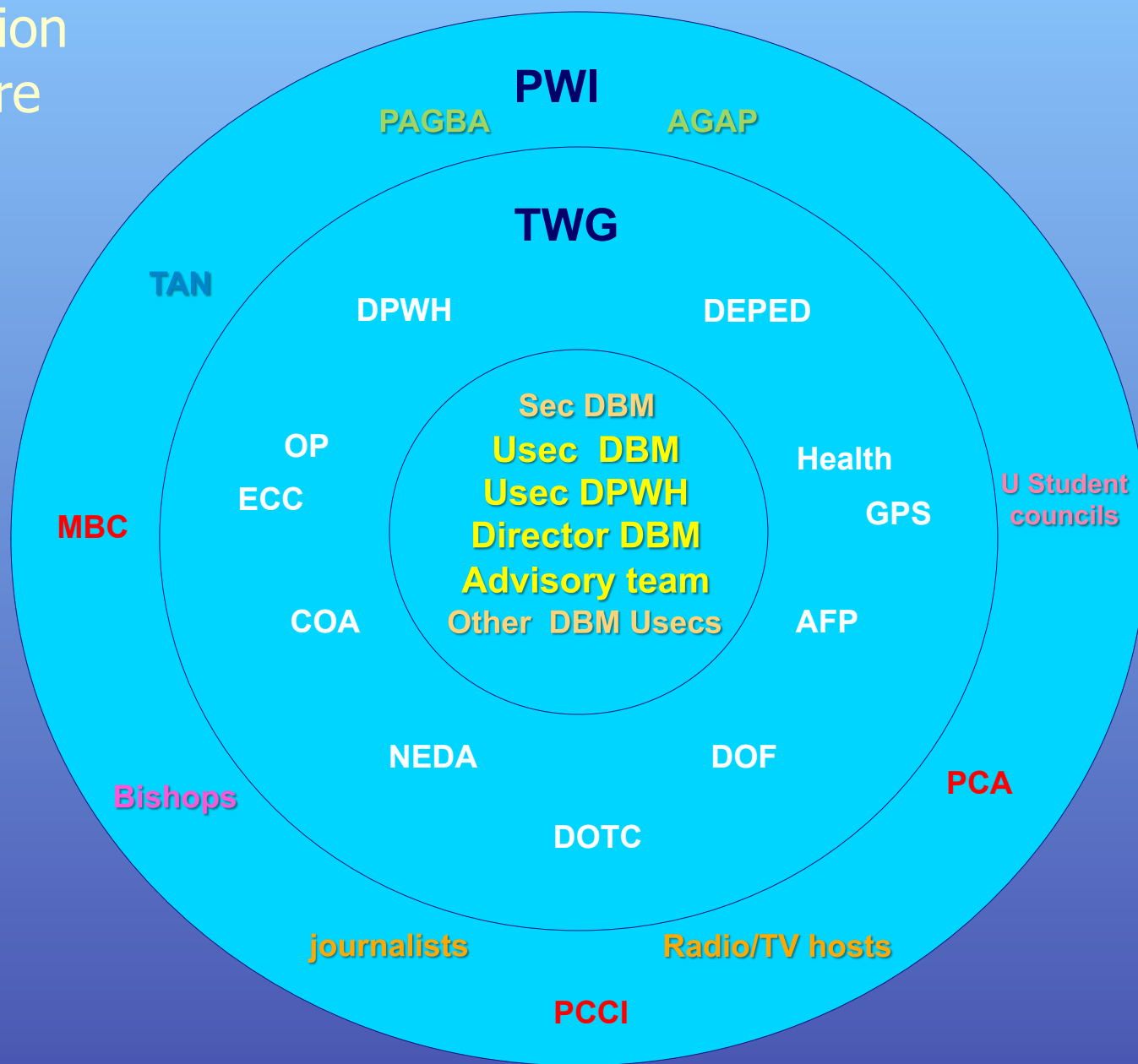
Leadership Network & Coalition Structure



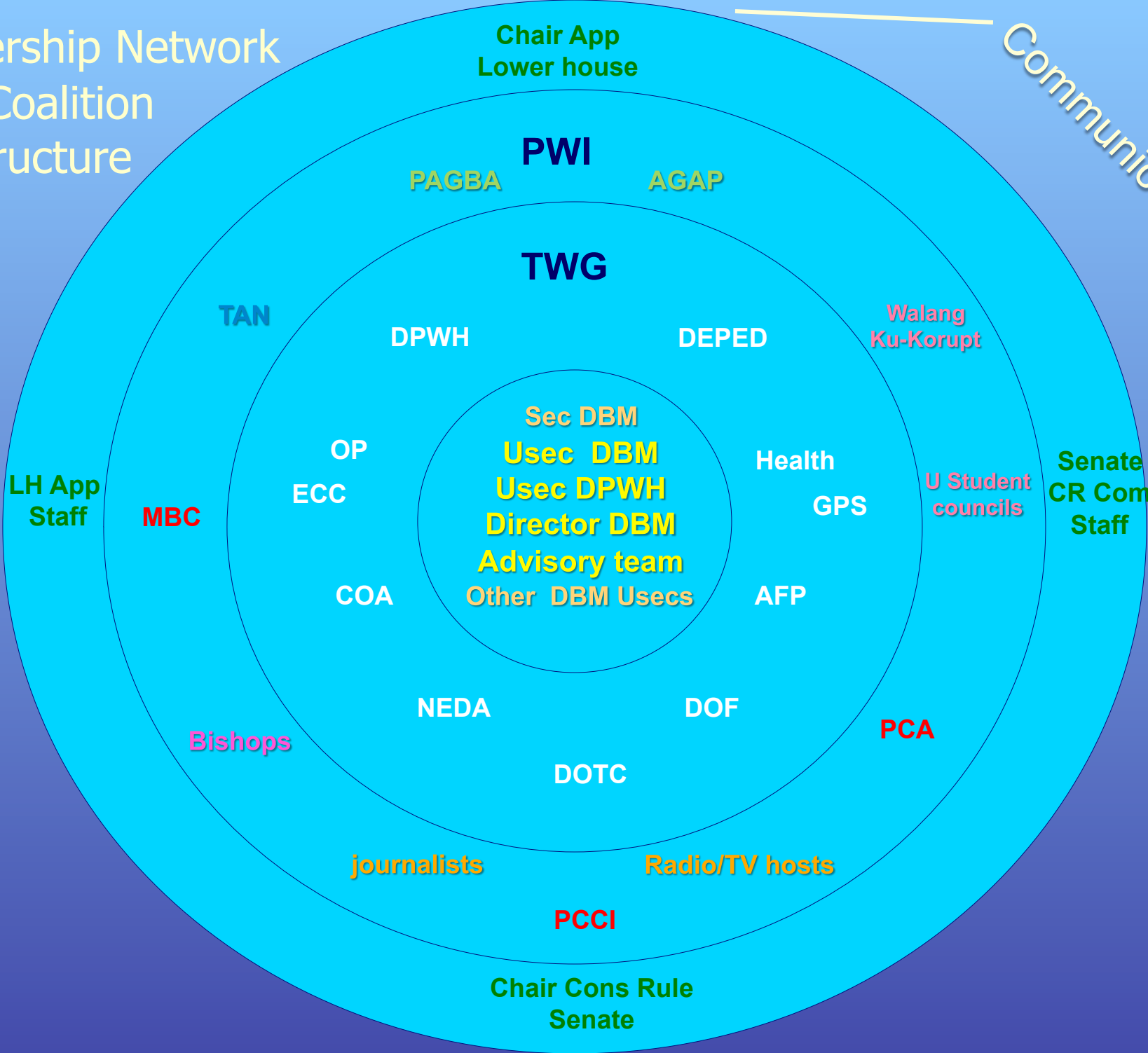
Leadership Network & Coalition Structure



Leadership Network & Coalition Structure



Leadership Network
& Coalition
Structure



Communications

Sustaining the Reform Process: *The Media Campaign*

- *Became the 'Glue' that linked reformers in government, civil society, legislators, and the general public*
- *“Public relations drive + advertising blitz + political campaign”*
- *Needed local company with special skills to carry this out ...*

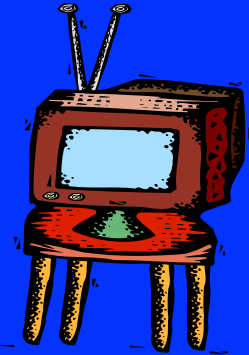
The Media Campaign: *The Communications Strategy*



**Radio: The
swath & the
dagger**



Reaching Out



**TV: Raising the
ante**



**Print Media:
Amplifying the
problem**



**Advertising: Creating
a 'brand name'**



The World Bank, the Department of Finance, and the Transparency and Accountability Network Foundation, Inc. (TAN), a civil society anti-corruption coalition, signed a **grant agreement amounting to US\$1.01 million to promote the adoption of transparent and participatory procurement mechanisms**, which can help improve the delivery of poverty reduction programs in poor municipalities in the country.

A photograph of a sunset over a beach. The sun is a bright, glowing orb in the upper right quadrant, casting a long, shimmering reflection across the water and onto the sandy beach. The sky is a deep, warm orange, and the water is dark with highlights from the sun. The beach is visible in the foreground, with gentle waves lapping at the shore. A blue decorative bar is at the top of the image.

Thanks!