

COALITIONS FOR CHANGE ADAPTIVE PROGRAMMING IN ACTION

Coalitions for Change (CfC) is a program under the Australian Department of Foreign Affairs and Trade (DFAT) and The Asia Foundation partnership in the Philippines.

Now in its second phase (2018-2022), CfC supports Philippine leaders in civil society, academe, the private sector, and government who pursue policy reforms to support inclusive economic growth, social development, governance, and peace to improve the lives of Filipinos. The program also provides training and mentoring to equip leaders with the skills and guidance needed to effectively pursue policy reforms.

CfC is designed to be an adaptive and responsive program, especially important at this point when the country needs help to recover from the COVID-19 pandemic.

In 2019, Coalitions for Change won DFAT's International Development Design Award. The award commends quality program designs and good practices amongst Australia's development programs.

WHAT IS OUR APPROACH?

At the heart of its reform work, CfC has pioneered the *Development Entrepreneurship* approach to achieve meaningful results.

WE USE ENTREPRENEURIAL PRINCIPLES IN PURSUING DEVELOPMENT REFORMS.

We have learned that by being entrepreneurial in our approach to development, we achieve better outcomes. We start with what we have, make small bets, and learn by doing along the way. We expect and take advantage of surprises and recognize the tremendous value of networks and coalitions. We continuously strive to adapt to the environment and the context. And we believe that while the future cannot be predicted, it can be influenced.

PEOPLE AND COALITIONS ARE CENTRAL TO OUR REFORM WORK.

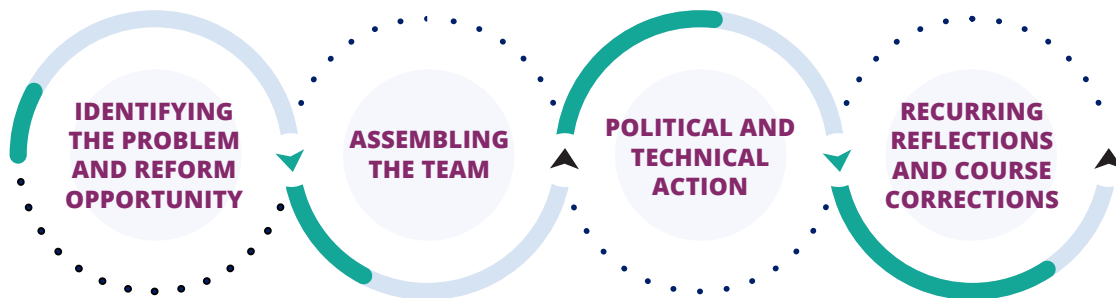
We support the development of leaders – women and men from all backgrounds – who passionately pursue reforms. We harness their collective energy to create formal coalitions and informal alliances. Local leaders are at the core of all CfC reforms. Our reform leaders are all action-oriented, self-directed, opportunistic, and agile. We believe that they are best positioned to successfully drive change.

OUR FOCUS IS ON IMPROVING PUBLIC POLICY.

CfC focuses on helping leaders shape critical policies aligned with the government's development agenda. Policies can change incentives and behaviour of social actors to improve outcomes for society. Policy reforms are measurable demonstrations of sustainable, impactful, and transformative change.

HOW DO WE ACHIEVE MEANINGFUL POLICY REFORMS?

We ensure that the policies we pursue are all about improving people's lives by:



IDENTIFYING THE PROBLEM AND REFORM OPPORTUNITY

CfC identifies development problems that hinder inclusive economic growth, stability, and good governance. Our solutions are designed to enhance public policies grounded on political realities.



ASSEMBLING THE TEAM

CfC works with local organisations and leaders that will join and eventually lead our reform teams. We do not just look for technical experts. We seek out thought-leaders, influencers, and sector leaders willing to engage the political dimension of reform.



POLITICAL AND TECHNICAL ACTION

We value action when there is an opportunity and use both technical and political methods to achieve results:

Looking for nuanced solutions through technical work. To CfC, technical analysis is critical. We identify

solutions based on evidence-based research. We draw on the experience and insights of our partners to better understand the socio-political environment. Each reform solution is nuanced according to its context.

Building Coalitions and Alliances. Even between unconventional partners and diverse sectors, we broker alliances, united with a similar passion for pursuing the reform. CfC supports the advocacy momentum of ardent local groups and provides space for constructive dialogue with public decision-makers.



RECURRING REFLECTIONS AND COURSE CORRECTIONS

CfC reform teams continuously revisit actions and course-correct, if necessary, to align strategies with any changes to the political environment. While we keep an eye on the goal, we shift our activities as necessary.

HOW WE DO ADAPTIVE PROGRAM MANAGEMENT

Adaptive and innovative programs also require flexible program management. Through years of experience, CfC has honed a number of operational approaches:

REAL TIME MONITORING AND LEARNING

CfC shares an online real-time monitoring and learning system with our program stakeholders.

MEASURING WHAT MATTERS

Our indicators seek to measure impact and sustainability. They are strategic and specific enough to paint a picture of what success looks like for our reforms.

ENSURING GENDER EQUALITY AND SOCIAL INCLUSION

Throughout the reform process, CfC ensures that gender equality and social inclusion are considered through proper safeguards. Unintended adverse impacts of reforms to vulnerable groups, including children, women, and communities, are managed.

COMMUNICATIONS

Influencing the public discourse on a particular issue is essential. CfC and its partners have published hundreds of publications and think pieces, making it a leading example of the *Thinking and Working Politically* adaptive management approach globally and locally.

ACCOUNTABLE BUSINESS PROCESSES

Even as we are adaptive, we place equal importance on upholding our accountabilities. We seek to ensure that our operational systems adhere to program management standards.

HOW HAVE WE IMPROVED THE LIVES OF FILIPINO WOMEN AND MEN SINCE 2018?

CfC's support for Philippine leaders and organizations to introduce transformative policy reforms has helped achieve positive outcomes for many Filipinos. Among those are:

BETTER HEALTH SERVICES FOR ALL: SIN TAXES FOR THE UNIVERSAL HEALTHCARE LAW

CfC helped increase public funds for health care programs by refining the implementing rules on tax increases for alcohol, heated tobacco, and vapor products. A total of Php 101.81 billion (AUD 5.1 billion) Sin Tax revenues in 2019 were earmarked for the Universal Healthcare Law so that Filipinos have better health coverage, including primary and preventive care services.

IMPROVED INTERNET ACCESS: FREE PUBLIC WI-FI

CfC worked to increase internet access points all over the country by introducing a policy utilizing satellite technology for the government's free internet program. The policy also strengthened safeguards on internet safety, especially for children. Hotspots in the country increased from 807 in 2017 to 7,556 in 2020. Previously unserved and underserved communities can now access free public wi-fi for employment, education, and communications. In Misamis Oriental, improved internet service helped students continue their schooling through online classes amidst the COVID-19 pandemic. During a category five super typhoon in October 2020, a remote hospital in Iloilo Province was able to seek medical assistance from other hospitals in the city and save lives through telemedicine, made possible by the internet program.

BOOSTING THE TOURISM INDUSTRY: INSTITUTIONALIZED LEVERAGING OF INFRASTRUCTURE PROGRAMS FOR AIRPORT DEVELOPMENT (ILIPAD)

CfC helped broker the collaboration between the Department of Transportation and the Department of Tourism to align airport investments with tourism promotion strategies. The partnership led to the allocation of Php 2.2 billion (AUD 62 million) in the 2021 national budget to develop and upgrade nine priority airports in tourism development areas. As with all



infrastructure programs, airport developments improve tourism and trade prospects which, in turn, creates employment opportunities for local communities.

SECURED LAND TITLES FOR THE RURAL POOR: AGRICULTURAL FREE PATENT ACT AMENDMENT

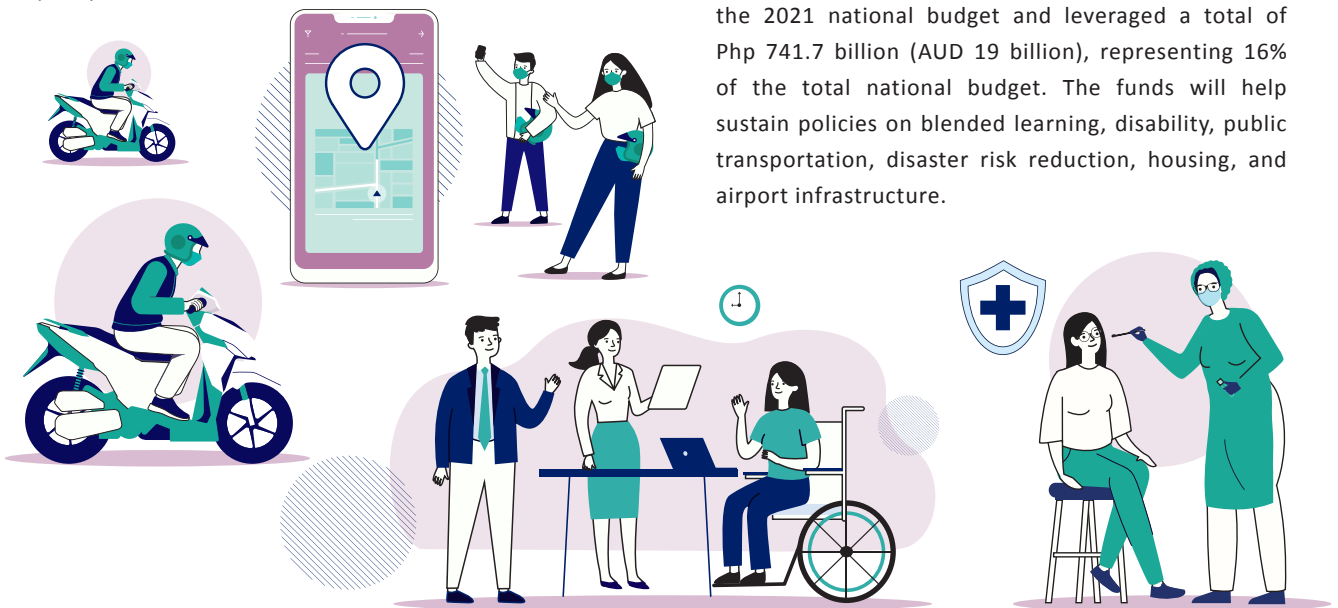
Unlocking the potential of land has always been a constraint to the growth of local economies. CfC partners worked with the government to streamline procedures for awarding agricultural free patent titles. As a result, around 2.5 million parcels of land have been titled to small farmers—giving them sufficient tenure security to engage in profitable agricultural activities.

MORE TRANSPORT OPTIONS IN CITIES: LEGALIZING MOTORCYCLE TAXIS

The rapid pace of urbanization has posed public transport challenges for the country's more metropolitan cities. CFC supported the government to adopt alternative transport policies by allowing public access to motorcycle taxis. During the COVID-19 pandemic, the introduced policy helped legalize motorcycle taxis and provided essential transport services to the public. The policy also fostered competition and introduced new players, such as JoyRide and Move It, in the market. By 2020, more than 55,000 motorcycle taxis were able to operate. Commuters in Metro Manila, Metro Cebu, and Cagayan de Oro now have faster, cheaper, and regulated public transport options.

ENHANCING THE ROLE AND CAPABILITIES OF WOMEN LEADERS IN POLICY DIALOGUE

Since 2018, CFC has been enhancing the *Development Entrepreneurship* skills and capabilities of women leaders so they can better engage in policy reforms and potentially increase their voice and leadership in the policy arena.



EQUAL ACCESS TO EMPLOYMENT OPPORTUNITIES

Persons with disabilities have limited access to employment opportunities because they are not included in human resource planning. CFC advocates and partners have supported the Department of Education (DepEd) in introducing policies that will enable them to incorporate practical equal employment opportunity standards in their Human Resource processes – from recruitment, selection, and placement to employee welfare – so that more persons with disabilities could access and retain jobs in the education sector. With this policy, DepEd makes it possible for some 9,000 persons with disabilities to be employed.

ENSURING CITIZENS' WELFARE IN GOVERNMENT BUDGETING

CfC coalition partners advocated for increased financial resources for critical areas affected by the COVID-19 pandemic. In 2020, a total of Php 16.9 billion (AUD 475 million) was allocated for public transportation, education, and testing to support Filipinos adapting to the new normal.

CfC and its partners helped introduce provisions in the 2021 national budget and leveraged a total of Php 741.7 billion (AUD 19 billion), representing 16% of the total national budget. The funds will help sustain policies on blended learning, disability, public transportation, disaster risk reduction, housing, and airport infrastructure.

FOR MORE INFORMATION

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INTERESTED IN CFC'S DEVELOPMENT ENTREPRENEURSHIP APPROACH?

Head on over to www.developmententrepreneurship.org for announcements on free online workshops and courses.



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