

VII

Cross-sector Performance Indicators and Monitoring Mechanisms for Enhancing Energy Access and Security

I. OVERVIEW

The 2008 Philippine Energy Summit was designed with a built-in module on performance monitoring as one of the measures by which to guarantee follow-through of action plans that would be proposed by stakeholders from various sectors.

This section of the Summit Report proposes an indicative Program to Deploy Cross-Sector Performance Indicators and Monitoring Mechanisms in Enhancing Energy Access and Security for the immediate, short-term, medium-term, and long-term time horizons. The proposed program is the result of the consolidation of information, ideas, and insights generated from several sources. The sources were assembled from a broad spectrum of stakeholders and sectors attentive to energy issues by the 2008 Energy Summit and consisted of the following:

- 1) Resource speakers in plenary sessions
- 2) Resource speakers in workshops, and
- 3) Multi-stakeholder problem-oriented workshops

The rich material generated was integrated and rationalized by officers of the DOE in consultation with key representatives of government agencies, private enterprises, the academe, and civil society organizations.

Cross-Cutting Program. This proposed Program on Performance Indicators benefited from the resource persons, discussions, and workshop reports from ten

Summit workshops—including one focused specifically on performance monitoring. It is meant to encompass the performance monitoring needs of the Summit's five core program areas, as well as that of the other cross-cutting program on social mobilization interventions.

To recap the earlier segments of this Summit Report, the five (5) substantive core program areas are:

- Program Area 1: Power Cost Management
- Program Area 2: Conventional Energy
- Program Area 3: Renewable Energy
- Program Area 4: Energy Efficiency
- Program Area 5: Oil Price Management

In line with the overall strategic Vision and Goal articulated in the previous section of this Report, the proposed Program on Performance Indicators would be geared toward fulfilling the following objectives:

- 1) To design indicators and targets for monitoring and evaluating cross-sector performance in securing and enhancing access to energy
- 2) To design and install a mechanism for monitoring and evaluating cross-sector performance in securing and enhancing access to energy

It should be clear that the purpose of the indicator system is to ensure accountability for the achievement of results.

2. VIEWS EXPRESSED

2.1. Summit Day I

During the Plenary Panel Discussion on “Ensuring follow-through of Summit Action Plans”, **Dr. Antonio G.M. La Viña, Dean of the School of Government of Ateneo de Manila University** talked about “Institutionalizing a Mechanism for Monitoring and Evaluation of Proposed Interventions”. Dr. La Viña focused his discussion on three important points:

- 1) Problems related to accountability
- 2) Principles to guide design of processes and activities
- 3) Monitoring and other accountability processes

He noted that, summit outcomes are usually dependent on whether the program of action that delegates agree upon involves interventions that are specific, measurable, achievable, realistic, and time-bound (SMART). Crucial to the success of identified programs of action is the establishment of accountability mechanisms that would pinpoint the responsibilities and test the commitments of all stakeholders—precluding a lapse into the so-called “culture of blame” that has hobbled cross-sector programs in the past. He cited the importance of harmonizing efforts by engaging key development partners, local governments, advocacy organizations, the media, and even the critics. He also suggested forging partnerships with all those who have economic interests, as well as the target beneficiaries of the programs.

Another problem of monitoring programs and projects has to do with parameters and process. It is important to identify the right programs, particularly what to monitor and how to track them. Major players need to be concerned with measuring compliance, the extent of the efficiency, the results and the outcomes of the programs and projects being implemented in terms of benefits to the people and environmental changes, improved service delivery, among others. In addition, efforts have to be institutionalized in some way by setting legally-binding targets or by setting up self-enforcing mechanisms that would not need additional follow-through to enforce.

Moreover, Dr La Viña mentioned that, commitments should be institutionalized; this entails requiring the whole bureaucracy to commit to it rather than only

individuals. This may be done by drawing up partnership agreements with all stakeholders. He emphasized some design principles in coming up with accountability mechanisms. These are:

- 1) Decisions have to be smart
- 2) Be inclusive but with clear rules of accountability for everyone
- 3) Use milestones to monitor activities and policy changes
- 4) Use indicators to monitor level of effort and outcomes

2.2. During the Summit Workshop

As lead discussant in the workshop on “Setting Success Indicators and Mechanics for Monitoring Cross-Sectoral Interventions”, **Dr. Segundo E. Romero, Faculty Member of the Development Academy of the Philippines, School of Public and Development Management** provided a brief overview and some guidelines on coming up with success indicators for monitoring cross-sectoral interventions. In his presentation, Dr Romero:

- 1) demonstrated the ten perspectives on coming up with success indicators and monitoring mechanisms for cross-sectoral interventions which are:
 - Cross-sector at 7th level
 - Indicators are control tools
 - Build-in, don't bolt on
 - Measurement tradition
 - Transparency and accountability
 - Both objective and perceptual
 - Both substance and process
 - Balanced Scorecard
 - Broad Toolbox
 - Target down to the individual
- 2) illustrated the types of performance indicators (input, through-put, output, outcome, impact) using sample matrices with police training as an illustrative example;
- 3) proposed some guidelines on doing the workshop activities by explaining the use of initiative definition forms, monitoring mechanisms structures/bodies (e.g. NACPA) and monitoring tools (e.g. logical frameworks or logframes).

Function	Input Measures	Output Measures	Efficiency Measures	Effectiveness Measures	Productivity Measures	Explanatory Information
Reduction of air pollution	The amount of labor hours of the Department of Energy, the budget of the Department, number of staff assigned to promotion of alternative fuels	Number of bio-fuel vehicles, volume of bio-fuel produced, volume of bio-fuel used	Employee hours per number of bio-fuel vehicles on the road; Pesos spent for additional vehicle converted to bio-fuel use	Percentage of bio-fuel vehicles of total; citizen satisfaction survey	Cost of reduction of air pollution (total cost of all anti-pollution action divided by total Volume of reduced air pollution)	Type of vehicles converting to bio-fuels, socio-demographic profile of owners and drivers

He provided a model of types of performance measurement indicators. (See table above)

Four panelists gave their reactions on the presentation of Dr. Romero as well, shared their empirical and theoretical take on the theme of the workshop.

Assistant Secretary Ferdinand B. Cui, Jr. of the **Presidential Management Staff (PMS)** affirmed that, the main reason for monitoring the implementation and the results of the proposed interventions is to determine accountability and to measure results, output, outcomes and impact of the proposed programs and projects. According to him, there should be a good conceptual framework on what indicators can be set by various sectors and stakeholders.

Moreover, he emphasized the main points of a project monitoring system:

- 1) The objective is to complete the project in a timely, achievable, cost-effective and transparent manner;
- 2) Indicators to be set should be anchored on this objective;
- 3) Focus should be on doables; and
- 4) A logframe should be established

Undersecretary Austere A. Panadero of the **Department of Interior and Local Government (DILG)** pointed out, the urgency to develop a clear plan of action to achieve energy efficiency and sufficiency and the need for a categorical commitment from the energy community to work hand-in-hand towards the success of the consolidated action plans. He proposed to constitute a focal institution that would monitor the performance of various stakeholders. He added that, identified indicators should be seen and felt so that they influence or cause a behavioral change in the public. Moreover, there should be purposive disclosure, and mechanisms should be instituted to ensure that information needed reaches everyone.

Professor Helen S. Valderrama, Associate Professor of the **College of Business Administration** and **former Chairperson** of the **Department of Accounting and Finance** at the **University of the Philippines** stressed that, action plans proposed during the summit must be followed through and must have continuing top-level support in order to be properly implemented. She suggested that, an accountable agency be assigned to monitor the action plans. She said that, there is no lack of brilliant proposals but they need to be assigned to a government agency or non-government organization for monitoring. She insisted that, the objectives of a monitoring

Who Monitors	How they Monitor	What are Monitored	Impact
Office of the President	Pro Performance System issued as an EO in June 2007	Infrastructure Special Projects	Short-Term
NEDA Regional Development Councils on NLAs	Weekly Cabinet meetings	Public Services (social, health, etc.) on Minimum Basic Needs	Long-Term
GOCCs SUCs	Congressional Budget Approvals Board of Directors Meetings	Perceived Performance of Agency staff Yearly budget (no indicators)	Short-Term
LGU Mayors and elected officials	Field Visits	Perceived Performance (no indicators and not measurable)	Short-Term
Congress	Budget Process	Perceived performance of the Executive Branch (no indicators)	Short-Term

mechanism should be objective, specific, measurable, and clear to everyone. Whenever there is a mechanism installed, the objective must be transparent on the originally intended plan. She emphasized that, resources must be provided for the monitoring efforts. A scorecard as the evaluation mechanism that will report on the progress of the action plan/s is also needed. Lastly, there should be commensurate incentives for the achievement of program objectives in order to sustain the efforts of the sectors, groups, institutions and individuals involved with the proposed interventions.

Bai Jasmin Sinsuat of the National Bio-Fuels Board (NBB) presented the monitoring practices in government, as to who (accountable agency or unit) monitors, how they monitored, what are monitored, and what is the impact in terms of time duration. She emphasized that, using the government monitoring mechanism, the recommended success indicators are quality and the quantity of infrastructure that contribute to creating a good business environment.

She identified the gaps and challenges as:

- 1) Monitoring system is perceived to be exclusive to GOCC Board Members, Cabinet Secretaries and Regional Directors in the Executive Branch

- 2) Beneficiaries (people) have little participation in the performance monitoring of government programs
- 3) Impact of monitoring is generally of short duration
- 4) Monitoring framework of OP does not provide for measurable, specific contributions and accountability.
- 5) There are no Terms of Reference for GOCC executives, cabinet, legislators, local chief executives—measurable output should be stated and provided.

She also recommended mechanisms in monitoring cross-sectoral interventions like:

- 1) Community-based Monitoring System undertaken at the household level. Indicators should be defined and indicated by the community beneficiaries themselves. There is an existing system that the energy sector can ride on.

- 2) M&E Systems may include third-party auditing and technical experts
- 3) A panel of Independent Eminent Persons can participate and play a major role in agency M&E Systems (e.g. NEDA). Benchmarks may be established for a regular management cycle of action-reflection-action to deconstruct past inadequacies and construct more appropriate mechanisms for future actions and decisions.

Dr. Alex B. Brilliantes, Jr., Dean and Professor of the National College of Public Administration and Governance (NCPAG) at the University of the Philippines focused on the concept of good governance and how these good governance ideas would be translated into policies and programs.

Dr. Brilliantes enumerated capacity for good governance indicators.

Capacity Good Governance Indicators

- | | |
|----------------------------|---|
| 1) Institutional Capacity | Accountability
Transparency
Adaptability
Judicial Independence |
| 2) Technical Capacity | Perspective planning and projecting future investment needs
Management services and infrastructure
Financial management and accounting practice |
| 3) Administrative Capacity | Grievance re-dressal system
Personnel policy
Flexible and decentralized decision-making
Performance evaluation |

Moreover, he cited specific authors and works in the literature that presented major indicators and elements of good governance that may be considered in developing governance performance criteria. He made particular mention of Manasan, Gonzales and Gaffud who developed their own criteria for good governance which are the following:

- 1) Accountability and participation
- 2) Transparency and information
- 3) Predictability, presence of legal framework
- 4) Efficiency of public sector
- 5) Social development
- 6) Sound economic management
- 7) Catalytic and community-owned government
- 8) Competitive, enterprising, anticipatory, results-oriented government
- 9) Decentralized decision-making and fiscal responsibility

He also emphasized on the indicators on good governance set by **Choong Tet Sieu**.

- 1) **Rule of law.** Legal frameworks are both fair and fairly enforced
- 2) **Transparency.** A free flow of information so that members of the public can understand and monitor the institutions and processes affecting their lives
- 3) **Responsiveness.** Serving the interest of all stakeholders
- 4) **Consensus.** Mediating different aspiration to reach broad agreement in the best interest of the community
- 5) **Equity.** Opportunity for all men and women to improve their well-being
- 6) **Effectiveness and efficiency.** Meeting needs through the best use of resources
- 7) **Accountability.** Decision-makers (in government, private sector and citizen groups) must answer to the public as well as to their own organizations
- 8) **Strategic vision.** A long term perspective on what is needed for society to grow.

He noted the CREAM test by Shiavo-Campo and Tommasi (1999) that good performance indicators must be:

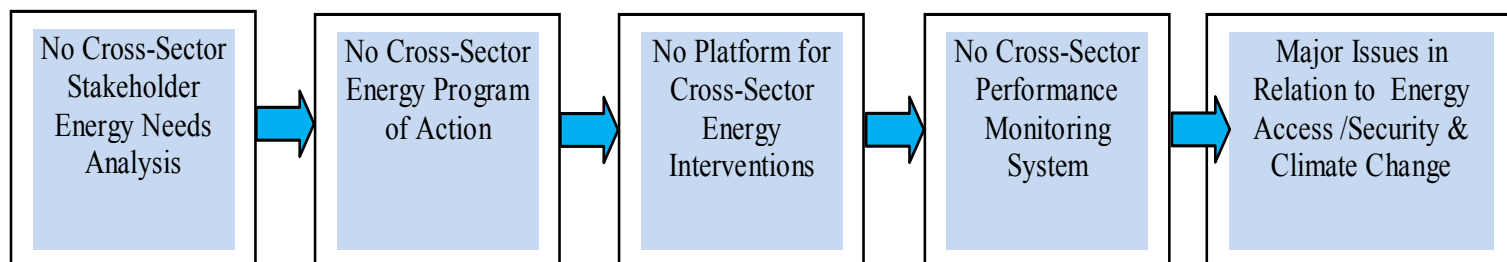
- C**lear – precise and unambiguous (not necessarily quantitative)
- R**elevant – appropriate to the objective at hand
- E**conomic – the data required should be available at a reasonable cost
- A**dequate – by itself or in combination with others, the measure must provide a sufficient basis for the assessment of performance
- M**onitorable – in addition to clarity and availability of information, the indicator must be amenable to independent scrutiny

From all these works, Dr. Brillinates deduced that, the following may be considered among the major indicators of effective governance at the local level:

- 1) Transparency
- 2) Participatory
- 3) Accountability
- 4) Leadership
- 5) General organization and management
- 6) Intergovernmental relations
- 7) Rule of law
- 8) Continuity in the implementation of programs, predictability and sustainability
- 9) Preference for the poor
- 10) Effective, responsive provision of basic services

3. CHALLENGES AND RESPONSES

This proposed program responds to the following inter-linked problems:



Problems, gaps, issues, and concerns relating to energy performance monitoring—as well as Initiatives to address these—were identified and prioritized by energy stakeholders in Workshop 10 of the Summit as well as in the other workshops.

When consolidated, these problems, gaps, issues, and concerns, together with the proposed initiatives, suggest eight result areas that the Program could target. This is illustrated in the following table:

Performance Monitoring Problem/Gap/Issue/Concern	Proposed Initiative	Proposed Program Response/ Output
<ul style="list-style-type: none"> • “No transparency and accountability” • Need for “participatory process documentation of key cross-sectoral interventions/structures” • “Indigenous peoples are caught between the crossfire of bi partisan politics; social programs are left out” 	<ul style="list-style-type: none"> • “Intensive and comprehensive planning about and commitment to the monitoring system -- who will be accountable? What is the objective? What are the roles of its stakeholders?” • “Bring idea to cooperatives, give them role in promoting Renewable Energy” 	<p>1) Cross-Sector Covenant to Deploy a Performance Monitoring System</p>
<ul style="list-style-type: none"> • “Mobilization of indigenous communities” • “Objectives crucial to implementation success” • “Need to harmonize all existing monitoring systems for the energy sector” • “Need for stakeholders to level off on the objectives for monitoring; clarity of objectives crucial to implementation success” 	<ul style="list-style-type: none"> • “Develop National Strategy for System Loss Reduction from Generation, Transmission and Distribution Sectors” • “Develop a Lamp Waste Management Policy” • “Policy Study on the Calibrated Phase out of inefficient Technologies (initially incandescent bulbs)” 	<p>2) Cross-Sector Performance Monitoring Plan</p>

Performance Monitoring Problem/Gap/Issue/Concern	Proposed Initiative	Proposed Program Response/ Output
<ul style="list-style-type: none"> • <i>“Need to put together a multi sectoral plan”</i> • <i>“Need to relate accomplishments with plans and target”</i> • <i>“Weak coordination among agencies”</i> 	<ul style="list-style-type: none"> • “Reforms to improve processes and time for DOE processing of permits” • “Ensure sustained stakeholders support thru a combination of incentives and an effective communication plan” • “Support implementation of AO 183” • “Public Transport Reform – Mass Transit” 	
<ul style="list-style-type: none"> • <i>“No uniform standards/definition on data or indicators”</i> 	<ul style="list-style-type: none"> • “Establish uniform standards” • “Develop energy efficiency guidelines for residential, buildings” 	<p>3. <i>Cross-Sector Performance Indicators and Standards</i></p>

4. CONCLUSIONS AND RECOMMENDED ACTIONS

IDEAL INDICATORS AND MONITORING SCHEMES

The eight (8) areas of program intervention have been initially fleshed out in terms of corresponding statements of objective, as follows:

Objective 1: To obtain a solid commitment from the various sectors of the Energy Community towards deploying a performance monitoring system.

The 2008 Energy Summit must be followed up by a process of obtaining a solid commitment from the various sectors (functional and geographic) of the Philippine Energy Community. The mechanism for this commitment generation is a Cross-Sector Covenant to submit all sectors to a Performance Monitoring System. The covenant may go beyond a mere declaration of intention to include a Code of Institutional and Personal Conduct on Energy Practice that the representatives sign. For representation purposes, wide ownership, and overall validity, the code should be signed and subscribed to with the following specifications:

- a) Wide Stakeholder Mix and Balance: Government, Private Sector, and Civil Society
- b) Wide Geographic Mix and Balance: Metro Manila, Rest of Luzon, Visayas, and Mindanao

The code, can be followed up later with more legal instruments, such as Executive Orders.

Objective 2: Cross-Sector Performance Monitoring Plan

The cross-sector plan must be a logically phased plan, taking into account the urgency and importance of requisite tasks. The projects and components must be properly phased to generate momentum while ensuring sustainability. An illustrative phasing model could comprise:

- a) Formulation, Mobilization, and Quick Wins Plan (Immediate Phase)
- b) Systems Design, Installation, and Urgent Action Plan (Short-Term Phase)

- c) Capacity Development and Expansion Plan (Medium-Term Phase)
- d) Consolidation and Sustainability Plan (Long-Term Phase)

Objective 3: Cross-Sector Performance Indicators and Standards

A definitive set of performance indicators should be commissioned to a cross-sector group. There should be wide consultations to arrive at a valid and rigorous set of indicators. The indicators must be classified by dimension, ideally keyed to the core programs of the Energy Plan of Action. Each dimension can be further elaborated by a number of sub-dimensions and indicators. The Cross-Sector Performance Indicators and Standards can start with a simple set that is easy to understand and use. There should be no premature effort to develop a sophisticated, unwieldy system. The following are the possible dimensions:

- a) Power Cost, Access, and Security Indicators
- b) Conventional Energy Access and Security Indicators
- c) Renewable Energy Access and Security Indicators
- d) Energy Efficiency Indicators
- e) Oil Price and Management
- f) Social Mobilization

Objective 4: Cross-Sector Performance Monitoring System and Implementing Mechanism

The heart of the performance monitoring effort is the Performance Monitoring System and Implementing Mechanism. The system consists of processes and procedures for designing, implementing, and evaluating monitoring activities. It is the system for securing monitoring inputs and converting them into monitoring outputs. This component consists of the output module, the Energy Performance Scoreboard, the process module—Manual of Operations, and the implementing structure—the Cross-Sector Energy Performance Council and its Technical Secretariat.

- a) Cross-Sector Energy Performance Council and Technical Secretariat
- b) Manual of Operations
- c) Energy Performance Scoreboard

Objective 5: Cross-Sector Performance Baseline and Updates

The Program’s primary objective is to generate a Cross-Sector Performance Baseline and periodic updates, using the strategic assessment and performance indicators approach to generate a coherent and comprehensive baseline data on energy access and security, as outlined above. These endeavors involve collecting, systematizing, and integrating existing energy-oriented data generating and monitoring systems across government, private sector, and civil society. It also integrates the data produced from various sources and modes of data collection. The distinct components of this sub-program may include the following:

- a) Create an Energy Statistical System
- b) Undertake initial Energy Stakeholder and User Report Card Surveys

Objective 6: Cross-Sector Performance Database

The baseline should be enhanced through the generation of both qualitative and quantitative data that represent an “institutional memory” of the energy situation, resources, trends, patterns, practices, stakeholders, and other elements. A “balanced scorecard”-inspired set of categories (below) may indicate one major classification scheme of the database.

- a) Stakeholder Interests and Interface Data
- b) Financial Resources Data
- c) Processes and Mechanisms Data
- d) Capacities Development Data

Objective 7: Cross-Sector Energy Performance Awards and Incentives

The performance monitoring system will not work nor be sustainable without incentives and sanctions. The purpose of monitoring is to determine deviations from planned and agreed upon action by stakeholders. These deviations need to be controlled through the application of incentives and sanctions. As such, indicators are “thermostats” rather than just “thermometers.” They should have a controlling, rather than merely a descriptive, function. The attachment of incentives and penalties to desirable and undesirable behavior or practice provides indicators with control qualities. These awards and incentives should be accessible to all, i.e. organizations, individuals, LGUs down to barangay level. For purposes of creating a system of incentives and rewards, the initial categories might be as follows:

- a) Energy Conservation
- b) Renewable Energy
- c) Alternative Energy

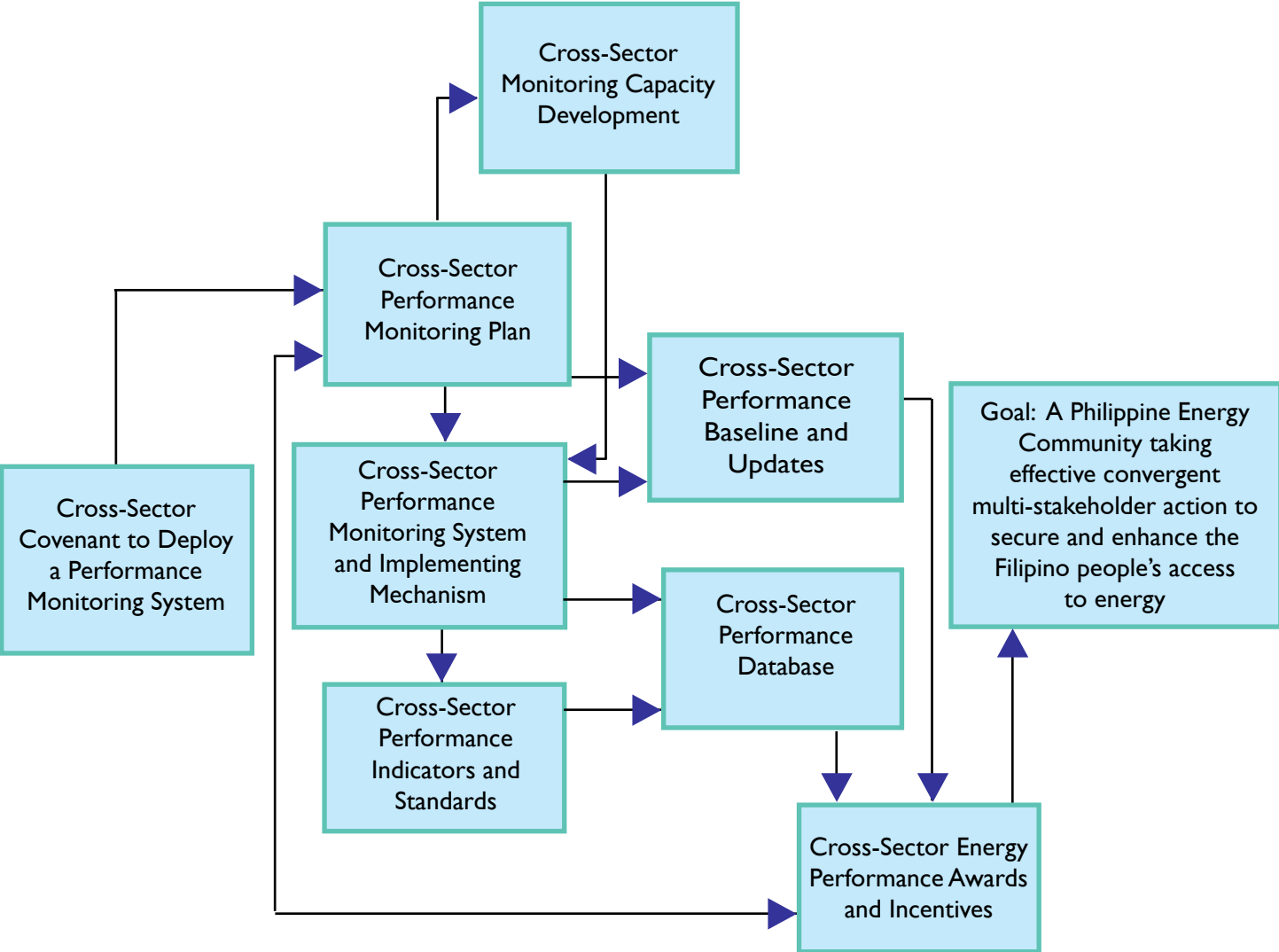
Objective 8: Cross-Sector Monitoring Capacity Development

One of the difficulties in installing and sustaining a cross-sector performance monitoring system is the lack of competence and habitual and routine capacity to perform performance monitoring tasks. The competencies for rigorous, reliable, and valid measures that under-grad a collective behavior modification system do not come naturally. There is a need for purposeful and programmatic efforts to train clients, operators, and target beneficiaries of the cross-sector performance monitoring system. The capacity-building program should target these two distinct levels:

- a) Institutional Capacity Development
- b) Human Resource Capacity Development

5. STRATEGIC LINKAGE

The input-output linkages among the program components is depicted below. The diagram suggests that the program components consist of a system of mutually reinforcing elements.



Cross-sector Performance Indicators and Monitoring Mechanisms for Enhancing Energy Access and Security Program of Action

Objective 1				Strategy			
To obtain a solid commitment from the various sectors of the Energy Community towards deploying a performance monitoring system				Back up commitments with legally binding agreements (e.g. sign MOU and/or MOA)			
Priority Action		Success Indicator		Type of Measure		Lead Agency/Sector	
Immediate (within 6 months)							
Sign a Code of Institutional Involvement in a Performance Monitoring System		Memorandum of Agreement		Policy and Legislation (i.e. code of ethics)		DOE NGOs Private Organizations	
Supporting Action		Success Indicator		Type Of Action		Lead Agencies	
Immediate (within 6 months)							
Create a Technical Working Group Monitoring System		Policy Issuance (e.g. Executive Order and/ or Department Order)		Policy and Legislation		DOE NGOs Private Organizations	
Consultative Meetings for the draft code		Scheduled meetings		Policy and Legislation		DOE NGOs Private Organizations	

Types of Measure:

- Policy and Legislation
- Regulation, Enforcement and Compliance
- Information-Education-Communication (IEC)
- Capability-building
- Market Development
- Investment (Financing, Infrastructure, Technology, Incentives)

Objective 2		Strategy	
To formulate plans and design systems that will develop capacities and ensure sustainability of a multi-sectoral performance monitoring plans		Develop a model for a logically phased performance monitoring plan	
Priority Action	Success Indicator	Type of Measure	Lead Agency/Sector
Immediate (within 6 months)			
Formulate and mobilize "quick-wins" plan	Plan for "quick-win" projects	Policy and Legislation	DOE NGOs Private Organizations
Short-Term (within 1 year)			
Design a system and an Urgent Action Plan	Approved Action Plan document	Policy and Legislation	DOE NGOs Private Organizations
Medium-Term (5 years)			
Draft a capacity development and expansion plan	Approved Capacity Development and Expansion plan	Policy and Legislation	DOE NGOs Private Organizations
Long-Term (beyond 5 years)			
Consolidate all plans and Integrate them into a Sustainability Plan	Approved Integrated and Sustainability Plan	Policy and Legislation	DOE NGOs Private Organizations
Supporting Action	Success Indicator	Type of Measure	Lead Agency/Sector
Immediate (within 6 months)			
Create a Technical Working Group	Organizational		DOE NGOs Private Organizations
Consultative Meetings for the draft code	Periodic Meetings	Capability-building	DOE NGOs Private Organizations

Types of Measure:

- Policy and Legislation
- Regulation, Enforcement and Compliance
- Information-Education-Communication (IEC)
- Capability-building
- Market Development
- Investment (Financing, Infrastructure, Technology, Incentives)

Objective 3				Strategy			
To establish a cross-sector performance indicators and monitoring standards aligned to the Energy Action Plan				Develop objective and perceptual key indicators and standards on performance and monitoring that will impact on the people			
Priority Action		Success Indicator		Type of Measure		Lead Agency/Sector	
Immediate (Within 6 months)							
Cross-sectoral consultation on industry practices and operations		Proceedings of consultation meetings/workshop		Capability-building		DOE NGOs Private Organizations	
Short-Term (within 1 year)							
Adopt a set of cross-sector performance indicators and standards		Cross-sector Performance Indicators and Standards document		Policy and Legislation		DOE NGOs Private Organizations	
Supporting Action		Success Indicator		Type of Measure		Lead Agency/Sector	
Immediate (within 6 months)							
Convene a multi-sectoral Task Force that will develop the Performance Indicators and Standards		Schedule of purposive meetings/workshops		Capability-building		DOE	

Types of Measure:

- Policy and Legislation
- Regulation, Enforcement and Compliance
- Information-Education-Communication (IEC)
- Capability-building
- Market Development
- Investment (Financing, Infrastructure, Technology, Incentives)

Objective 4				Strategy			
To establish a cross-sector energy performance monitoring system and corresponding implementing mechanisms				Develop a cross-sector energy performance monitoring standards and their corresponding implementing mechanisms			
Priority Action		Success Indicator		Type of Measure		Lead Agency/Sector	
Immediate (within 6 months)							
Clarify agency functions and identify areas for inter-agency coordination through a workshop		Workshop proceedings		Policy and Legislation		Relevant Government Agencies	
Create a multi-sectoral task force with a corresponding secretariat		Cross-Sector Energy Performance Council and Technical Secretariat		Policy and Legislation		Government NGOs Private Organizations	
Draft a manual of standards and implementing rules and regulations		Draft manual and IRR		Regulation and Compliance		DOE	
Institutionalize a project management system		Institutionalized Project Management Office		Regulation and Compliance		Energy Performance Council	
Develop a report card survey and balanced score card design on the energy sector performance		Survey Design		Regulation and Compliance		DOE	
Conduct a report card survey design on the energy sector performance		Survey Report		Regulation and Compliance		DOE	
Short-Term (within 1 year)							
Establish a reporting and feedback system		Institutionalized Energy Performance Score Board		Regulation and Compliance		Energy Performance Council	
Develop and install a Public Service Feedback System (PSFS)		On-line or hotline PSFS already operational		Regulation and Compliance		DOE	
Approve a handbook of monitoring and evaluation standards		Handbook of M&E standards		Regulation and Compliance		DOE	
Publish an implementing rules and regulations handbook		IRR Handbook		Regulation and Compliance		DOE	
Establish a multi-sectoral body to monitor compliance		Energy auditors and managers		Regulation and Compliance		DOE	
Conduct a client (Report Card Survey) survey to determine level of satisfaction on energy service and performance		RCS Results provided energy service providers		IEC		DOE	
Evaluate and update implementing rules and regulations handbook		Recommendations and amendments to the IRR		Policy and Legislation		DOE	

Objective 5				Strategy			
To generate a coherent and comprehensive baseline data on energy access and security				Establish a data generation and monitoring multi-sectoral system			
Priority Action		Success Indicator		Type of Measure		Lead Agency/Sector	
Immediate (within 6 months)							
Strengthen research and development units of relevant agencies and organizations		Established R&D units in pertinent agencies/ organizations		Capability-building		Concerned Agencies and Organizations	
Train researchers on data gathering and monitoring techniques		Trained personnel		Capability-building		Concerned Agencies and Organizations	
Short-Term (within 1 year)							
Conduct an inventory of baseline/ updated energy data		Inventory of baseline energy data		Investment		Energy Performance Council	
Design a statistical program for processing energy data		Energy Statistical System		Investment		NSCB	
Undertake initial energy-oriented opinion survey		Energy Stakeholder and User Report Card		Market Development		DOE	
Medium-Term (5 years)							
Conduct periodic energy strategic assessment		Strategic Assessment document		Market Development		DOE	

Types of Measure:

- Policy and Legislation
- Regulation, Enforcement and Compliance
- Information-Education-Communication (IEC)
- Capability-building
- Market Development
- Investment (Financing, Infrastructure, Technology, Incentives)

Objective 6		Strategy	
To create an energy-oriented knowledge management mechanism		Generate a computerized energy sector "institutional memory"	
Priority Action	Success Indicator	Type of Measure	Lead Agency/Sector
Immediate (within 6 months)			
Gather information on and compile success stories and best practices in energy efficiency efforts.	Compilation of success stories and best practices	Capability-building; Investment	DOE
Short-Term (within 1 year)			
Develop an energy database and retrieval system	Computerized energy information system	Capability-building; Investment	DOE
Medium-Term (5 years)			
Digitize energy sector's important data, i.e. energy situation, resources, trends, patterns, practices, stakeholders, and other elements.	Energy Resource Book	Capability-building; Investment	DOE Energy Performance Council

Types of Measure:

- Policy and Legislation
- Regulation, Enforcement and Compliance
- Information-Education-Communication (IEC)
- Capability-building
- Market Development
- Investment (Financing, Infrastructure, Technology, Incentives)

Objective 7		Strategy	
To encourage enhanced performance of energy-related institutions and organizations sector actors and develop best practices in the energy sector		Draw up an awards and incentives system	
Priority Action	Success Indicator	Type of Measure	Lead Agency/Sector
Short Term (within 1 year)			
Create an awards granting body that will develop an awards program (similar to the Galing Pook Program) for energy, to include develop criteria for and categories of the award.	An Energy Performance Awards and Incentives System established	Market Development	Energy Performance Council
Develop incentives for development of energy-efficient inventions and efficient utilization of energy	e.g. Rebates for efficient use of electricity, etc.		

Types of Measure:

- Policy and Legislation
- Regulation, Enforcement and Compliance
- Information-Education-Communication (IEC)
- Capability-building
- Market Development
- Investment (Financing, Infrastructure, Technology, Incentives)

Objective 8		Strategy	
To enhance and strengthen the capabilities of institutions and individuals involved in performance monitoring tasks in the energy sector		Develop competencies of individuals involved in performance monitoring in energy-relevant agencies and institutions/organizations	
Priority Action	Success Indicator	Type of Measure	Lead Agency/Sector
Short-Term (within 1 year)			
Establish training linkages with institutions and/or training providers for the development of relevant training packages	MOA with training institution/ provider	Capacity-building	DOE
Medium-Term (5 years)			
Conduct ICT-based and interactive Project Management System	Training Programs developed and conducted for concerned individuals of pertinent agencies/ organizations.	Capability-building	DOE NGOs Private Organizations
Conduct training programs on: 1) Research methods 2) Statistical Analysis 3) Technical Writing			
Conduct of related training programs, i.e. Website Administration, Strategic Communication and Marketing			

Types of Measure:

- Policy and Legislation
- Regulation, Enforcement and Compliance
- Information-Education-Communication (IEC)
- Capability-building
- Market Development
- Investment (Financing, Infrastructure, Technology, Incentives)