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# Philippines: Country Plan 2018/19

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Document Owner: Nick Thomas

## 1. Narrative

Our aspiration to 2020 is to build lasting partnerships and connections with the UK that support the Philippines in its ambitions (a) to internationalise its higher education system, (b) to build a more prosperous, inclusive and creative economy, and (c) to improve the quality of its governance and state-society relations. By working in these areas, we aim to build deeper and more self-sustaining relations between two countries that have traditionally been friendly but not close, and to make a lasting contribution to the UK's wider engagement with ASEAN as a partner for shared prosperity.

## 2. Summary

### Priorities to 2020

We will focus on four priority areas:

- Higher education and science for growth
- Stronger social and creative economy for a more open, prosperous, creative and inclusive society
- Strengthening civil society and the justice sector
- Internationally recognised UK qualifications

These priorities support regional priorities as follows:

Philippines	East Asia
Higher education and science for growth	Education and science for growth
Internationally recognised UK qualifications	English as the world's preferred language
Strengthening civil society and the justice sector	More open, prosperous, creative and inclusive societies
Stronger social and creative economy for a more open, prosperous, creative and inclusive society	Stronger creative sectors, better connected to the UK

From an operational standpoint, our priorities include:

- Normalising our tax situation and ensuring we have the most suitable corporate structure to support future ambitions
- Moving away from over-reliance on a single product (IELTS) and a single market segment (outbound labour migration) for our surplus
- Continuing to build and diversify our portfolio of partners to manage programme risk and to support sustainability
- Scaling up our external communications with a strong focus on building a more coherent narrative
- Successfully implementing and embedding global and regional change programmes at country level
- High level of compliance for IGRM, FCCF and other corporate standards
- Better integration of EDI into our work, working towards a substantially improved DAF score

Top risks and assumptions to 2020 include:

- Financial and reputational costs that could arise when we enter the tax system
- Complex and contentious political context in which funding sources and partnership arrangements cannot be taken for granted
- Commercial risks to our Exams business that stem from unpredictable migration trends and growing competitor activity in the market

- Our planned cultural relations outcomes depend on strengthening the UK component in our programming

### 3. Portfolio priorities

#### PRIORITY AREA 1: Higher education and science for growth

##### Outcomes in 2018/19

**People in tertiary education and research institutes get opportunities for partnerships, training and collaboration which contribute to a more prosperous, sustainable and equitable society:**

- 1. Students, teachers and researchers in the UK and Philippines will have access to partnerships, training and collaborations which develop their careers and produce high quality teaching, learning and research.**

We will provide at least 60 leaders, academics, and researchers from tertiary education / research organisations access to UK training and education, and we will establish approximately 30 new education and research collaborations between the UK and the Philippines. UK students and researchers from at least 20 UK institutions will benefit from new partnerships, offering enhanced international experience for students, professional development for faculty and access to new research opportunities.

- 2. Internationalisation and systems development delivers long term benefits for the UK and the Philippines.**

The Newton-Agham Fund research partnerships will upgrade the quality of research output in the Philippines and strengthen the science sector. At the same time, our HE Partnerships Programme will build capacity in internationalisation for at least 25 Philippine HEIs and contribute to national level policymaking. Through our work, we will improve the quality and relevance of higher education in the Philippines, as well as its alignment with UK standards, practices and approaches.

- 3. Engagement with UK higher education and research organisations positions the UK in the Philippines as a leading global provider of science and higher education.**

Education and research partnerships, combined with capacity building that feeds into national policymaking will strengthen the UK's position as the leading partner for HE reform in the Philippines. The emergence of UK TNE programmes in the Philippines will increase the number of prospective students choosing the UK or UK qualifications as their preferred study option and, in turn, will contribute to the development of a generation of global citizens who promote long-term cultural and economic links with the UK.

## **Contextual Analysis**

Up to 1.5 million Filipinos will join the workforce every year for the next 10 years, and the proportion of people of working age will rise until the early 2030s. This demographic profile presents an opportunity for a lasting economic transition, while also raising the stakes for the country's future. Better education and skills are recognised by the government and institutions as critical for success. So, too, are better innovation and research to sustain an economy that is heavily reliant on services (mainly Business Process Outsourcing - BPO) that are increasingly vulnerable to automation.

The Philippine HE system faces major challenges. The Philippines has the fastest growing university age population in ASEAN, but its universities lack capacity, quality and connections to engage internationally. A major reform to extend the state's provision of basic education from 10 to 13 years – part of the government's efforts to turn around a long-term under-investment in human capital – means that the HE sector is currently in the process of re-inventing itself to accommodate an undergraduate intake that will be two years older than in the past.

In this context, there is strong demand from policymakers and HEIs for building capacity for internationalisation, and in TNE as a model, to improve capacity and quality, and to address gaps in teaching and research in niche areas that are deemed critical for social and economic development. Our programming responds to strong policy momentum for developing a higher education system that is more globally competitive, and for building a stronger eco-system for innovation and research. Internationalisation is at an early stage in the Philippines. There is an opportunity for the UK to play a substantial role as reforms are implemented, and there is substantial demand from UK institutions to make the most of what is currently a first mover advantage.

### **Benefits to the Philippines:**

- Philippine institutions become more innovative and globally competitive, producing skilled, employable graduates, contributing to economic development.
- Partnerships with the UK will increase student and faculty mobility and improve the international profile of Philippine higher education and science sector.
- People in tertiary education & research institutions develop capacity to produce high quality teaching, learning outcomes and research.
- Students get access to UK study opportunities, gain international qualifications, and improve skills and employability to develop successful careers.

### **Benefits to the UK:**

- Our work at both policy and institutional level is seen by UK HEIs to be opening up an exciting, if challenging, new international market for TNE. The UK has first mover advantage in this space. There are also strong synergies with FCO / DIT who are working to increase market access for education in the Philippines.
- Supporting the internationalisation of Philippine HE at such an early stage in the process positions the UK as a partner of choice for education and research with policymakers and institutions, and strengthens the UK's reputation as a world leader in higher education and science.
- More Filipinos are able to experience UK education, building long-term trust and understanding, and enhancing the reputation of the UK as an education provider / study destination.

## How we will achieve these outcomes

- Through our **HE Partnerships Programme**, which has two strands in the Philippines, both in partnership with the Commission on Higher Education (CHED): (1) Internationalisation of Philippine HEIs and Development of Partnerships with UK Universities; and (2) TNE and Development of University-Industry Partnerships).
- Through the **Newton-Agham Fund**, in partnership with CHED and with the Department of Science and Technology (DOST).
- Through aligning with **EU SHARE** goals on internationalisation of ASEAN higher education institutions and students.
- Using **Study UK** to promote UK higher education in the Philippines.

## PRIORITY AREA 2: Stronger social and creative economy for a more open, prosperous, creative and inclusive society

### Outcomes in 2018/19

**People have the skills to be employable and to build inclusive and creative economies which support stable & prosperous societies.**

**1. People are more employable, entrepreneurial and successful because of the skills they acquire.**

We will use Active Citizens to train community leaders and entrepreneurs in the Autonomous Region of Muslim Mindanao (ARMM) in social enterprise development, offering alternative pathways for young people and marginalised groups, strengthening individual and community resilience in a fragile region that is vulnerable to radicalisation.

We will train and mentor 40 emerging creative hub leaders, giving them access to opportunities through our UK and ASEAN networks, enhancing their ability to be innovative, entrepreneurial and impact-led, and enabling them to better support 400 creative entrepreneurs and artists within their communities.

**2. New or enhanced policies and approaches foster skills, employability and social and creative enterprise.**

We will influence local and national government policymakers and industry experts to champion creative hubs and the social and economic impact of social enterprises and the creative industries, positioning the UK as a strategic partner and thought leader.

We will use UK expertise to help build a stronger eco-system for social enterprise to support economic development and peacebuilding in the Autonomous Region in Muslim Mindanao (ARMM).

**3. Networks and partnerships in skills and enterprise enhance the international flow of information and trust, raising the UK's profile and reputation in this field.**

Working with UK partners, we will organise study groups and thought leadership events for creative hub leaders, providing avenues for peer to

peer learning, networking, and collaboration between the UK and the Philippines. We will also enable the UK social sector to deepen its partnerships in the country and to build its understanding of models that are unique to the Philippines.

**4. Cultural professionals and artists develop their knowledge, artistic practice, skills and networks contributing to greater prosperity.**

We will offer leadership trainings and grants to creative hub leaders and artists in the Philippines, allowing them to increase their impact in building more inclusive cities and communities.

**5. The UK's international reputation is enhanced through experiences of arts and culture, contributing to our cultural relations and soft power approaches.**

Where budgets permit, our programmes will integrate exhibitions, cultural activities and talks that showcase UK art and culture, working in partnership with the British Embassy and other UK partners and through the GREAT Fund.

### **Contextual Analysis**

The Philippines faces many of the challenges that also affect other lower-middle income countries. Despite rapid economic growth over the past decade, job creation continues to fall short of what is needed, putting at risk the opportunity to use the country's favourable demographics to achieve a lasting economic transition. Inequality is also high. Even as a new middle class of consumers emerges in the main urban centres, poverty incidence remains around 25%, largely unchanged since the 1970s. In parts of the ARMM, affected by many years of conflict, this figure is higher than 60%. Many communities, throughout the country, remain fragile and disempowered. Rapid urbanisation and a lack of good urban planning have led to unliveable cities and contributed to inequality.

Alternative development pathways through social enterprises can help address issues related to these changes. Research that we have commissioned, mapping the size and scale of social enterprise in the Philippines for the first time, shows that thousands of social enterprises are successfully tackling social problems; the number of social enterprise start-ups has tripled in the last decade; and a new wave of young social entrepreneurs is emerging. But it is also clear from our research that more needs to be done in order for the sector to achieve its potential, e.g. skills development, enhancing government policy, and building civil society capacity. Specifically for the ARMM, Northern Ireland is seen as an interesting model where social enterprise has been a sustainable approach to addressing entrenched social issues in a post-conflict environment.

Independent creative hubs are also emerging rapidly in the Philippines as spaces for experimentation, innovation, and creative production. Integral to the creative economy, hubs are convenors that provide a safe, inclusive space to communities, and support for networking and sustainability within the creative, cultural and tech sectors. They are drivers of innovation, contribute to building stronger communities, and spur the growth of cities and the creative economy. But they also face many challenges in the Philippines, as elsewhere. For example, hub managers lack business and management skills; there is a low understanding among stakeholders of their valuable contribution to society, innovation, and the arts; and there is a need for better, evidence-based policies to support them effectively.

The most recent Philippine Development Plan (2017-2022) has articulated a vision that includes stimulating the creative economy and innovation of the country, the first time these areas, neglected by previous administrations, have been addressed in a national development plan. There is substantial interest in UK models and expertise among policymakers, e.g. Department of Trade and Industry, and among participants in the creative economy. There

are good opportunities for the British Council further to expand its work in this area, connecting current and future social and creative leaders to the UK.

#### **Benefits to the Philippines:**

- Creative hub managers (and their organisations) are able to run more sustainable and successful creative hubs through skills development, expanded networks & access to opportunities. They are also better equipped to respond to the needs and problems of their cities and communities, and to communicate the value of their organisations to external stakeholders.
- Policymakers are better able to understand the importance and impact of creative hubs on cities and communities, and to develop policies that support the creative economy as a whole.
- Stronger creative hubs and better policy supports the growth / emergence of the creative sector, contributing to more job creation, innovation and economic growth.
- A stronger eco-system for social enterprise in Mindanao contributes to job creation, and empowers and builds the resilience of individuals and communities, helping to counter the causes of violent extremism. Achieving peace, stability and prosperity in Mindanao is critical to the country's social and economic development

#### **Benefits to the UK:**

- UK reputation for creativity and social innovation is enhanced.
- Policymakers and leaders look to the UK for expertise and know-how.
- Current and future social and creative leaders have higher levels of understanding of and affinity towards the UK, becoming influential champions for building closer links.
- UK social and creative sectors are better able to engage with SE Asia, a relatively unknown region with a young demographic that is growing rapidly and keen to build closer links with the rest of the world.
- The skills and profiles of UK creative hubs are strengthened through international exposure and exchange.
- Building resilience to counter violent extremism in Mindanao is a UK government objective, contributes to UK security, and builds more trust for the UK.

#### **How we will achieve these outcomes**

(1) Through the **Creative Innovators** programme (part of the SE Asia programme on Creative Hubs for Good), delivered in partnership with and co-funded by the Department of Trade and Industry (DTI), Thames International, and the Apl.de.Ap Foundation. In 2018-19, we will provide training and support to 40 creative hub leaders who will further cascade their knowledge to 400 creative innovators.

(2) Through the **CSO SEED** programme, implemented by the British Council and co-funded by the EU Delegation. The project result areas will contribute to a stronger civil society, improving skills, confidence and organisational capacity within the sector, and encouraging coordination between CSOs and local authorities in the fields of decent work, job creation and SME development. The project will engage 300 community leaders and build the capacity of 60 social enterprises and intermediaries, and will contribute to government capacity and policy at both local and national levels.

(3) Through **Support to Growing Social Enterprises in South East Asia**, which draws on previous and existing initiatives and connections, focusing on Indonesia, Vietnam, Malaysia and the Philippines where there are similar challenges with rapid economic growth / rising inequality.

## PRIORITY AREA 3: Towards a stronger civil society and more effective justice sector

### Outcomes in 2018/19

**Citizens interact with the state in ways which encourage collaboration and create a society that works better for people.**

**1. More effective citizen-state interactions promote stability and development**

We will draw on UK experience in community policing to contribute to lasting peace and sustained socio-economic development in the Autonomous Region of Muslim Mindanao (ARMM). Working with local communities through civil society, our programming contributes to rebuilding trust and social cohesion, enhancing individual and community resilience to counter violent extremism, and improving the perceptions and relationships that are necessary for better governance and more effective rule of law.

**2. Fairer access to justice and improved rule of law creates more stability and prosperity**

We will provide expertise to an important justice reform agenda in the Philippines, one of the fastest growing economies in South East Asia. This technical support is geared towards increasing the efficiency and effectiveness of the formal justice system through enhanced operational coordination between institutional stakeholders as well as improved management capacity.

### **Link to contextual analysis**

Poor top-down governance is an obstacle to economic and social development in the Philippines. Fostering credible and effective institutions that will enforce the rule of law and guarantee stability and predictability in the investment climate is critical to the country's future. Justice sector reform is a high priority in the most recent Philippine Development Plan (PDP). In addition to significant human rights abuses, including extrajudicial killings and enforced disappearances, the criminal justice system is noted for poor cooperation between police and investigators, few prosecutions, and lengthy procedural delays.

The peace process in South West Mindanao is also critically important to the future of the Philippines. The conflict, intertwined with clan feuds and political violence, has killed more than 120,000 people since the 1970s. A lasting transition would help to address violent extremism in the country and beyond, set a positive example for resolving violent insurgency elsewhere, and enable scarce resources to be diverted from internal security towards social and economic development. The experience of Northern Ireland and the Good Friday Agreement are seen by stakeholders as relevant and important.

Resolving conflict in ARMM has been hampered by poor state-society relations. Public officials and the police are perceived as biased actors who only support the powerful and influential. Common crimes and shadow economies, which are the top causes of violence in the provinces of the ARMM, often have the participation of officials and the police. This dynamic has led to a lack of trust between communities and the police. There is weak police accountability, which deters communities from reporting complaints and grievances. Individuals, particularly those that come from vulnerable communities, do not have a platform to raise concerns to local authorities and policymakers for fear of their own safety. With low access to formal governance structures (politically or socially), these communities are left without power or influence over politics and the activities that affect their daily lives.

<p><b>Benefits to the Philippines:</b></p> <ul style="list-style-type: none"> <li>• Governance reform, including a more efficient justice sector, is essential for a more open, prosperous and inclusive society</li> <li>• Achieving peace, stability and prosperity in Mindanao is critical to the country's social and economic development</li> <li>• More resilient citizens and communities improve their own and others' well-being, can contribute to societies that work for all, and are less vulnerable to the causes of violent extremism.</li> </ul>	<p><b>Benefits to the UK:</b></p> <ul style="list-style-type: none"> <li>• Establishes UK policy and models as international benchmarks.</li> <li>• Better justice system will create a more enabling environment for UK trade and investment with the Philippines.</li> <li>• Reduces risk of violent extremism in the Philippines, in East Asia and potentially further afield.</li> <li>• Supporting the peace process in Mindanao is a UK government objective and builds more trust and influence for the UK.</li> </ul>
<p><b>How will we achieve these outcomes</b></p> <ul style="list-style-type: none"> <li>• Through our <b>GOJUST</b> programme (EU-funded service contract), we provide technical assistance to government in the areas of justice sector coordination, court decongestion and human resource and financial management systems.</li> <li>• We will draw on UK expertise and institutions to build community resilience and empowerment through <b>community-driven policing in conflict-affected areas in Mindanao</b>. We will work with local peace and order councils to develop community partnerships focused on quality of life issues and support citizens to work effectively with government and civil society in their communities.</li> </ul>	

**Outcomes in 2018/19**

**Students and professionals get internationally recognised UK qualifications for study, life and work.**

- 1. British Council expertise in assessment, test design and delivery ensures that the tests that BC own or distribute are regarded as high quality, secure, compliant and trustworthy.**

We will continue to deliver IELTS throughout the country and will expand delivery of computer-based testing through our brand new Learning Hub in Manila. We will continue to expand our Aptis business, especially in the BPO sector where demand is growing rapidly.

- 2. British Council Testing and Assessment work creates partnerships with institutions and companies to deliver long-term reputational and economic benefits for the UK and countries around the world.**

We will continue to move from what has traditionally been a “delivery” business in Exams towards a profile that makes better use of thought leadership and strategic partnerships. For example, there is an opportunity to bring our expertise in English language assessment into our work in TNE and, in the same context, to start a broader conversation with the Philippine government about regulating its growing ESL sector.

- 3. The careers, education, and personal opportunities of test achievers are enhanced through British Council expertise in testing and assessment.**

We will continue to expand the level of support we provide to IELTS test-takers, especially nurses who struggle with the writing component.

There are no plans to open a teaching centre in the Philippines, but we will also make the very most of British Council digital assets, to reach the wider public in order to support this outcome: **good English teaching helps people to study and work and to develop careers, confidence and networks.**

**People have the skills to be employable and to build inclusive and creative economies which support stable & prosperous societies.**

- 1. People are more employable, entrepreneurial and successful because of the skills they acquire.**

We will continue to expand our professional development offer as part of the Professional Skills Network, and if we can find a suitable model that is compliant with legal requirements, we will start to offer public programmes through the new Learning Hub in our new premises.

**Link to contextual analysis**

In the absence of enough decent work inside the Philippines, it is inevitable that a very large number Filipinos will continue to seek opportunities overseas. In the five years to 2014, 2.3 million Filipinos migrated to work, 49% of whom were aged between 25 and 34. There were nearly 10 million overseas Filipinos in 2014 and their remittances made up around 10% of GDP. Only China and India receive larger absolute remittance inflows.

To work in many countries, Filipinos need an English language qualification. However, the IELTS preparation market is served by small and often poor quality review centres. Many candidates need to take the test multiple times. UK employers, primarily the NHS, struggle to recruit candidates. We see substantial opportunities in supporting the IELTS preparation sector to professionalise and in providing more support directly to individual candidates.

As a result of outbound migration and the rapid emergence of new sectors like BPO, there are also large skills shortages in the corporate sector, particularly in middle-management. We see good opportunities to deliver training to this market as well as to the NGO / development sector. In 2017, for example, the World Bank released a study that highlighted the increasing difficulty in finding workers with appropriate interpersonal and communication skills. In addition, an increasing number of firms are reporting inadequate workforce skills. Training provision by firms has doubled over the past six years, with an increasing focus on socioemotional skills.

Although English levels in the Philippines are generally good relative to most other countries in the region, English language provision in the education system is largely unmonitored and its poor quality has become a cause for concern among policymakers. For example, there is little or no requirement for qualifications in English language teaching, the curriculum is poor, and assessment of English language skills for both teachers and learners is extremely limited. A rapidly emerging ESL sector catering mainly for students from NE Asia, especially career, remains entirely unregulated. There is demand from the corporate and the education sector for contextualised English courses to those currently in the workforce, including teachers. More broadly, we believe there are opportunities, as yet not fully explored, to engage with policymakers on the English language, including but not limited to assessment.

**Benefits to the Philippines:**

- The careers, education, and personal opportunities of test achievers are enhanced through British Council expertise in testing and assessment.
- Governments, institutions, and individuals are supported to deliver world-class assessment policies, systems and practice through British Council expertise in testing and assessment.
- People are more employable, entrepreneurial and successful because of the skills they acquire.

**Benefits to the UK:**

- British Council and UK research, innovation and thought leadership leads theory and practice in language assessment globally.
- UK qualifications are trusted and highly regarded.

**Summary of how we will achieve these outcomes (outputs)**

- Delivery of UK Exams, primarily IELTS and Aptis
- Stepped up support for IELTS candidates, supported by strategic partnerships with Philippine organisations
- Engagement with government on English language assessment policy, working towards bilateral MoU with CHED in Autumn 2018
- Professional Development Centre (PDC) as part of the global Professional Skills Network.

## 4. Enablers

1. Growing and diversifying surplus	
SMART description of what you are seeking to achieve by <b>2019/20</b>	<p>Increase surplus for the country operation, moving away from reliance on single product (IELTS) and single market segment (outbound labour migration). This means:</p> <ul style="list-style-type: none"> <li>Growing Aptis income to £300k in 2019/20</li> <li>Maintaining IELTS market share at &gt;57%</li> <li>Identifying and growing new, domestic IELTS markets</li> <li>Sustaining and growing FCR contracts business, including surplus generated, through at least one new project</li> <li>Building scale in PDC business, if legally / operationally possible</li> </ul>
Measures of success, targets for <b>2018/19</b>	<p>FCR surplus (global network): £254k            Pipeline: same level of surplus secured for 19/20</p> <p>Exams gross surplus @ £1.39m (before impact of tax changes)            IELTS market share @ &gt;57%            BC Tests income growth @ 20% YoY</p> <p>By the end of the year, we will have initiated a conversation and generated awareness with government and institutions about local recognition, and helped develop an outline strategy for English language assessment as part of the country's TNE / IHE ambitions.</p> <p>Establish viability of / model for PDC business, given restrictions on "education" provision under Philippine constitution</p>
Who is leading?	Head of Business Development Exams, Philippines; Head of Society, Philippines; Manager, PDC
Who else is involved?	Exams Cluster lead; Regional contracts team; Professional skills network team; Country Director

Key assumptions and constraints in achieving success/targets	<p>Turnaround of current negative perceptions of IELTS in the market, especially for UK-bound nurses, and ability to respond effectively to growing competition from other products.</p> <p>Diplomatic differences between the EU and the Philippines are resolved adequately to implement future programmes. The lack of a financing agreement with the Philippines remains a substantial risk to our pipeline.</p> <p>The impact of entering the tax system, most likely in early 2019/20, has not been factored into the targets above. Our modelling suggests a negative impact of more than £500k on surplus, although we believe there are mitigations to limit the impact, including substantial upside from being able to offer IELTS CB testing in-house to customers in Metro Manila once it is rolled out.</p> <p>We need to bring in partnership / contract income for Community Policing in order for this work to be sustainable.</p>
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## 2. To improve our operational efficiency

SMART description of what you are seeking to achieve by <b>2019/20</b>	<p>Normalisation of tax situation and implementation of a corporate structure that supports our business objectives in the future.</p> <p>Maximise benefits of premises project.</p> <p>Successful implementation of change projects at country level.</p>
Measures of success, targets for <b>2018/19</b>	<p>Business case for S&amp;T project is approved; S&amp;T Project Manager is recruited; S&amp;T project largely implemented within 2018/19 (we aim to complete it by April 2019)</p> <p>Review and evaluate premises project against targets / objectives set out in business case. We are also keen to develop new metrics for evaluating the efficiency of our premises. Premises committee establishing and functioning.</p> <p>As per targets for individual change programmes.</p>
Who is leading? Who else is involved?	<p>S&amp;T Project Manager (once recruited), with Country Director as SRO; UK tax team</p> <p>Head of Admin &amp; Premises, Exams Operations Manager (for Learning Hub)</p>
Key assumptions and constraints in achieving success/targets	<p>We are able to manage our tax status and dependent issues / risks (e.g. customs accreditation) without major disruption through the transition phase. This will depend to a large extent on how the Philippine authorities react to our current circumstances.</p> <p>There is no standard model and relatively few existing metrics for managing premises within the region. Do we wait? Or do we develop something locally?</p>

## 3. To increase the capability and effectiveness of our people

SMART description of what you are seeking to achieve by <b>2019/20</b>	<p>Better training and improved work environment for staff will help empower them to deliver on our priority areas and commercial objectives.</p>
Measures of success, targets for <b>2018/19</b>	<p>Costed two-year country L&amp;D plan, integrated with SBU priorities, to help empower staff to deliver on our priority areas and commercial objectives.</p> <p>Post-move staff survey with action points set out and implemented.</p>

Who is leading? Who else is involved?	HRBP to lead on L&D plan with CD as SRO HRBP and Staff Association to work on survey, reporting to SMT
Key assumptions and constraints in achieving success/ targets	Essential that we are able to bring TACOS up-to-date. Recruitment of HRBP in country. Change projects deliver as promised. Successful move to new premises
<b>4. Improving our research and evidence base</b>	
SMART description of what you are seeking to achieve by <b>2019/20</b>	Good quality market information and insight is extremely limited in the Philippines. This poses a challenge for our work, but also an opportunity. Through effective, targeted research we are able (1) to increase knowledge in the UK of opportunities in our key sectors; and (2) to create interest, influence, and shape discussion with relevant stakeholders in the Philippines. New research has been a catalyst for a large proportion of the new partnership opportunities that we have created in recent years and has contributed substantially to our convening power in country. Whereas, in the past, we have conducted research opportunistically, we intend to develop and implement a <b>two-year research plan for the Philippines</b> . Where possible we will work together with other ASEAN countries. We will also maximise opportunities to take part in British Council research on global themes. It will be a priority to work with UK and Philippine partners / stakeholders to shape our research agenda.
Measures of success, targets for <b>2018/19</b>	Two year research plan costed and agreed, with buy-in also from UK and Philippine partners / stakeholders
Who is leading? Who else is involved?	Led by CD SBU leads and regional SBU colleagues
Key assumptions and constraints in achieving success/ targets	Sufficient budget available from core grant Co-funding or fully funded opportunities may exist (e.g. BPO sector to fund research into English)
<b>5. Relationships / stakeholders</b>	
SMART description of what you are seeking to achieve by <b>2019/20</b>	We will prioritise and strengthen existing relationships and will develop new relationships to diversify partnership / income opportunities, also starting to look beyond 2020. Particular priorities include: <ul style="list-style-type: none"> <li>• Maintaining and broadening strong relationship with the EU delegation in pursuit of future opportunities</li> <li>• Expanding our network of funding agencies that are active in the Philippines and in our sectors</li> <li>• Strengthening and broadening relationships with UK stakeholders, also exploring opportunities for engaging with the UK as the ASEAN cluster</li> <li>• Using our networks, the insight from our existing programming and our new Learning Hub to scale up convening activity in country strategically to support business development priorities</li> </ul>

Measures of success, targets for <b>2018/19</b>	Stakeholder mapping exercise completed CHED MoU signed at next UK-Philippine bilateral talks, covering HE and potentially English language / assessment
Who is leading? Who else is involved?	Led by Head of Society CD, SBU leads
Key assumptions and constraints in achieving success/ targets	We assume that Brexit will not impact opportunities with the EU for any contracts that we bid for up to the end of the current budget period in December 2020.

FEMINA

# Annex 1 – Summary of Programmes

The table below provides an overview of all current programming in the Philippines with an indication of future pipeline up to the end of 2020-21.

Programmes	Start Date	Total Project Funding - Philippines (GBP)					2018-19				2019-20				2020-21			
		Core Grant	Tied Grant	Partnership	FCR	Total	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Current / Confirmed</b>																		
GOJUST (42 months)	4-Apr-16				3,213,800	3,213,800												
CSO SEED (36 months)	7-Dec-15	333,334		999,974		1,333,308												
Community Resilience / Policing	1-Apr-15	532,000	500,000			1,032,000												
SEinSEA	1-Apr-18	12,880		10,000		22,880												
TNE Links / University-Industry Partnerships	1-Aug-16	404,716		975,149		1,379,865												
Internationalisation of Philippine HEIs & HEPs	1-Aug-18	136,194		39,674		175,868												
Newton Fund	1-Apr-14	153,817	3,749,523	4,291,671		8,195,011												
Creative Hubs for Good (Years 1-2)	1-Jun-18	233,771		73,511		307,282												
<b>Total Funding</b>		<b>1,806,712</b>	<b>4,249,523</b>	<b>6,389,979</b>	<b>3,213,800</b>	<b>15,660,014</b>												
<b>Contribution (%)</b>		<b>12%</b>	<b>27%</b>	<b>41%</b>	<b>21%</b>	<b>100%</b>												
<b>Pipeline / Unconfirmed</b>																		
Justice Sector Support Facility (48 months)	1-Jan-20				15,000,000	15,000,000												
Community Resilience / Policing	1-Apr-19	150,000		150,000		300,000												
CSO-SEED 2 (36 months)	1-Dec-19	400,000		3,600,000		4,000,000												
Creative Hubs Year 3	Apr-20	130,936		44,776		175,712												
<b>Total Funding</b>		<b>680,936</b>		<b>3,794,776</b>	<b>15,000,000</b>	<b>19,475,712</b>												

 Expected or agreed extension

## Notes:

- Total spend for the programme is from the start date indicated through to expected end-date
- Core grant funding can only be confirmed up to the end of 17-18, but is based on current PBPs thereafter

## Annex 2 East Asia Grant and Partnerships Summary

No	Name	SBU	SRO	Programme end			Participating country													
				18/19	19/20	20/21	AUS	HK	JPN	KR	NZ	SG	TW	ID	MM	MY	PH	TH	VN	CH
1	Outward Mobility	E&S	Matt Knowles																	
2	Japan Season	E&S, Arts	Matt Burney																	
3	Newton Fund	E&S	Sue Milner																	
4	HE Partnerships <sup>1</sup>	E&S	Sue Milner																	
5	Inward Mobility	E&S	Jazreel Goh																	
6	IHE Governance and Leadership	E&S	Sue Milner																	
7	Industry and Skills Development Programme	E&S	Jazreel Goh																	
8	UK/CH Football Development	E&S	Jazreel Goh																	
9	Frontiers 2020	E&S	Matt Sheader																	
10	Active Citizens Korea	E&S	Jakira Khanam																	
11	New Audiences, New Approaches	E&S, Arts	Ingrid Leary / Helen Salmon																	
12	Support for Social Enterprise in SEA	E&S	Jakira Khanam																	

<sup>1</sup> Contains Supporting University-Industry Links (including RENKEI Japan) and Transnational Education and Quality Assurance

1 3	Creative Hubs	Arts	Katelij Verstraete																	
1 4	Cultural Skills and Leadership Networks	Arts	Katelij Verstraete																	
1 5	Urban Futures	Arts	Nick Marchand																	
1 6	Crafting Futures	Arts	Katelij Verstraete																	
1 7	Internationalising Cultural Sectors	Arts	Nick Marchand																	
1 8	Famelab	E&S	Sue Milner																	
1 9	Going Global	E&S	Sue Milner																	
2 0	Future Leaders	E&S	UK																	
2 1	Future News	E&S	UK																	
2 2	Community Policing	E&S	Jakira Khanam																	
2 3	CSO-SEED	E&S	Jakira Khanam																	
2 4	Premier Skills ID	E&S	UK																	
2 5	ID Season	Arts	Paul Smith																	