

Comparative Public Governance and Addressing Social Inequalities: A Multi-Case Study of Government Higher Education, Public Housing, and National Security Initiatives in the Philippines

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This paper examined persistent social inequalities in the Philippines through a multi-case study of government initiatives in higher education, housing, and national security. Utilizing a modified change management model (otherwise referred to as the Oliva Model of change management for enhancing transformative governance), systemic challenges and agency capacities were evaluated. Data sources included policy documents, reports, interviews, and news articles. The study identified structural economic issues affecting all sectors and highlighted weaknesses in service delivery alongside opportunities for inclusive policies. Assessing flagship initiatives of CHED, NHA, and NSC revealed varying effectiveness levels. CHED demonstrated moderate effectiveness in higher education access, NHA excelled in housing affordability, and NSC exhibited moderate effectiveness in national security strategies. The analysis underscored the complexities of public governance and advocated for continuous monitoring and evaluation to inform future policy-making and organizational procedures, contributing to more effective strategies for addressing social inequalities.

Keywords: social inequalities, transformative governance, public management, change management, inclusive policies, service delivery, social justice

Introduction

The Philippines faces persistent social inequalities despite various government initiatives. These disparities cut across critical sectors such as higher education, public housing, and national security, manifesting in various forms, including unequal access to quality education, affordable housing, and a secure living environment.

Initiatives undertaken by the Commission on Higher Education (CHED), National Housing Authority (NHA), and National Security Council (NSC) to address social inequalities were explored, providing a multi-case study that highlights the challenges, the development and implementation of inclusive policies, and the measurable impact on fostering a more equitable organizational environment. By examining these institutions, insights into how public governance can effectively address social inequalities were developed.

Initiatives undertaken by the Commission on Higher Education (CHED), National Housing Authority (NHA), and National Security Council (NSC)[1] to address social inequalities were explored, providing a multi-case study that highlights the challenges, the development and implementation of inclusive policies, and the measurable impact on fostering a more equitable organizational environment. By examining these institutions, insights into how public governance can effectively address social inequalities were developed.

There is a need to evaluate the effectiveness of government actions in higher education, housing, and national security in addressing these inequalities. Despite the concerted efforts of key government institutions like CHED, NHA, and NSC, social inequalities remain entrenched in the Philippines. These inequalities, which emerge as discrepancies in accessing quality education, affordable housing, and a safe environment, are interconnected and mutually reinforcing (Bustamante, 2017; Chao, 2022).

For instance, limited access to quality education may lead to reduced income levels, affecting housing affordability and adherence to legal regulations. Conversely, an unstable environment can impede access to education and stable housing. Moreover, inadequate housing conditions not only disrupt a student's ability to focus on education, hindering academic performance and perpetuating inequality but also contribute to social instability and crime rates, compromising national security efforts.

This complex interplay of factors presents a significant challenge to public governance in effectively addressing social inequalities. The problem lies in understanding these intersections and developing integrated and holistic policies and initiatives that can effectively address social inequalities across these sectors. Thus, this paper analyzed the initiatives of CHED, NHA, and NSC using a multi-case study approach:

A. Inequality in Higher Education Access and Quality: Despite CHED's efforts to promote accessible, relevant, and quality education, disparities in higher education access and quality persist in the Philippines. This educational inequality contributes to broader social inequalities, limiting socio-economic mobility for disadvantaged groups (Chao, 2022).[2]

B. Housing Affordability and Accessibility: The NHA faces significant challenges in providing affordable housing to low-income Filipinos. The persistent housing shortage and rising housing costs have made it increasingly difficult for low-income families to secure decent housing, exacerbating social inequalities and hindering the country's progress toward inclusive growth.[3]

C. National Security and Social Inequalities: The NSC's role in ensuring national security is complicated by social inequalities. Regions with high poverty and inequality levels are more susceptible to conflict and instability. Addressing social inequalities is, therefore, critical for ensuring sustainable national security.[4]

The study used and developed a modified change management model as a theoretical framework to analyze systemic issues and agency capacity.

Methods

The study employs a multi-case study methodology rooted in the principles of social justice, equity, and transformativeness. A systematic review of relevant news articles identified the flagship initiatives of CHED, NHA, and NSC, providing a broader context for understanding public sentiment and societal impact. These initiatives serve as the focal cases for the study. Each case is examined for its adherence to these principles, which form a normative basis for evaluating the policies and initiatives of CHED, NHA, and NSC, and assessing their impact on social inequalities (UNESCWA, 2020).

The research strategy involves collecting and analyzing various data sources, including policy documents, reports, stakeholder interviews, and news articles. Said initiatives serve as the cases for this study.

The study employed a modified change management model, otherwise referred to as the Oliva Model of Change Management for Enhancing Transformative Governance. This model follows a cyclical process that starts with the awareness and analysis of societal inequality issues. Influenced by both local and global contexts and trends, these issues require transformation through governance, ultimately aiming for continuous improvement. This framework is illustrated by Figure 1.

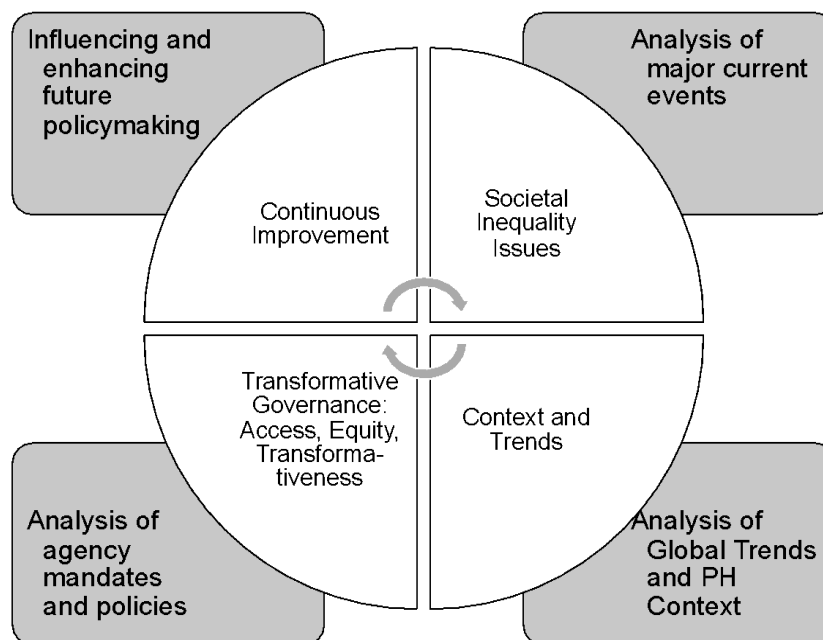


Figure 1. Theoretical Framework - Oliva Model of change management for enhancing transformative governance

Building on this theoretical foundation, the conceptual framework of this study recognizes that socio-economic disparities significantly impact the effectiveness of initiatives by key institutions like CHED, NHA, and NSC. These disparities manifest as unequal access to resources and opportunities, particularly for individuals from lower socio-economic backgrounds. A said framework is a result of the root-cause analysis of said disparities impacting the initiatives of the three institutions, as illustrated by Figure 2.

CHED	NHA	NSC
<ul style="list-style-type: none"> • Why are socio-economic disparities impacting the effectiveness of CHED's initiatives? • Because socio-economic factors can influence access to resources necessary for educational success, such as tutoring, study materials, and even basic needs like food and housing. 	<ul style="list-style-type: none"> • Why are socio-economic disparities impacting the effectiveness of NHA's initiatives? • Because socio-economic factors can influence access to affordable housing, as individuals from lower socio-economic backgrounds may not have the financial means to afford housing. 	<ul style="list-style-type: none"> • Why are socio-economic disparities impacting the effectiveness of NSC's initiatives? • Because socio-economic factors can influence the level of security threats and needs in different regions and communities.
<ul style="list-style-type: none"> • Why do socio-economic factors influence access to these resources? • Because individuals from lower socio-economic backgrounds may lack the financial means to afford these resources, which can hinder their academic performance and overall educational experience. 	<ul style="list-style-type: none"> • Why do socio-economic factors influence access to affordable housing? • Because housing affordability is directly linked to income levels and the cost of living, which are determined by broader economic conditions. 	<ul style="list-style-type: none"> • Why do socio-economic factors influence the level of security threats and needs? • Because areas with high levels of poverty and inequality often face higher levels of crime and social unrest, which can pose security challenges.
<ul style="list-style-type: none"> • Why do individuals from lower socio-economic backgrounds lack the financial means to afford these resources? • Because of systemic issues such as income inequality, unemployment, and underemployment, which are prevalent in society. 	<ul style="list-style-type: none"> • Why are broader economic conditions affecting housing affordability? • Because of systemic issues such as income inequality, unemployment, and underemployment, which can limit individuals' ability to afford housing. 	<ul style="list-style-type: none"> • Why do areas with high levels of poverty and inequality often face higher levels of crime and social unrest? • Because systemic issues such as lack of access to quality education, unemployment, and social exclusion can lead to crime and social unrest.
<ul style="list-style-type: none"> • Why are systemic issues like income inequality, unemployment, and underemployment prevalent in society? • Because of structural problems in the economy, such as lack of job opportunities, wage stagnation, and the high cost of living. 	<ul style="list-style-type: none"> • Why are systemic issues like income inequality, unemployment, and underemployment prevalent? • Because of structural problems in the economy, such as lack of job opportunities, wage stagnation, and the high cost of living. 	<ul style="list-style-type: none"> • Why are systemic issues like lack of access to quality education, unemployment, and social exclusion prevalent? • Because of structural problems in the economy and society, such as income inequality, lack of job opportunities, and social discrimination.
<ul style="list-style-type: none"> • Why are there structural problems in the economy? • Because of policy decisions, market forces, and historical factors that have led to an unequal distribution of wealth and opportunities. 	<ul style="list-style-type: none"> • Why are there structural problems in the economy? • Because of policy decisions, market forces, and historical factors that have led to an unequal distribution of wealth and opportunities. 	<ul style="list-style-type: none"> • Why are there structural problems in the economy and society? • Because of policy decisions, market forces, and historical factors that have led to an unequal distribution of wealth and opportunities.
<ul style="list-style-type: none"> • Why have policy decisions, market forces, and historical factors led to an unequal distribution of wealth and opportunities? • Because of complex factors including political dynamics, economic policies, societal norms, and historical events that have shaped the current socio-economic landscape. 	<ul style="list-style-type: none"> • Why have policy decisions, market forces, and historical factors led to an unequal distribution of wealth and opportunities? • Because of complex factors including political dynamics, economic policies, societal norms, and historical events that have shaped the current socio-economic landscape. 	<ul style="list-style-type: none"> • Why have policy decisions, market forces, and historical factors led to an unequal distribution of wealth and opportunities? • Because of complex factors including political dynamics, economic policies, societal norms, and historical events that have shaped the current socio-economic landscape.

Figure 2. Conceptual Framework from Root-Cause Analysis of Disparities

The framework acknowledges systemic issues such as income inequality, unemployment, and underemployment across all sectors—education, housing, and national security. These issues limit the ability of individuals to access services such as quality education, decent housing, and secure environments.

Aligned with the philosophies of transformative governance and addressing social inequalities, the study reviews the agency's capacity to foster access, equity, and transformation. A comparative analysis was conducted guided by said frameworks to discern the strengths and weaknesses of each institution's approaches, comparing strategies and outcomes, and identifying best practices and lessons learned. [5]

The study also devised a systematic analysis to assess how agency initiatives tackle social inequalities in accordance with the principles of transformative governance. These initiatives, as documented in articles and press releases, are scored based on said principles as the normative criteria. Access measures the initiative's ability to extend services or opportunities to a broader population, equity evaluates fairness and barrier elimination (Lee, 2021), and transformativeness assesses the potential for significant, lasting change. Each criterion is rated on a scale of "0 to 2",

with “2” indicating exceeding expectations, “1” indicating meeting expectations to some extent, and “0” indicating not meeting expectations. The scores are then calculated by totaling and averaging the ratings for each initiative. Finally, the scores for each criterion across all initiatives within an agency are aggregated and averaged to determine the agency's overall performance against the three criteria.

Result

The thematic analysis found key weaknesses in the delivery of services including issues in admission tests, inaccessible housing, and unconsolidated security needs. It identified structural problems in the economy, such as lack of job opportunities, wage stagnation, and high cost of living, affecting all three sectors. The study revealed that these problems stem from policy decisions, market forces, and historical factors that have led to an unequal distribution of wealth and opportunities.[6]

On the other hand, opportunities lie in more inclusive policies and community-based approaches. These involve addressing systemic and structural issues, which could include improving outreach to disadvantaged communities, increasing resource allocation, revising policies to be more inclusive and equitable, and addressing specific sectoral challenges.

The policies, programs, and/or projects analyzed for each agency are based on the continuing and main initiatives of each agency that most exemplify access, equity, and/or transformativeness, as reported by the mainstream media and/or their respective agency press releases. For ease of understanding and further reference, the details are also summarized in Annex 1.

The Commission on Higher Education: Under the mandates of Republic Act (RA) 7722 and RA 8292, CHED has made strides in promoting equitable access and ensuring the quality and relevance of Higher Education Institutions (HEIs). The establishment of Centers of Excellence and Development (COEs/CODs) has led to improved education quality and international recognition of Filipino HEIs. Quality Assurance Projects have aligned HEIs with international standards, while the Faculty Development Program (FacDev) has enhanced faculty qualifications and teaching methods.

To ensure accessible higher education, CHED has introduced initiatives like the Cash Grant to Medical Students Enrolled in State Universities and Colleges (CGMS-SUCs), the Expanded Tertiary Education Equivalency and Accreditation Program (ETEEAP), and the Student Financial Assistance Programs (StuFAPs), which have increased access to medical education and tertiary education for working professionals and financially challenged students.

CHED's commitment to protecting academic freedom and moral ascendancy has resulted in autonomous or deregulated status for private HEIs, eradication of corrupt practices, and the implementation of the Information System Strategic Plan (ISSP), leading to better planning and management of higher education.

The National Housing Authority: NHA, under Presidential Decree 757, has been pivotal in addressing the housing needs in the Philippines. Its mission is to address 23% of the housing need by 2025, aiming to provide comprehensive and well-planned human settlements for the homeless, marginalized, and low-income families.

The NHA has developed an integrated housing program and formulated policies for housing development and resettlement. Initiatives like the Housing Program for Informal Settler Families (ISFs) Living Along Danger Areas in Metro Manila, Resettlement Assistance Program for LGUs (RAPLGU), Matigsalug Indigenous People Village, programs for former rebels, and Local Housing Programs among other initiatives, have significantly contributed to resettlement and community development across various sectors. These initiatives collectively enhance the agency's mission to provide secure, sustainable housing solutions for diverse populations in need.

The National Security Council: Reorganized under Executive Order No. 115, the NSC has played a pivotal role in formulating national security policies, programs, and procedures. The National Security Policy (NSP) 2023-2028 stands as the Philippines' strategic document guiding the protection, preservation, and enhancement of national security.

The NSC's Executive Committee has been effective in reviewing national security and defense problems, analyzing potential threats, and formulating positions and solutions. This committee's work ensures that multi-sectoral concerns are integrated into national security advice provided to the President.

The NSP 2023-2028, developed through extensive coordination and consultation with government agencies and stakeholders, offers a comprehensive approach to security sector governance. This policy is instrumental in addressing national security challenges and guiding the crafting of subsequent strategies and programs.

The NSC's efforts in monitoring the implementation of the NSP 2023-2028 and proposing related memoranda and orders underscore its commitment to a cohesive and proactive national security strategy.

Discussion

The findings provide a comprehensive understanding of the broader context of social inequalities in the Philippines. The shared strategy of these agencies, characterized by the fundamental dimensions of equity, access, and transformativeness, underscores the complex nature of social inequalities and the multifaceted approach required to address them.

The initiatives of the three case agencies embody the values of the three principles in their efforts to resolve social inequalities. However, the analysis reveals varying degrees of effectiveness among these agencies, with NHA perceived to address social inequalities more effectively than CHED and NSC. This suggests that while all three agencies share a common goal, their approaches and outcomes differ, reflecting the unique challenges and opportunities within each sector.

In terms of addressing social inequalities, CHED scored 1.37 out of 2, indicating a moderate level of effectiveness. Despite its efforts, there are still disparities in access to higher education, suggesting a need for more inclusive policies and support for students from disadvantaged backgrounds.

NHA, on the other hand, scored 1.76 out of 2, indicating a higher level of effectiveness in addressing social inequalities. However, housing remains inaccessible for many Filipinos, especially those from low-income families. This suggests that the current strategies may not be sufficient to meet the scale of the housing shortage and that innovative housing solutions, such as public-private partnerships and community-led housing projects, could be explored.

NSC scored 1.44 out of 2 in addressing social inequalities, indicating a moderate level of effectiveness. While the NSC plays a crucial role in ensuring a secure environment for all citizens, it may be challenged by the diverse security needs and threats faced by different regions and communities in the country. This suggests a need for a more community-based and human security approach. Table 1 summarizes the ratings of the flagship or major programs of the agencies.

The comparative analysis of the initiatives of these agencies highlights the complexities of public governance and underscores the potential for transformative change in the face of persistent social inequalities. The findings suggest that to maximize transformative governance, continuous monitoring, and evaluation of addressing social inequalities must become a regular and vital part of public management.

Case studies on other Philippine government agencies are recommended to further expand the scope of this paper. These insights can inform future policy-making and organizational procedures, contributing to the development of more effective strategies to address social inequalities.

Agency	Policy Program Projects*	Rating based on Output/Outcome (2=yes, exceeds expectations; 1=yes to some extent 0-not)			Total	Ave
		Access	Equity	Transformativeness		
CHED	Centers of Excellence and Centers of Development (COEs/CODs)	1	1	2	4	1.33
	Quality Assurance Projects	1	1	1	3	1.00
	Faculty Development Program (FacDev)	1	2	1	4	1.33
	Cash Grant to Medical Students Enrolled in State Universities and Colleges (CGMS-SUCs)	2	2	1	5	1.67
	Expanded Tertiary Education Equivalency and Accreditation Program (ETEEAP)	2	2	2	6	2.00
	Autonomous and Deregulated Status for Private HEIs	1	1	2	4	1.33
	Regulation of Private Higher Education Institutions	1	1	1	3	1.00
	Institutionalization of Transparency and Accountability	1	1	2	4	1.33
	Implementation of the Information System Strategic Plan (ISSP)	1	1	2	4	1.33
		1.22	1.33	1.56	4.11	1.37
NHA	Housing Program for Informal Settler Families (ISFs) Living Along Danger Areas in Metro Manila	2	2	1	5	1.67
	Resettlement Program for ISFs Affected by the Supreme Court's Mandamus to Clean-up the Manila Bay Area	2	2	1	5	1.67
	Resettlement Assistance Program to Local Government Units (RAP-LGU)	2	2	1	5	1.67
	Housing Assistance Program for Indigenous Peoples (HAPIP)	2	2	2	6	2.00
	Resettlement Assistance for Former Rebels	2	2	2	6	2.00
	Local Housing Programs	2	2	1	5	1.67
	Emergency Housing Assistance Program (EHAP)	2	2	1	5	1.67
		2	2	1.29	5.29	1.76
NSC	Crafting of the National Security Policy 2023-2028	1	2	2	5	1.67
	Formulation of Positions and Solutions by the Executive Committee for the President	1	2	1	4	1.33
	Management and Oversight of Intelligence Inputs and Activities	1	2	1	4	1.33
		1	2	1.33	4.33	1.44

Table 1. Analysis of Agency Initiatives in Addressing Social Inequalities

Notes

1. See **Annex 1** for details on mandates.
2. See **Annex 2-A** for detailed CHED Functions, Programs and Outcomes.
3. See **Annex 2-B** for detailed NHA Functions, Programs and Outcomes.
4. See **Annex 2-C** for detailed NSC Functions, Programs and Outcomes.
5. See **Annex 3**.
6. See **Annex 4**.

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Annex 1**Mandates of Key Agencies: CHED, NHA, and NSC**

Agency	Mandate		
	Source of Mandate	Vision and Mission	Main Social Issue/s of interest per mandate
CHED	RA 7722 (Higher Education Act of 1994)	M: Promote equitable access and ensure quality and relevance of HEIs and their programs V: PHE System that is equitable and producing locally responsive, innovative, and globally competitive graduates and life-long learners	Higher Education issues <ul style="list-style-type: none"> · Promote relevant & quality HE, · Ensure accessible HE, · Protect Academic freedom, · Commit to moral ascendancy
NHA	PD 757 (Creating the National Housing Authority, 1975)	M: Addressed 23% of the housing need by 2025 V: A viable organization that leads in the provision of comprehensive and well-planned human settlements for the homeless, marginalized, and low-income families, thereby improving their quality of life.	Implementation of the Govt housing program <ul style="list-style-type: none"> · Adequate housing, · Housing, development, resettlement, and other relevant activities, · Participation in housing ventures for industry growth
NSC	EO No. 115, s.1986 (Reorganizing the National Security Council)	a free, resilient, peaceful, and prosperous archipelagic and maritime nation, at peace with itself and its neighbors, enabled and protected by reliable defense and public safety systems	Formulate policies, programs, and procedures on national security

Annex 2-A.**CHED Functions, Programs, and Outcomes**

Agency	Functions/ Expected Interventions	Current Policy/ Program/ Project to Fulfill Mandate	Output/Outcomes
CHED	Formulating plans, policies, and strategies on higher education ✓ Research, especially agro-industrialization, ✓ Priorities and grants, including criteria, ✓ HE standards, including monitoring and evaluation, ✓ Centers of excellence, ✓ Budget of public HEIs, ✓ Rationalize HEIs, ✓ Resource development schemes, ✓ HEDF ✓ Review charters and board membership of HEIs	Promote relevant & quality Higher Education ✓ Centers of Excellence and Centers of Development (COEs/CODs): These are higher education institutions (HEIs) that have demonstrated the highest degree or level of standards along the areas of instruction, research, and extension ✓ Quality Assurance Projects: CHED has implemented various projects to ensure the quality of education in HEIs ✓ Faculty Development Program (FacDev): This program is designed to upgrade the qualifications of faculty members in HEIs	Centers of Excellence and Centers of Development (COEs/CODs): ✓ Outputs: The establishment of HEIs that excel in instruction, research, and extension ✓ Outcomes: Improved quality of education and increased recognition of Filipino HEIs in the international arena Quality Assurance Projects: ✓ Outputs: The implementation of various projects to ensure the quality of education in HEIs ✓ Outcomes: Higher education institutions, programs, and systems in the country achieving international standards Faculty Development Program (FacDev): ✓ Outputs: Upgraded qualifications of faculty members in HEIs ✓ Outcomes: Improved faculty qualifications and teaching methods contributing to better student learning
		Ensure accessible Higher Education ✓ Cash Grant to Medical Students Enrolled in State Universities and Colleges (CGMS-SUCs): This program provides financial assistance to medical students in SUCs ✓ Expanded Tertiary Education Equivalency and Accreditation Program (ETEEAP): This program acknowledges higher learning obtained from informal and non-formal modes of education ✓ Student Financial Assistance Programs (StuFAPs): These are scholarships, grants-in-aid, and loan programs aimed at providing financial assistance to students	Cash Grant to Medical Students Enrolled in State Universities and Colleges (CGMS-SUCs): ✓ Outputs: Financial assistance provided to medical students in SUCs ✓ Outcomes: Increased access to medical education for financially challenged students Expanded Tertiary Education Equivalency and Accreditation Program (ETEEAP): ✓ Outputs: Acknowledgement of higher learning obtained from informal and non-formal modes of education ✓ Outcomes: Increased access to tertiary education for working professionals Student Financial Assistance Programs (StuFAPs): ✓ Outputs: Scholarships, grants-in-aid, and loan programs providing financial assistance to students ✓ Outcomes: Increased access to quality higher education for financially challenged students
		Protect Academic freedom ✓ Autonomous and Deregulated Status for Private HEIs: CHED grants autonomous or deregulated status to private HEIs that have demonstrated exceptional institutional quality and enhancement through internal quality assurance systems ✓ Regulation of Private Higher Education Institutions: CHED oversees the operation of private HEIs to ensure they adhere to set standards	Autonomous and Deregulated Status for Private HEIs: ✓ Outputs: Granting of autonomous or deregulated status to private HEIs that have demonstrated exceptional institutional quality ✓ Outcomes: Enhanced academic freedom and innovation in private HEIs Regulation of Private Higher Education Institutions: ✓ Outputs: Oversight of the operation of private HEIs to ensure they adhere to set standards ✓ Outcomes: Improved quality and standards of private HEIs.
		Commit to moral ascendancy ✓ Institutionalization of Transparency and Accountability: CHED commits to moral ascendancy that eradicates corrupt practices, institutionalizes transparency and accountability, and encourages participatory governance ✓ Implementation of the Information System Strategic Plan (ISSP): This plan aims to improve the efficiency and effectiveness of CHED's services	Institutionalization of Transparency and Accountability: ✓ Outputs: Eradication of corrupt practices, institutionalization of transparency and accountability, and encouragement of participatory governance ✓ Outcomes: Increased trust and confidence in CHED and the higher education system Implementation of the Information System Strategic Plan (ISSP): ✓ Outputs: Improvement in the efficiency and effectiveness of CHED's services ✓ Outcomes: Better planning and management of higher education by CHED.

Annex 2-B.**NHA Functions, Programs, and Outcomes**

Agency	Functions/ Expected Interventions	Current Policy/ Program/ Project to Fulfill Mandate	Output/Outcomes
NHA	<p>Exercised through the Board,</p> <ul style="list-style-type: none"> ✓ Develop an integrated housing program, ✓ Housing development and resettlement policies, ✓ Public lands for housing; Eminent domain or purchase of lands, ✓ Joint ventures, ✓ Bonds or contracts, ✓ International commitments on housing, ✓ Technical assistance on housing development, ✓ Rights and liabilities as a corporation, ✓ Regulate owner-lessee residential relationship 	<p>Adequate Housing</p> <p>✓ Housing Program for Informal Settler Families (ISFs) Living Along Danger Areas in Metro Manila: This program addresses the requirements of families living along danger areas. It involves the provision of housing units, community facilities, socio-economic and other community support programs</p> <p>✓ Resettlement Program for ISFs Affected by the Supreme Court's Mandamus to Clean-up the Manila Bay Area: This program was implemented in response to a Supreme Court order to clean up, rehabilitate, and preserve Manila Bay</p>	<p>Housing Program for Informal Settler Families (ISFs) Living Along Danger Areas in Metro Manila</p> <p>✓ Outputs: The program involves the relocation and resettlement of families residing in or along dangerous areas, particularly those along waterways such as creeks, rivers, and esteros; NHA undertakes housing development</p> <p>✓ Outcomes: The program has provided housing assistance to the members of the Rebolusyong Partidong Manggagawa-Pilipina/Revolutionary Proletarian Army/Alex Boncayao Brigade (RPMP/RPA/ABB) now known as the Kapatiran</p> <p>Resettlement Program for ISFs Affected by the Supreme Court's Mandamus to Clean-up the Manila Bay Area</p> <p>✓ Outputs: The program was implemented in response to a Supreme Court order to clean up, rehabilitate, and preserve Manila Bay</p> <p>✓ Outcomes: The program is an aid of NHA to local government units (LGUs) in ensuring that affected families with houses along waterways, like the Manila Bay area, are permanently removed and relocated to resettlement sites</p>
		<p>Housing, Development, Resettlement, and Other Relevant Activities</p> <p>✓ Resettlement Assistance Program to Local Government Units (RAP-LGU): This program provides financial and technical assistance to Local Government Units in the implementation of their urban development and housing programs</p> <p>✓ Housing Assistance Program for Indigenous Peoples (HAPIP): This program provides financial and technical assistance to Indigenous Peoples in coordination with the National Commission for Indigenous Peoples and LGUs</p> <p>✓ Resettlement Assistance for Former Rebels: This program provides housing assistance to former rebels who expressed desire to abandon armed struggle</p>	<p>Resettlement Assistance Program to Local Government Units (RAP-LGU)</p> <p>✓ Outputs: Through the Resettlement Assistance Program for LGUs (RAP-LGU), NHA can provide as much as P25 million for municipalities and P50 million for cities that need to resettle informal settlers</p> <p>✓ Outcomes: The program addresses the resettlement requirement of Local Government Units (LGUs) outside Metro Manila involving families in danger areas, those affected by infrastructure projects, calamities, and for indigenous people.</p> <p>Housing Assistance Program for Indigenous Peoples (HAPIP)</p> <p>✓ Outputs: The Matigsalug IP Village is part of NHA's Housing Assistance Program for Indigenous Peoples (IPs), intended to help improve the living conditions and uplift the well-being of the Matigsalug-Manobo Tribe through housing service delivery</p> <p>✓ Outcomes: Under the program, NHA shall provide P20 million funding to the Local Government of Kitaotao to construct 60 housing units</p> <p>Resettlement Assistance for Former Rebels</p> <p>✓ Outputs: The National Housing Authority (NHA) has provided housing assistance to the members of the Rebolusyong Partidong Manggagawa-Pilipina/Revolutionary Proletarian Army/Alex Boncayao Brigade (RPMP/RPA/ABB) now known as the Kapatiran</p> <p>✓ Outcomes: The former rebels (FRs) thanked the NHA and the 50th Infantry Battalion for allowing them to have a comfortable house for their family</p>
		<p>Participation in Housing Ventures for Industry Growth</p> <p>✓ Local Housing Programs: These programs cover the implementation of cost-recoverable socialized housing projects in urban and urbanizable areas in all congressional districts</p> <p>✓ Emergency Housing Assistance Program (EHAP): This program provides cash assistance for families whose houses were partially damaged or completely destroyed</p>	<p>Local Housing Programs</p> <p>✓ Outputs: These programs cover the implementation of cost-recoverable socialized housing projects in urban and urbanizable areas in all congressional districts</p> <p>✓ Outcomes: The programs are mandated under RA 7835 or the Comprehensive and Integrated Shelter Financing Act of 1994 (CISFA) and may be implemented for various housing options, land acquisition or land tenure assistance schemes, and assistance for survey and titling, provision/installation and repair of project components and community facilities</p> <p>Emergency Housing Assistance Program (EHAP)</p> <p>✓ Outputs: The National Housing Authority (NHA) has provided special financial assistance to families devastated by Typhoon Odette in Regions IVB, VI, VII, VIII, IX and XIII</p> <p>✓ Outcomes: The program has provided aid to families whose houses were damaged or destroyed by the typhoon</p>

Annex 2-C.**NSC Functions, Programs, and Outcomes**

Agency	Functions/ Expected Interventions	Current Policy/ Program/ Project to Ful fill Mandate	Output/Outcomes
NSC	Through its Executive Committee, Review national security and defense problems, including analyzing incidents and possible threats Formulate positions and solutions Determine agenda for NSC Integrate multi-sectoral concerns relating to national security to provide advice to the President, including formulation and coordination of policies	Review National Security and Defense Problems, Including Analyzing Incidents and Possible Threats National Security Policy 2023-2028: This is the Philippines' overarching policy document that spells out the aspirations and defines the strategic direction of the whole government to protect, preserve, and enhance national security.	National Security Policy 2023-2028 1. Outputs: The NSP 2023-2028 is the Philippines' overarching policy document that spells out the aspirations and defines the strategic direction of the whole government to protect, preserve, and enhance national security 2. Outcomes: The NSP 2023-2028 provides guidance in the crafting of subsequent strategies and programs geared towards national security to build a conducive environment for development
		Formulate Positions and Solutions Executive Committee: The Executive Committee reviews national security and defense problems and formulates positions and/or solutions for consideration by the NSC	Executive Committee 1. Outputs: The Executive Committee reviews national security and defense problems and formulates positions and/or solutions for consideration by the NSC 2. Outcomes: The Executive Committee ensures that decisions of the NSC are clearly communicated to the agencies involved
		Determine Agenda for NSC Proper National Security Policy 2023-2028: The NSC, through the National Security Adviser, monitors the implementation of the NSP 2023-2028, and upon consultation with and concurrence of relevant government agencies, proposes memoranda, circulars, and other orders related to the implementation thereof, for the approval of the President	National Security Policy 2023-2028 1. Outputs: The NSC, through the National Security Adviser, monitors the implementation of the NSP 2023-2028. 2. Outcomes: The NSC proposes memoranda, circulars, and other orders related to the implementation thereof, for the approval of the President
		Integrate Multi-Sectoral Concerns Relating to National Security to Provide Advice to the President, Including Formulation and Coordination of Policies National Security Policy 2023-2028: The NSP 2023-2028 was formulated in coordination and consultation with key government agencies and instrumentalities with the participation of various stakeholders to provide guidance and a comprehensive approach to improving security sector governance to effectively address national security challenges	National Security Policy 2023-2028 1. Outputs: The NSP 2023-2028 was formulated in coordination and consultation with key government agencies and instrumentalities with the participation of various stakeholders 2. Outcomes: The NSP 2023-2028 provides guidance and a comprehensive approach to improving security sector governance to effectively address national security challenges

Annex 3.**Summary of PH Context, International Trends, and Analysis**

Agent Sector		PH Conditions	International Trends on the sector	Analysis
CHED Higher Ed	Equity	<p>▼Growing concern about equity in higher education.</p> <p>▼Despite increased access, not all students are given the resources and opportunities</p> <p>▼Private sector dominance, about 80 percent of the enrollment till the 1980s</p> <p>▼Not strong enough to meet the market demand for higher education credentials</p>	<p>▼HEIs are increasingly recognizing the need to address equity issues.</p> <p>▼Moving towards active learning and teaching skills that will endure in a changing world.</p> <p>▼Pandemic has worsened equity gaps in higher education</p>	<p>▼Times Higher Education World University Rankings: This ranking that includes equity as one of the highlighted components includes 1,306 universities across 109 countries and regions. It uses 18 carefully calibrated performance indicators that measure an institution's performance across five areas: teaching, research environment, research quality, industry, and international outlook</p>
		<p>▼Increased significantly, with the participation rate rising to over 40 percent.</p> <p>▼As more students take admission tests in public universities, the system becomes more competitive</p>		<p>▼Philippine Higher Education Institutions (HEIs) have shown significant progress. According to the 2024 QS World University Rankings that includes access as one of its major components, five Philippine HEIs have been recognized¹. The University of the Philippines leads the list, ranking 404th, followed by Ateneo de Manila University at the 563rd place, De La Salle University and University of Santo Tomas also maintain their presence in the rankings at the 601-690 and 801-850 groups, respectively. The University of San Carlos has also joined the list, placing in the 1201-1400 group</p>
		<p>▼Challenges facing HEIs have led to adjustments in teaching and learning designs.</p> <p>▼Problems of basic education have distracted attention away from their impact on the tertiary sector</p>		<p>▼In the World University Rankings for Innovation (WURI) Global Top 100 Universities 2023, 44 Philippine higher education institutions (PHEIs) were included². This places the Philippines in the top spot for the most number of HEIs per country, second only to the USA with 68 institutions. Far Eastern University – Dr. Nicanor Reyes Medical Foundation (FEU-NRMF) leads the PHEIs at Rank 56 jumping 18 places from its 2022 standing.</p>
		<p>▼Inaccessible for millions of Filipinos, especially low-income and large families and those who live in highly urbanized cities.</p> <p>▼More than 1.08 million housing units and lots were produced and financed by key shelter agencies by the end of 2021.</p> <p>▼The housing problem is not resolved yet</p>		<p>▼IMF Global Housing Watch: This index includes access as one of its major components, tracks developments in housing markets across the world on a quarterly basis. It provides current data on house prices as well as metrics used to assess valuation in housing markets, such as house price-to-rent and house-price-to-income ratios</p> <p>▼Global Housing Market Statistics & Facts: This provides statistics and facts about the global housing market, including data on housing prices and affordability</p> <p>▼Housing Index: This index provides values for Housing Index reported in several countries, including transformativeness</p>
NHA Public Housing	Equity	<p>▼2040 National Housing and Urban Development Sector Plan (NHUDSP), as a roadmap for future administrations.</p> <p>▼233 local government units received assistance with regard to updating and ratifying their Comprehensive Land Use Plans and Provincial Development and Physical Framework Plans</p>	<p>▼Need for sustainable housing solutions to address the global housing crisis</p> <p>▼The world needs to build 96,000 new affordable homes every day to house the estimated 3 billion people who will need access to adequate housing by 2030.</p> <p>▼There is a global housing affordability challenge</p>	<p>▼Based on the 2021 Statistical Indicators on Philippine Development compilation, otherwise known as StatDev 2021, the country's performance in delivering low-cost and socialized housing had the highest performance having exceeded their end of plan targets¹. The Philippines recorded about 28.5 million housing units in 2020². The Real Residential Estate Price Index (RREPI) grew from 112.4 in 2016 to 138.9 in 2020, or by an average annual growth of 5.5%³.</p>
		<p>▼Need to protect strategic industries</p> <p>▼Threats posed by global events such as foreign interventions</p> <p>▼Cyberattacks</p> <p>▼Concerns over China's aggressive actions in the South China Sea.</p> <p>▼Manila had to rebalance its relations with Washington</p>		<p>▼The Cyber Defense Index: This is a ranking of 20 of the world's major economies according to their collective cybersecurity assets, organizational capabilities, and policy stances</p> <p>▼Security Threats Index: This index provides a ranking of countries based on the level of security threats</p> <p>▼Safest Countries in the World: This ranking provides a list of the safest countries in the world</p>
NSC National Security	Equity	<p>▼Concerns over China's aggressive actions in the South China Sea.</p> <p>▼Manila had to rebalance its relations with Washington</p>	<p>▼National Intelligence Council anticipates that rising temperatures and intensifying weather due to climate change will exacerbate geopolitical tensions and social instability</p> <p>▼Cybercriminals are increasingly gaining access to networks via phishing, stolen Remote Desktop Protocols (RDP) credentials, or brute force, and exploiting software vulnerabilities</p>	<p>▼Based on the Global Peace Index 2022, the Philippines moved up four places to rank 125 among 163 countries¹. The report noted that the Philippines registered its best score in peacefulness in a decade, "largely driven by significant improvements in political stability, impact of terrorism, and homicide rates". In the Safety Perceptions Index, the Philippines got an overall score of 0.37, which is above the global average SPI score of 0.22.</p>
		<p>▼Crafting of the National Security Policy (NSP) 2023-2028</p>		<p>▼The Global Housing Watch: This index includes access as one of its major components, tracks developments in housing markets across the world on a quarterly basis. It provides current data on house prices as well as metrics used to assess valuation in housing markets, such as house price-to-rent and house-price-to-income ratios</p> <p>▼Global Housing Market Statistics & Facts: This provides statistics and facts about the global housing market, including data on housing prices and affordability</p> <p>▼Housing Index: This index provides values for Housing Index reported in several countries, including transformativeness</p>

Annex 4.*Summary of Analysis on Weaknesses, Challenges, and Opportunities for Improvement*

	<u>Weakness</u>	<u>Challenges</u>	<u>Opportunities for Improvement</u>
<u>CHED</u>	favors students from socio-economically advantaged backgrounds due to the competitive nature of admission tests in public universities.	Balances increased access to higher education with the quality of education.	Explore more inclusive admission policies.
		Ensures that increased access leads to improved life chances for all students.	Provide more support for students from disadvantaged backgrounds.
			Strengthen focus on vocational and technical education to provide more diverse pathways to success.
<u>NHA</u>	Struggles to make housing accessible for many Filipinos, especially those from low-income families and those living in highly urbanized cities.	Provides affordable housing.	Explore innovative housing solutions, such as public-private partnerships and community-led housing projects.
		Ensures that these housing units are located in areas with access to essential services and livelihood opportunities.	Strengthen focus on urban planning to ensure the integration of housing with other essential services.
<u>NSC</u>	Faces challenges due to the diverse security needs and threats faced by different regions and communities in the country.	Ensures national security while respecting human rights and civil liberties.	Strengthen focus on community-based and human security approaches.
		Adapts to the changing security landscape, including new threats such as cyberattacks.	Invest more in cybersecurity infrastructure and capabilities to adapt to the changing security landscape.