



Republic of the Philippines  
**Bangsamoro Autonomous Region in Muslim Mindanao**  
**OFFICE OF THE CHIEF MINISTER**

Bangsamoro Government Center, Governor Gutierrez Avenue, Rosary Heights VII, Cotabato City 9600

**MEMORANDUM**

Order No. 349  
Series of 2024

**FOR :** ALL OFFICES, SERVICES, DIVISIONS, SPECIAL PROGRAMS,  
AND ATTACHED AGENCIES UNDER THE OFFICE OF THE  
CHIEF MINISTER

Bangsamoro Autonomous Region in Muslim Mindanao

**SUBJECT :** ADOPTION AND IMPLEMENTATION OF THE OCM STRATEGIC  
PLAN 2023-2028

**DATE :** 05 Rabi-ul-Akhir 1446 AH | 08 October 2024

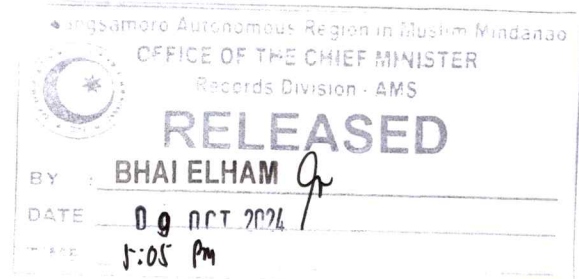
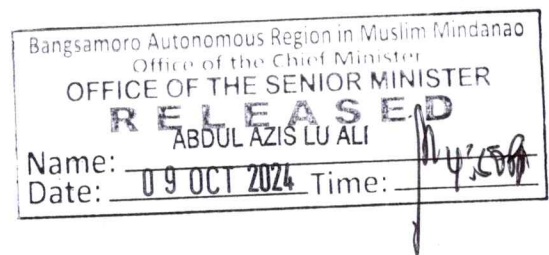
1. Section 1, Chapter 1, Title I, Book IV of the Bangsamoro Administrative Code (BAA No. 13) provides that as Head of the Bangsamoro Government, the Chief Minister shall have control and supervision of all ministries, agencies, offices, bureaus, commissions, boards and instrumentalities of the Bangsamoro Government.
2. The Office of the Chief Minister (OCM) consists of Executive Offices and the Bangsamoro Management Support System (BMSS) to fully exercise the Chief Minister's powers, duties, and functions as Head of the Bangsamoro Government.
3. The OCM ensures a deliberate and purposeful setting of priorities for achieving its mandates in accordance with BAA No. 13. Hence, the OCM conducted a refinement workshop for the OCM Strategic Plan, establishing a shared vision and mission, setting goals, and enabling the management to formulate policies and objectives on July 18-21, 2023.
4. The OCM Strategic Plan 2023-2028 is a long-term plan that has profound implications for defining, focusing, and enhancing the institutional and operating capacity of the OCM along its various strategic areas of reform. This Strategic Plan provides a framework, a set of conceptual approaches, processes, and tools. It is a mechanism for each operating unit of the OCM including the attached offices and special programs, to contribute to decision-making and charting of its organizational focus and direction for both institutional and operating levels.
5. The strategic plan governs the OCM in the following areas:

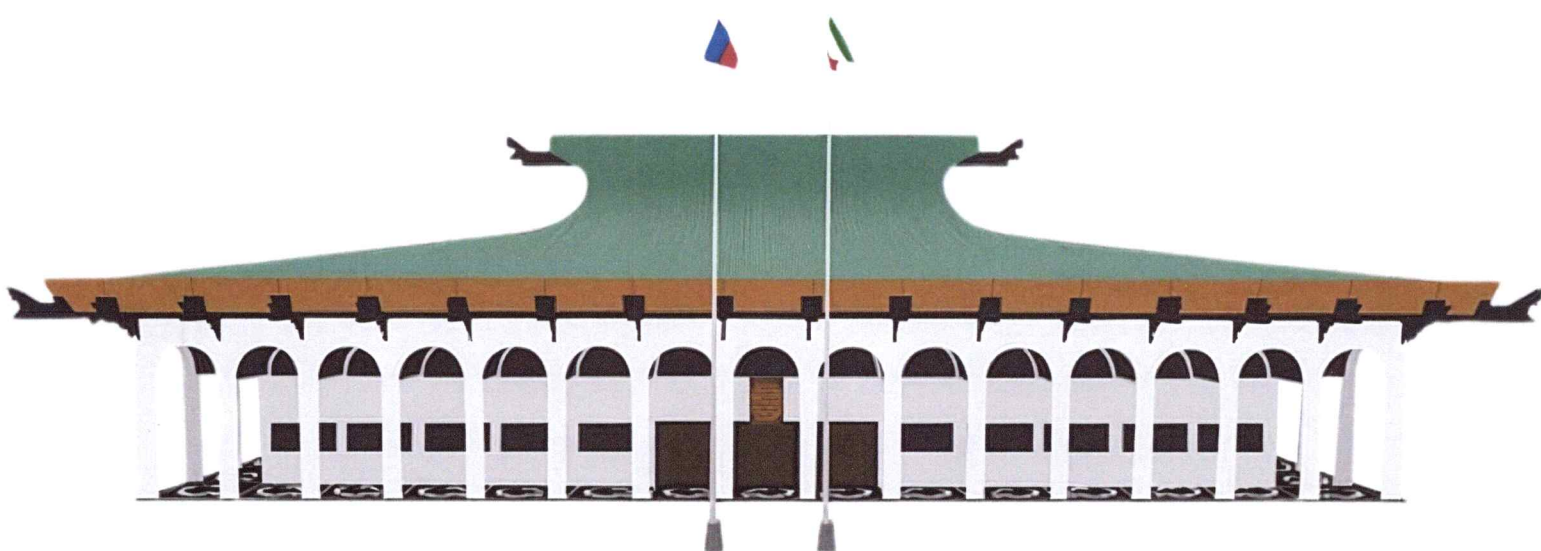
- a. The strategic plan is a guide as a whole or individual offices/units that should be going in the context of a redefined vision, mission, objectives, strategies, and policies, which will enable the organization to adapt, shape, and develop in its environment over a period of time;
  - b. Linking the strategic plan with operational plans, which will provide the different operating units and offices of the OCM with a single purpose and goal that will guide and provide a unifying objective upon which the design of their programs, projects, and activities will stand; and
  - c. Guiding the management of the OCM in strategic management specifically in monitoring the progress of its operations using strategic performance measures.
6. Attached herewith is the **finalized version of the OCM Strategic Plan Document**. Use this link <https://tinyurl.com/OCMStratPlanDocument> to access the e-copy of the document.
  7. For questions and/or other clarifications, you may contact the TMS-Planning and Management Division at (064) 442-5463 or email at [tmsplanning@bangsamoro.gov.ph](mailto:tmsplanning@bangsamoro.gov.ph).

For information and compliance.

**By Authority of the Chief Minister**  
**AHOD B. EBRAHIM**

  
**ABUNAWAS L. MASLAMAMA**  
 Senior Minister





**OFFICE OF THE CHIEF MINISTER**

# **STRATEGIC PLAN DOCUMENT**

**2023-2028**

## PREFACE

*Bismillah ar-Rahman ar-Rahim  
Assalamu alaikum warahmatullahi wabarakatuh.*

It is with immense pride that I present the Office of the Chief Minister's (OCM) Strategic Plan for the years 2023–2028. This document reflects the concerted efforts, insights, and aspirations of various stakeholders working hand in hand with the office to steer the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) toward a more peaceful and progressive Bangsamoro.

This strategic plan reflects our journey based on the BARMM's Enhanced 12-Point Priority Agenda, which is a roadmap for developing a strong, responsive, and relevant bureaucracy. Among other critical areas, we are bound to promote moral governance, enhance digital infrastructure for intensified revenue generation, and boost agri-fishery productivity. We are committed to transparency, accountability, and the overall improvement of public financial management.

This strategic plan sets forth the goals and objectives, but what is essentially important is that it presents the specific initiatives and interventions that will redound to meeting the unique needs of our constituents, from improving social protection and universal health care to enhancing disaster resilience and climate change adaptation. We are committed to enabling a resilient and sustainable BARMM.

The support and commitment from our partners have been invaluable. The Technical Management Service's (TMS) collaborative efforts, together with its several offices under the OCM and our development partners like Support to Bangsamoro Transition (SUBATRA), really reshaped this comprehensive strategic plan.

I call on all members of the Bangsamoro community, leaders, and partners to work hand in hand with us. Let us bring forward an environment of inclusivity, respect, and trust, ensuring that our government remains responsive to its people's needs.

Indeed, we have come a long way, but we still have a long way to go. That is why, together, we will be building a BARMM that will not just meet the aspirations of its people but will also set benchmarks in moral governance and sustainable development.

In the spirit of moral governance, we hereby proceed with integrity, honor, and a collective commitment to excellence.



**AHOD B. EBRAHIM**  
Chief Minister

# Acknowledgment

The formulation of this strategic plan benefited immensely from the collaborative efforts of different stakeholders.

We express our immense gratitude to the Chief Minister, Honorable **AHOD B. EBRAHIM**, whose continuous supervision and strategic insights have been pivotal in the formulation of this strategic plan.

We also owe a great deal to the offices under the Office of the Chief Minister (OCM), its attached offices and special programs, and to the Technical Working Group (TWG), whose valuable inputs, feedback, and insights during the making made this comprehensive.

We are also indebted to Ma'am Maria Victoria Maglana, who played a crucial role in facilitating the strategic planning process and whose expertise and guidance were invaluable in shaping this plan.

We also commend the indispensable support of Suporta sa Bangsamoro Transition (SUBATRA), whose funding made the development of this strategic plan possible.

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# CHAPTER I: INTRODUCTION

## Highlights and Significance of OCM's Performance

The Office of the Chief Minister (OCM) has significantly shaped the governance landscape of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). From policy formulation and development to financial and procurement management, and from promoting moral governance to addressing the fundamental needs of Bangsamoro communities, its accomplishments supports the establishment and strengthens the foundation of bureaucracy.

### Policy Formulation and Development Program

It emphasizes the Office of the Chief Minister's (OCM) contributions to the government Agenda, Transition plan, Bangsamoro Autonomy Act 13, special programs, and IGRB institutionalization. Cabinet meetings, committees, Civil Society Organization and Council of Leader consultations, Tulong Alay sa Bangsamorong Nangangailangan Convergence service caravans, and the National Police Commission Special Qualifying Eligibility Examination are among the initiatives. These efforts have helped to cultivate an environment of inclusivity, respect, and trust, ensuring that the Bangsamoro government is responsive to the needs of its constituents.

During the transition extension period, concerns about potential reappointments were raised. However, OCM swiftly addressed these issues through effective lobbying and strengthening linkages, which alleviated tensions. OCM's commitment to its core principles of honor, integrity, and responsiveness shaped an inclusive and collaborative governance approach.

Strong leadership, a culture focused on achieving results, and collaboration have been essential to OCM's success. External factors, such as the assistance of civil society organizations and development partners, have driven up its performance. Despite obstacles such as data security lapses and resistance to change, OCM's commitment to the strategic plan remains unwavering. The organization is steadfast in its dedication to governance excellence, efficiency, responsiveness, and sustainability, emphasizing that there is still a considerable distance to go and numerous objectives to attain. The mantra "*Malayo pa, Pero malayo na*" exemplifies the path's progress: "*Malayo pa, Pero malayo na. Marami pa, Pero marami na*" (We have come a long way, but we still have a long way to go and much remains to be done).

### Finance and Procurement Management Services

The Finance and Procurement Management Services play a crucial role in ensuring transparency and accountability in the efficient use of government resources while adhering to budgetary, accounting, and auditing rules. It has achieved several key accomplishments, including defending budget proposals, controlling budget execution, maintaining financial records, submitting financial statements, and responding to audit observations. It integrates internal controls, emphasizes financial reporting, and promotes transparency and accountability through online financial reports.

Its success attributes include strong leadership, a results-oriented approach, a collaborative culture, and a commitment to continuous improvement. External factors such as funding availability and support from key stakeholders have also contributed to its success. It responds to the risks through security measures, financial controls, process improvements, and enhanced transparency.

### **General Administration Management and Supervision**

The highlights include foundational policies, capacity building, health and wellness, enhanced procedures, and digital awards. These initiatives led to the establishment of various committees and mechanisms like the Human Resource committee, Regional Project Monitoring and Evaluation Committee (RPMEC), Property Disposal Committee, Quality Management System (QMS), Strategic Performance Management System (SPMS), Recruitment, Selection, and Placement (RSP), Learning and Development, and Bangsamoro Food and Security Committee, among others.

The organization faced risks such as communication gaps, understaffing, and delayed payments, which were addressed through improved coordination, hiring additional personnel, and open discussions. External factors and attributes contributing to their performance include support from top management, inspiration from Moro Islamic Liberation Front (MILF) leadership, and assistance from development partners like Suporta sa Bangsamoro Transition (SUBATRA), the Japan International Cooperation Agency (JICA), the Asian Foundation, and the national government.

### **Planning, Research Development and Data Management Services**

Key highlights include guiding budget planning, implementing performance management systems, aligning projects with organizational goals, monitoring office performance, developing ICT systems, conducting surveys, and participating in committee meetings. The following are the policies and guidelines crafted and implemented:

- Guidelines for the Submission of Monthly, Quarterly, Semi-Annual, and Annual Accomplishment Reports
- Office of the Chief Minister Strategic Performance Management System
- Guidelines on OCM Plans and Budget Preparation
- Amendment to the Revised Guidelines on the Preparation and Finalization of Work and Financial Plans (WFP)
- Performance Evaluation Guidelines for SPMS Implementation
- OCM's Revised Strategic Performance Management System Internal Guidelines
- Guidelines for the Submission of a Post-Activity Report

These several initiatives, policies, and guidelines have been introduced to achieve organizational goals.



## **Response Initiatives for the Basic Needs of Bangsamoro Communities**

Project TABANG is a humanitarian initiative created to improve the situation of Bangsamoro communities, demonstrating the Bangsamoro government's commitment to assisting grassroots populations and bringing the government closer to the people. The project has three components: humanitarian and social services, livelihood services, and health ancillary services. The core value emphasized is responsiveness, aligning with the concept of "response initiative." From its project commencement, about 195,314 Bangsamoro have been supported and provided with medical and relief assistance.

A key risk is reaching far-flung areas to assist underserved communities, which is mitigated through coordination with local government units (LGUs) and barangay local government units (BLGUs).

## **Access to Housing and Livelihood Programs for the Bangsamoro**

Project KAPYANAN (Kapayapaan sa Pamayanan) focuses on democratizing access to housing and improving related programs, plans, design, and allocation. The project aims to construct 18,265 houses in various areas, spreading housing services to the poorest of the poor in Bangsamoro. There is a notable difference in the allocation and design of services between the past and present governments.

Attributes and external factors involve a genuine concern for marginalized communities and a commitment to continuing the program despite challenges. Responses to risks include dialogue with stakeholders and the profiling and validation of beneficiaries

## **Provision of Health Services Assistance**

Ayudang Medikal para sa Bangsamorong Nangangailangan (AMBAG) has achieved notable milestones, reaching and serving 120,961 beneficiaries of financial health assistance to all government hospitals within the BARMM as well as partnered hospitals outside the BARMM region. The program continually improves its guidelines to better serve those in need of medical assistance.

Key initiatives involve regular consultative meetings with both internal and external stakeholders, monthly visits and dialogues with partner hospitals, consultative meetings with Bangsamoro communities to assess their needs and engage additional partner hospitals, and ongoing monitoring and evaluation.

The implementation insights and challenges highlight AMBAG's progress in terms of geographical reach and the need to continue reaching more communities in the future.

## **Establishment and Development of Bangsamoro Communities**

The SLMG (Support to Local Moral Governance) program is aimed at delivering basic socio-economic development and infrastructure in the BARMM. Key highlights include its role in socio-economic development, various infrastructure activities, and partnerships with stakeholders for skill development. Attributes and external factors contributing to the program's success include strong leadership, institutional capacity, adequate funding, and socio-cultural sensitivity. The project has reached Bangsamoro constituents with its 300 units of infrastructure intervention. The project is expected to accomplish infrastructure support in the region.

Risks such as security risks, infrastructure deficits, socio-political dynamics, and natural disasters have been encountered. The program is aligned with the OCM's strategic plan, demonstrating adaptability and flexibility in its implementation.

## **Rehabilitation and recovery of Marawi City IDPs**

The Marawi Rehabilitation Program (MRP) has implemented 39 approved projects, with 20,000 beneficiaries profiled for assistance. Over 8,000 Internally Displaced Person (IDP) beneficiaries of the Marawi siege have received aid, and the program ensures adherence to OCM guidelines.

MRP initiatives address evolving IDP needs, covering shelter assistance, livelihood and financial aid, WASH, education, health, and food security. Core values such as integrity, excellence, inclusivity, respect, justice, trust, and responsiveness are upheld. External factors include the BARMM's support for national and local government rehabilitation efforts in Marawi City, which benefit IDPs.

Implementation insights highlight the need for regular consultations with IDPs due to evolving needs, emphasizing the program's specificity in addressing IDP requirements while adapting to changing circumstances.

## **Strengthening BARMM Linkages and Networks through Information Services**

The Bangsamoro Information Office (BIO) serves as the central hub for information and communication within the Bangsamoro government. Initiatives from 2021 to mid-2023 encompass various communication programs such as the Merdeka monthly publication, Usapang Bangsamoro press conferences, innovative social media posts, partnerships with CSOs and the Presidential Communications Office (PCO), and the establishment of the Bangsamoro League of Information Officers (BLIO). The office issued 495 press releases on various activities conducted by BARMM agencies, aired 50 episodes of the radio program, aired 243 newscast episodes through Pasada Alasyete, and published newsletters as well as the Bangsamoro Gazette. Development partners like SUBATRA and the Asia Foundation have supported these initiatives. Core values in BIO's daily work include integrity, trust, responsiveness, inclusivity,

and excellence. BIO receives support from TMS and FMS for target setting and resource management, and the top management fully supports its initiatives.

Implementation insights include the importance of DAPAT meetings for addressing office concerns and the need for more consultation programs like Mushawara.

### **Promulgation of Religious Edicts**

The Bangsamoro Darul Ifta (BDI) has played a significant role in promulgating 34 religious guidelines (FATAWA), providing 52 khutbah, and determining the start and end of Ramadan fasting. Initiatives include translating moral governance guidelines and conducting regional conferences for interfaith and intra-faith dialogues through the Summit Ulama Conference.

BDI needs timely support for activities and funds, such as printing the Hijri Calendar. BDI suggests formulating a bill to supervise all mosques in the BARMM region and allow imams to provide khutbah.

### **Promotional and investment services**

The Bangsamoro Board of Investment (BBOI) has achieved significant investment milestones, including generating substantial investments and job opportunities. The office had exceeded its annual targets, demonstrating a strong performance. The following are approved investments as of May 31, 2023:

- In 2021, a total of 2.7 billion in investment and 2,287 jobs were generated.
- In 2022, a total of 1.1 billion in investment and 933 jobs were generated.
- In 2023, a total of 2.7 billion in investment and 1,858 jobs were generated.

BBOI's initiatives include conducting roadshows to raise investor awareness about the Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act and Strategic Investment Priority Plan (SIPP), investment mapping, strengthening coordination with LGUs and stakeholders, providing business coaching and business matching services, and actively participating in local and international business forums and conferences.

The OCM prioritizes fast-tracking projects outlined in the Strategic Plan, emphasizing the institutionalization of investment revenue generation mechanisms and programs. Their investment tagline is "Invest in BARMM; make it happen in BARMM."

## **Harmonization of the Bangsamoro Agenda on Information and Communications Technology**

The Bangsamoro Information and Communication Technology Office (BICTO) has achieved several highlights and significances, including the formulation of the Bangsamoro E-Government Master Plan and the Information and Communications Technology (ICT) Road Map. These documents serve as blueprints for a harmonized government information system.

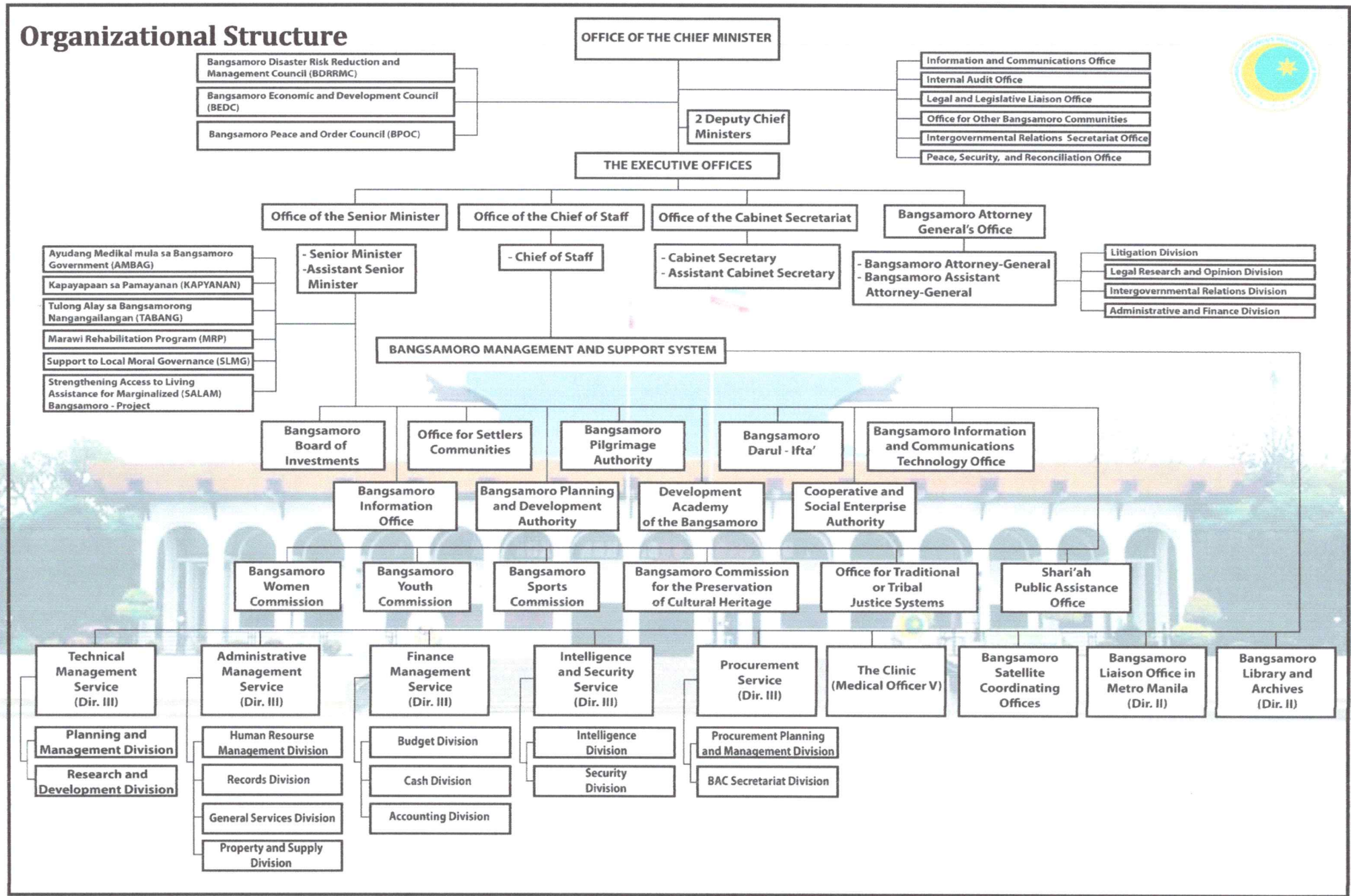
Initiatives undertaken by BICTO include benchmarking with the DICT central office and private data centers, coordination meetings with the DICT regional office, stakeholder consultations, digital literacy training, ICT technical assistance, and hosting events like the Bangsamoro ICT Summit. Insights for implementation include integrating the strategic plan into the work and financial plans and emphasizing the importance of ICT needs assessment to fully implement this major final output.

## **Ensuring the Welfare of Settler Communities in the Bangsamoro**

The Office for Settler Communities (OSC) has achieved significant milestones, including operationalization, direction setting, program and plan development, draft manual of operations formulation, policy advice submission, and staff development. The office has reached 1,676 settler communities engaged in the Bangsamoro governance.

Initiatives undertaken by OSC include community-based empowerment and capacity-building activities, as well as cooperation and partnerships forged with various stakeholders. External factors like stakeholder support, strong institutional backing (e.g., churches), and partnerships are crucial for OSC's work. Risks to stereotyped perceptions of the Bangsamoro are addressed through engagement, dialogue, and inclusivity.

# Organizational Structure





## Our Vision

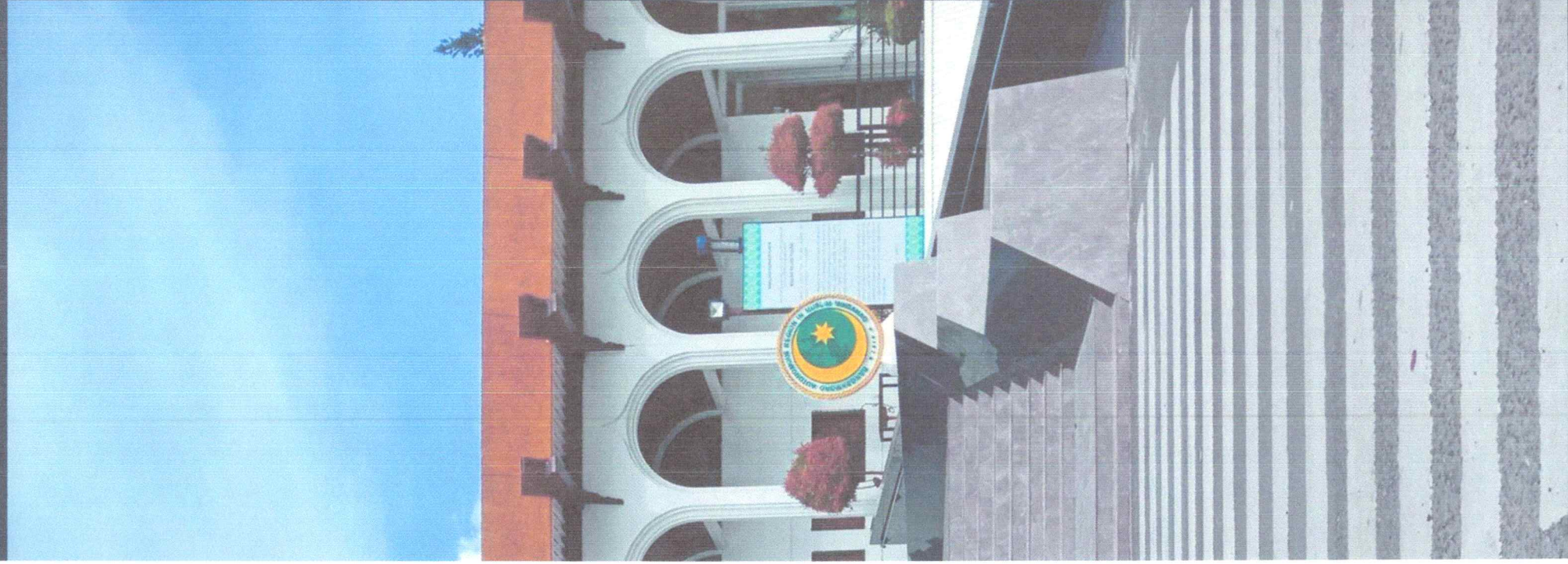
The Office of the Chief Minister shall be the premier institution embodying the principle of Moral Governance in realizing the Bangsamoro struggle and attaining the peoples' aspirations

## Our Mission

The OCM leads the formulation and execution of a platform of government, strategic policies, and quality services for the Bangsamoro constituents.

## Organizational Values

Integrity | Excellence | Inclusivity  
Responsiveness | Respect | Justice |  
Trust | Honor



## CHAPTER III: ENVIRONMENTAL ANALYSIS

### SWOT Analysis

<b>STRENGTHS</b>	
S.1	Administrative decentralization improved decision-making, increased efficiency, and enhanced responsiveness to the needs of stakeholders.
S.2	Established a strong working relationship with the national government ensures full support for the Bangsamoro Government.
S.3	Consultative and collective decision-making processes leading to the formulation of strategic policies and the delivery of responsive and inclusive quality service
S.4	There is a committed body to assist the CM in decision-making as to who will be appointed.
S.5	Equal employment opportunity through the Job Portal
S.6	Databases are available to serve as M&E tools to ensure training opportunities are equally distributed; databases equally serve as the basis for L&D decision-making; budget utilization on training is also monitored.
S.7	Established key priority mechanisms as the foundation for efficient execution of policies and delivery of quality service.
S.8	The CM himself has the power to influence and direct.
S.9	People-responsive and need-focused PPAs are being implemented through the special programs.
S.10	Availability of document and information management that stores and maintains records that are readily accessible
S.11	Underlining Moral Governance as a strategy and core values in the implementation of PAPs resulted in gaining support from Bangsamoro leaders and constituents.
<b>WEAKNESSES</b>	
W.1	Lack of operationalization of spaces for external stakeholders' participation in the decision-making process results in low ownership and local support.
W.2	Understaffed or insufficient numbers of accountable personnel resulted in delays in processes and poor service.
W.3	Increasing attrition rates (plantilla and COSP)
W.4	Concern on the transfer of skills: high attrition rate; trained staff leaves as well as their new knowledge and skills. There is a need to train again.
W.5	Some offices are not clearly defined in BAA 13, resulting in confusion in functions and uncertainties in decision-making and actions to take.
W.6	Inadequacy of facilities, equipment, and technological advancements, which results in inefficient and ineffective processing of transactions.
W.7	Lack of baseline data in program planning
W.8	Moral Governance is susceptible to several interpretations.
W.9	Resistance to change resulted in delays in the full implementation of PAP policies and official processes.
<b>OPPORTUNITIES</b>	
O.1	Support and commitment from traditional leaders, Muslim Religious Leaders, and the church promote and protect social cohesion.
O.2	Support from the national government and international communities can contribute to the success of the peace process.
O.3	The high potential for trade and investment promotion addresses

	unemployment and offers income generation.
0.4	Promotion of trade and investment for the halal industry and local products, thus increasing the revenue and increasing the investor's confidence.
0.5	The continuous advancement of technology can be used to digitalize service delivery, making it more responsive and efficient.
0.6	A strengthened Islamic banking and financing system results in the operationalization of BOL and will institutionalize (Shari'ah) Islamic Financing in BARMM.
0.7	OCM can lead and facilitate peacebuilding efforts in the region to enhance regional stability, improve quality of life, and increase cooperation among diverse communities.
<b>THREATS</b>	
T.1	Divided regional and local political leaders and groups hamper the implementation of OCM PAPs.
T.2	The end of the transition period and probable change of leadership may introduce new sets of goals and objectives, departing from the current plan.
T.3	Low coordination between the Bangsamoro government and LGUs resulted in gaps in key priorities, slow program implementation, and disruptions that affected sustaining the dividends of peace or the gains of the peace process.
T.4	The BARMM region may face ongoing security challenges such as armed conflicts, insurgencies, or terrorism which have potential risks to the safety of personnel, disruption of peacebuilding programs, and difficulties in implementing cultural and development initiatives.
T.5	Non-anticipation of any health-related risks or pandemics due to a lack of policies or mechanisms that will affect government operations and society in general
T.6	Non-operationalization of DRR-CCA



## Stakeholder Analysis

More power/influence; More aligned with OCM mandate/mission	Less power/influence; More aligned with OCM mandate/mission	More power/influence; Less aligned with OCM mandate/mission	Less power/influence; Less aligned with OCM mandate/mission
<ol style="list-style-type: none"> <li>1. Office of the President</li> <li>2. IGRB</li> <li>3. BDRRMC</li> <li>4. MILF</li> <li>5. MNLF</li> <li>6. BTA</li> <li>7. BEDC Committees</li> <li>8. Council of Leaders</li> <li>9. UN Agencies</li> <li>10. Ministries</li> <li>11. Religious Leaders</li> <li>12. Mindanao Peace Weaver</li> </ol>	<ol style="list-style-type: none"> <li>1. DAP</li> <li>2. JICA</li> <li>3. Research Institute</li> <li>4. Academe</li> <li>5. AIM</li> <li>6. Development Partners</li> <li>7. Neighboring provinces</li> <li>8. OCM Offices, Special Programs PMO and Attached Offices</li> <li>9. SPMRT</li> <li>10. GFPS</li> </ol>	<ol style="list-style-type: none"> <li>1. Media</li> <li>2. BRDC</li> <li>3. RPMEC</li> <li>4. Senate</li> <li>5. Congress</li> <li>6. OPAPRU</li> <li>7. COMELEC</li> <li>8. PNP</li> <li>9. AFP</li> </ol>	<ol style="list-style-type: none"> <li>1. Provincial Governments</li> <li>2. Barangay Governments</li> <li>3. Municipal Governments</li> <li>4. LENTE</li> <li>5. SDF-TWG</li> <li>6. RSCOM</li> <li>7. BIFF</li> <li>8. NPA</li> <li>9. ISIS</li> <li>10. Dawla Islamiya</li> </ol>

# CHAPTER IV: STRATEGIC GOALS, OBJECTIVES AND INTERVENTIONS

## Strategic Goals and Key Result Areas (KRAs)

### OCM Goals



1 Institutionalize rational systems, processes, and structures and foster Moral Governance and a culture of excellence towards an efficient and effective bureaucracy in the Bangsamoro



2 Ensure effective and enabling policy formulation and execution in support of informed decision-making and proactive oversight in the Bangsamoro government



3 Commit to deliver quality services that are inclusive and attuned to the needs of the Bangsamoro constituents



4 Improve transparency and accountability in government operations and strengthen stakeholder engagement and participation

## OCM GOALS & KRAS

### Key Result Areas



Institutional Development in the Bangsamoro



BARMM Policy Development and Executive Oversight



Service Delivery for Bangsamoro Constituents



Transparency, Accountability, Participation, and Engagement in the BARMM

## Strategies

**Goal 1:** Institutionalize rational systems, processes, and structures and foster Moral Governance and a culture of excellence towards an efficient and effective bureaucracy in the Bangsamoro.

- *Implementing retention strategies, standard compensation, and learning and development programs to address attrition rates and maximize the return on investment in capacity building.*
- *Developing a robust succession plan to mitigate the risk of changes in leadership at the end of the transition period, ensuring continuity in goals and objectives.*
- *Implementing change management strategies to overcome resistance, ensuring smooth implementation of standardized systems and processes.*
- *Leveraging the available database for monitoring, evaluation, and data analytics to inform policy decisions, track programs, and ensure resources are allocated efficiently*
- *Integrating risk management and pandemic preparedness measures into government operations and planning, ensuring the continuity of essential services and government functions*
- *Capitalizing on the continuous advancement of technology to establish a secure inter-agency Knowledge Management System, minimizes the threat of cyber threats.*

**Goal 2:** Ensure effective and enabling policy formulation and execution in support of informed decision-making and proactive oversight in the Bangsamoro government.

- *Strengthening consultative and collective decision-making processes to ensure strategic formulation aligns with the needs of diverse stakeholders.*
- *Leveraging the existing partnerships and commitment from traditional leaders, Muslim Religious Leaders, and the church to foster stakeholder engagement and ensure policy guidelines reflect diverse perspectives.*

- *Developing and implementing security measures to address ongoing security challenges, safeguard personnel, and protect peacebuilding programs, allowing for the smooth implementation of cultural and development initiatives.*

**Goal 3:** Commit to deliver quality services that are inclusive and attuned to the needs of the Bangsamoro constituents.

- *Initiating comprehensive baseline data collection processes to inform the operational planning and efficient implementation of social protection programs*
- *Promoting trade and investment in the halal industry and local products to generate income and support socio-economic development, aligning with the goal of improving livelihoods for Bangsamoro constituents.*
- *Improving coordination with Local Government Units (LGUs) to minimize gaps in key priorities, expedite program implementation, and prevent disruptions, enhancing the effectiveness of socio-economic development initiatives.*
- *Establishing policies and mechanisms to anticipate and address health-related risks or pandemics*
- *Maximizing the utilization of people-responsive and need-focused PPAs to enhance the convergence and effectiveness of social protection programs*

**Goal 4:** Improve transparency and accountability in government operations and strengthen stakeholder engagement and participation.

- *Communicating the principles of Moral Governance clearly, aligning them with stakeholder values, and addressing potential misinterpretations, thereby fostering transparent governance.*
- *Enhancing engagement with stakeholders, including regional and local leaders, to cultivate collaboration, transparency, and accountability in government operations.*
- *Allocating resources for facilities and technological advancements to improve the efficiency and effectiveness of*

*transaction processing, aligning with the digital transformation goals in BARMM.*

- *Fostering adaptive leadership to ensure that the organization can navigate potential changes in regional leadership in an evolving regional context, contributing to transparent and effective governance.*

## Strategic Objectives

Strategic Goals	Strategic Objectives
<p><b>Goal 1:</b> Institutionalize rational systems, processes, and structures and foster Moral Governance and a culture of excellence towards an efficient and effective bureaucracy in the Bangsamoro.</p>	<p>Objective 1.1: To continuously improve standardized systems and processes for government services</p> <p>Objective 1.2: To strengthen the human resource management and development systems and intensify the capacity of the personnel to efficiently implement programs, projects, and activities and address challenges.</p> <p>Objective 1.3: To establish inter-agency Knowledge Management System (KMS) multi-purpose services with centralized digital infrastructure that is secure from any form of cyber and physical threats.</p>
<p><b>Goal 2:</b> Ensure effective and enabling policy formulation and execution in support of informed decision-making and proactive oversight in the Bangsamoro government.</p>	<p>Objective 2.1: To strengthen the strategic formulation and execution of government policies and plans that support the development of enabling institutions</p> <p>Objective 2.2: To strengthen the established guidelines and policies of OCM to ensure stakeholders' participation and visibility of programs and projects</p>
<p><b>Goal 3:</b> Commit to deliver quality services that are inclusive and attuned to the needs of the Bangsamoro constituents.</p>	<p>Objective 3.1: To strengthen convergence in ensuring effective and efficient implementation of social protection programs of the OCM</p> <p>Objective 3.2: To improve socio-economic development and livelihood support to Bangsamoro constituents, including communities outside Bangsamoro territory.</p> <p>Objective 3.3: To ensure effective implementation of Marawi Rehabilitation, and Transitional Justice and Reconciliation.</p>

<p><b>Goal 4:</b> Improve transparency and accountability in government operations and strengthen stakeholder engagement and participation.</p>	<p>Objective 4.1: To foster transparent governance through robust accountability systems and inclusive stakeholder engagement.</p> <p>Objective 4.2: To upgrade the facilities, equipment, and technology in response to digital transformation in BARMM</p>
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## Strategic Interventions/Initiatives

Strategic Goals and Objectives	Strategic Interventions/Initiatives
<p><b>Goal 1:</b> Institutionalize rational systems, processes, and structures and foster Moral Governance and a culture of excellence towards an efficient and effective bureaucracy in the Bangsamoro</p>	
<p>1.1: To continuously improve standardized systems and process on government services</p>	<p>Implementation of a systematic review mechanism, and standardization</p>
<p>1.2: To strengthen the human resource management and development systems and intensify the capacity of the personnel to efficiently implement programs, projects, and activities and address challenges.</p>	<p>Training, Development, and Performance Appraisal</p>
<p>1.3: To establish inter-agency Knowledge Management System (KMS) multi-purpose services with centralized digital infrastructure that is secure from any form of cyber and physical threats.</p>	<p>Development of a comprehensive KMS and cybersecurity measures</p>
<p><b>Goal 2:</b> Ensure effective and enabling policy formulation and execution in support of informed decision-making and proactive oversight in the Bangsamoro government</p>	
<p>2.1: To strengthen strategic formulation and execution of government policies and plans that support the development of enabling institutions</p>	<p>Policy formulation and development  Promulgation of religious edicts  Ensuring the welfare of settler communities in the Bangsamoro</p>

	Promotional and investment services
2.2: To strengthen the established guidelines and policies of OCM to ensure stakeholders' participation and visibility of programs and projects	Policy formulation and development Public awareness and information services
<b>Goal 3: Commit to deliver quality services that are inclusive and attuned to the needs of the Bangsamoro constituents through the implementation of the OCM Special Programs</b>	
3.1: To strengthen convergence in ensuring effective and efficient implementation of social protection programs of OCM	Infrastructure development and humanitarian assistance to the Bangsamoro communities Health services assistance
3.2: To improve socio-economic development and livelihood support to Bangsamoro constituents including communities outside Bangsamoro territory	Housing and livelihood programs for the Bangsamoro
3.3: To ensure effective implementation of Marawi Rehabilitation, and Transitional Justice and Reconciliation.	Rehabilitation and recovery of Marawi City IDPs
<b>Goal 4: Improve transparency and accountability in government operations and strengthen stakeholder engagement and participation</b>	
4.1: To foster transparent governance through robust accountability systems and inclusive stakeholder engagement	Public awareness and information services
4.2: To upgrade the facilities, equipment, and technology in response to digital transformation in BARMM	Harmonization of information and communications technology

## CHAPTER V: IMPLEMENTATION PLAN

Strategic Goals, Objectives, and Initiatives	Activities	Responsible Party	Target Year			
			2023	2024	2025	2026-2028
<b>Goal 1:</b> Institutionalize rational systems, processes, and structures and foster Moral Governance and a culture of excellence towards an efficient and effective bureaucracy in the Bangsamoro						
Strategic Objective: 1.1: To continuously improve standardized systems and process on government services						
Implementation of a systematic review mechanism, and standardization	Streamline and institutionalize systems and processes in achieving excellent and client-responsive services	AMS		X	X	
	Facilitate ISO 9001:2015 certification of OCM	AMS			X	X
	Establish systems on planning, monitoring & evaluation	TMS		X	X	
	Establish systems on research and policy development	TMS		X	X	
	Conduct research studies and recommend for policy formulation	TMS	X	X	X	X
	Formulate plans and strategies for the effective implementation and monitoring of CM programs, projects and activities	PMD	X	X	X	X



Execute internal audits on the operations of offices under OCM including the Chief Minister's special programs	IAO	X	X	X	X
Provide supply and property management services	PSD	X	X	X	X
Provide housekeeping, ground and building maintenance and other general services	GSD	X	X	X	X
Gather and analyze intelligence reports	ISS	X	X	X	X
Implementation of approved security plans to ensure protection of lives, properties and facilities of the Bangsamoro Government Center	ISS	X	X	X	X
Formulate Security Policy for the Bangsamoro Government Center	ISS		X		
Supervise the effective financial management services in the Office of the Chief Minister	FMS	X	X	X	X
Provide services relative to budget cycle and control including priorities governing effective management of public expenditures	BD	X	X	X	X
Conduct benchmarking of financial digitalization	FMS	X			
Formulate financial system digitalization	FMS		X	X	
Conduct Annual Procurement Forum	PS		X	X	X

Provide accounting services including maintenance of accurate accounting system reflective of the actual financial conditions of the OCM	AC	X	X	X	X
Provide effective cashiering services to the OCM and its attached offices	CD	X	X	X	X
Implement procurement activities and processes based on APP	PS	X	X	X	X
Provide ICT-related systems and services as instrument to ensure efficient performance of operations and to promote visibility of CM programs and services	ICO	X	X	X	X
Provide liaison services to the international offices or embassies and national offices/agencies on matters related to the BARMM government	BLOMM	X	X	X	X
Facilitate the OCM consolidated operation manual	AMS		X	X	X
Implementation of Citizen's charter	AMS		X	X	X
Institutionalize the OSHH Policy	AMS		X	X	X
Establish Personnel Records Management System	HRMD		X	X	X
Establish OCM Property and Supplies Management System	PSD		X	X	X
Install and deploy SPMS database systems	HRMD/PMD		X	X	
Operationalize EDMS	AMS		X	X	X
Prepare and distribute dual calendars	BDI	X	X	X	X

Strategic Objective: 1.2: To strengthen the human resource management and development systems and intensify the capacity of the personnel to efficiently implement programs, projects, and activities and address challenges.

Training, Development, and Performance Appraisal	Implement an approved human resource management and development programs	HRMD	X	X	X	X
	Formulate and implement the OCM PRAISE	HRMD	X	X	X	X
	Update the data in OCM IGHS	HRMD	X	X	X	X
	Conduct L&D trainings for OCM personnel	TMS/HRMD	X	X	X	X
	Implement the OCM SPMS policy	PMD/HRMD	X	X	X	X
	Formulate guidelines on Study Leave	HRMD		X	X	
	Formulate and endorse the Committee on Decorum and Investigation (CODI) on Sexual Harassment Cases in the OCM composition	HRMD		X	X	
	Operationalize the Grievance Machinery Committee	HRMD/OCOS	X	X	X	X
	Institutionalize rewards and incentives guidelines	HRMD/AMS		X	X	X
	Implement the Biggest Loser Program	HRMD/The Clinic	X	X	X	X
	Operationalize an integrated system	TMS			X	X
	Provide healthcare services to the OCM employees	The Clinic	X	X	X	X
	Coordinate concerned offices on Foreign Scholarship Programs	BLOMM	X	X	X	X
	Capacitate Bangsamoro ICT users and IT Professionals	BICTO	X	X	X	X

Strategic Objective: 1.3.: To establish inter-agency Knowledge Management System (KMS) multi-purpose services with centralized digital infrastructure that is secure from any form of cyber and physical threats.

Development of a comprehensive KMS and cybersecurity measures	Maintain the effective and centralized management of records of the Office of the Chief Minister	RD	X	X	X	X
	Develop and manage a system to assess the performance of offices under the Office of the Chief Minister	PMD			X	X
	Consolidate and archive manuals, plans, reports, and best practices.	PMD	X	X	X	X
	Manage knowledge assets through proper security measures	ICO/BICTO		X	X	X
	Provide library services for the BARMM constituents	BLA	X	X	X	X
	Attend and facilitate coordination meetings with Developmental Partners	TMS	X	X	X	X
	Procure and install anti-virus	ICO	X	X	X	X

Strategic Goals, Objectives, and Initiatives	Activities	Responsible Party	Calendar Year			
			2023	2024	2025	2026-2028
<b>Goal 2: Ensure effective and enabling policy formulation and execution in support of informed decision-making and proactive oversight in the Bangsamoro government</b>						
Strategic Objective: 2.1: To strengthen strategic formulation and execution of government policies and plans that support the development of enabling institutions						

Policy formulation and development	Formulate and execute policies through issuances based on the OCM mandates, vision, mission, goals and strategic interventions	OSM	X	X	X	X
	Endorse cabinet bills to the parliament and legislative agenda proposed for review and deliberation	OCS	X	X	X	X
	Manage and supervise the requests for messages, speeches and video messages of CM managed and supervised	OCOS	X	X	X	X
	Provision of OCM legal services	LLLO	X	X	X	X
	Facilitate the coordination with National Government on intergovernmental relations mechanisms for effective implementation of pertinent BOL provisions and/or related issuances	IGRSO	X	X	X	X
	Facilitation of ceasefire of local disputes in promoting peace and stability in the region	PSRO	X	X	X	X
	Supervision in the implementation of the required 5% GAD Fund	GFPS	X	X	X	X
	Promulgate and issue fatwa (Religious Edicts) and religious legal opinion	BDI	X	X	X	X
	Provide Islamic rulings	BDI	X	X	X	X
	Facilitate the Lunar Month Determination	BDI	X	X	X	X
	Facilitate the production and distribution of Bangsamoro Dual Calendar	BDI	X	X	X	X
	Facilitate application for registration of enterprises in BARMM	BBOI	X	X	X	X

	Facilitate the enterprises for tax incentives in accordance with the provisions of the Bangsamoro Organic Law	BBOI	X	X	X	X
	Facilitate the promotion and aftercare services to registered enterprises	BBOI	X	X	X	X
	Facilitate the registration, monitoring and evaluation of investments to registered enterprises	BBOI	X	X	X	X
	Coordinate leaders and community members from settler communities	OSC	X	X	X	X
	Formulate policies on the welfare of settler communities in BARMM	OSC	X	X	X	X
	Formulate policy briefings to OCM	OSC	X	X	X	X
Strategic Objective: 2.2: To strengthen the established guidelines and policies of OCM to ensure stakeholders' participation and visibility of programs and projects						
Policy formulation and development	Manage protocols, engagements, and special concerns of the Chief Minister	OCOS	X	X	X	X
	Issuance of memo to concerned MOAs upon receipt of complaints thru 8888	OCS	X	X	X	X
	Operationalization of CM-ACTS	OCS	X	X	X	X
	Provision of advisory and consultative services to the Chief Minister in ensuring representation of BARMM sub-regions	ODCM	X	X	X	X
	Facilitation of legislative agenda of the Cabinet approved as Cabinet Bills	OCS		X	X	X
	Conduct coordination and consultation activity with the stakeholders	OSM	X	X	X	X

	Conduct convergence meeting with the implementing MOAs	OSM	X	X	X	X
	Recommend policies and strategic programs to the OCM	OSM	X	X	X	X
	Facilitate and implement programs for promoting the welfare of the Bangsamoro communities outside the BARMM region	OOBC	X	X	X	X
	Conduct coordination meetings with LCEs, appropriate Line Agencies and stakeholders	OOBC	X	X	X	X
	Promote and conduct interfaith or intra-faith dialogues for peace	BDI	X	X	X	X
	Conduct Ulama conference	BDI	X	X	X	X
Public awareness and information services	Conduct of IEC campaigns and consultative meetings with the LGUs in Mainland and Island Provinces	ODCM	X	X	X	X
	Conduct of consultation with the different sectors in Mainland and Island provinces	ODCM	X	X	X	X
	Conduct community orientation and awareness activities on OCM Programs	ODCM	X	X	X	X
	Provide webhosting services to ministries/offices	ICO	X	X	X	X
	Post and dispatch press releases on BARMM agencies' activities to the media	BIO	X	X	X	X
	Maintain and air episodes of the BARMM radio program	BIO	X	X	X	X
	Coordinate and promote press conferences and media exposures for public awareness	BIO	X	X	X	X

	Facilitate live Streaming and Muhadara activities	BDI	X	X	X	X
	Conduct roadshow about MG and BDP in universities	BIO		X	X	X
	Formulate simplified IECs on Moral Governance/BDP	BIO		X	X	
	Explore Podcasts/TED talk versions	BIO		X	X	
	Conduct public viewing of documentary on transition period milestones	BIO		X	X	
	Produce and distribute investment promotion materials	BBOI	X	X	X	X
	Involve media practitioners and individuals in OSC advocacy promotion of settler communities	OSC	X	X	X	X
	Engage individuals from settler communities in activities related to Bangsamoro peace process	OSC	X	X	X	X
	Conduct inter - agency and multi-stakeholders coordination and fora in Cotabato City, Provinces of Maguindanao del Sur, Maguindanao del Norte, Lanao del Sur, and SGA	OSC	X	X	X	X
	Involve leaders from settler communities in intra and inter-cultural dialogue and conversations	OSC	X	X	X	X
Strategic Goals, Objectives, and Initiatives	Activities	Responsible Party	Calendar Year			
			2023	2024	2025	2026-2028
<b>Goal 3: Commit to deliver quality services that are inclusive and attuned to the needs of the Bangsamoro constituents</b>						



Strategic Objective: 3.1.: To strengthen convergence in ensuring effective and efficient implementation of social protection programs of OCM

Infrastructure development and humanitarian assistance to the Bangsamoro communities	Provide basic socio-economic programs to Bangsamoro communities through local infrastructures	SLMG		X	X	X
	Establish peace and culture centers outside BARMM region	SLMG			X	X
	Conduct of consultation meeting and project site assessment and validation	SLMG	X	X	X	X
	Conduct of monitoring and evaluation activities to prior years SLMG infrastructure implementation	SLMG	X	X	X	X
	Constructed small infrastructure projects with inspection report and documentations	SLMG	X	X	X	X
	Conduct validations and surveys for TABANG beneficiaries	TABANG	X	X	X	X
	Provide goods supplies (food packs) beneficiaries	TABANG	X	X	X	X
	Provide hygiene kits and supplies to beneficiaries	TABANG	X	X	X	X
	Provide Cash Grant for the PWD, IPs, Arabic teachers seniors, family of Muslim Martyr (shahid)	TABANG	X	X	X	X
Health services assistance	Include additional government hospitals in the BARMM to the AMBAG Program	AMBAG	X	X	X	X

	Establish efficient and effective data management, project implementation, and service delivery	AMBAG	X	X	X	X
	Consultative meetings with partner hospital and other stakeholders	AMBAG	X	X	X	X
	Signing of MOA with partners hospitals and local government units	AMBAG	X	X	X	X
	AMBAG Digitization 2024	AMBAG		X	X	X
	Include additional partner hospitals located outside the core territory of the BARMM	AMBAG	X	X	X	X
	Provide medical assistance to barangay rural health units and beneficiaries	TABANG	X	X	X	X
	Conduct of medical missions	TABANG	X	X	X	X
Strategic Objective: 3.2.: To improve socio-economic development and livelihood support to Bangsamoro constituents including communities outside Bangsamoro territory						
Housing and livelihood programs for the Bangsamoro	Construct decent and dignified housing units and facilities	KAPYANAN	X	X	X	X
	Empower Bangsamoro communities through sustainable livelihood	KAPYANAN	X	X	X	X
	Capacitate Bangsamoro communities on Moral Governance	KAPYANAN	X	X	X	X
	Facilitate livelihood support to beneficiaries from settler communities	OSC	X	X	X	X
	Facilitate the beneficiaries from settler communities to access the basic social services in BARMM	OSC	X	X	X	X

	Provide farm machinery equipment to cooperatives	TABANG	X		X	X
	Provide fishing boats and Fishing equipment to cooperatives	TABANG	X		X	X
	Provide financial assistance for to cooperatives	TABANG	X		X	X
	Provide financial assistance for Enhancement of Crop Production through Provision of farm inputs	TABANG	X		X	X
Strategic Objective: 3.3.: To ensure effective implementation of Marawi Rehabilitation, and Transitional Justice and Reconciliation.						
Rehabilitation and recovery of Marawi City IDPs	Allocate Marawi Rehabilitation Fund through project approvals	MRP	X	X	X	X
	Implement all MRP projects	MRP	X	X	X	X
	Inclusion of TJR intervention	MRP	X	X	X	X
	Monitor IDPs provided with education services, livelihood assistance project, health services, and wash access	MRP	X	X	X	X
	Allocate fund through project approvals	MRP	X	X	X	X
	Operationalize Mobile Health Project	MRP	X	X	X	X
	Supervise and monitor the provision of water rationing in partnership with MSSD in Sagonsongan shelters	MRP	X	X	X	X
	Supervise the provision of desludging services in Transitory and Permanent Shelters	MRP	X	X	X	X

	Supervise the preparation and construction of docking station, covered courts, and level II water system	MRP	X	X	X	X
	Supervise the preparation and installation of solar street lights	MRP	X	X	X	X
	Supervise the preparation and construction of housing with facilities	MRP	X	X	X	X
	Monitor the IDPs benefited from the MRP-Funded Bangsamoro Sagip Kabuhayan Program 2.0	MRP	X	X	X	X
	Provide capacity building and livelihood assistance to IDPs	MRP	X	X	X	X
	Provide capacity building and construction material assistance to IDPs	MRP	X	X	X	X
	Facilitate the construction of Bangsamoro Bagsakan Station, Learning Center with Covered Court, and Wash Project	MRP	X	X	X	X
	Provide financial assistance for Marawi IDPS who excluded from the Kathakor 1.0 of MSSD	MRP	X	X	X	X
Strategic Goals, Objectives, and Initiatives	Activities	Responsible Party	Calendar Year			
			2023	2024	2025	2026-2028
<b>Goal 4:</b> Improve transparency and accountability in government operations and strengthen stakeholder engagement and participation						
Strategic Objective: 4.1.: To foster transparent governance through robust accountability systems and inclusive stakeholder engagement						

Public awareness and information services	Issue memo to concerned MOAs upon receipt of complaints thru 8888	OCS	X	X	X	X
	Operationalize the CM-ACTS	OCS	X	X	X	X
	Conduct surveys on the listenership of Radyo Bangsamoro	BIO		X	X	X
	Conduct survey and focused group discussions on the satisfactory rating of BARMM Government services and programs	BIO		X	X	X
	Receive and interact in the information feedbacking and feedforwarding mechanisms with Bangsamoro communities through social media	BIO	X	X	X	X
	Publish online BIO newsletter and gazette	BIO	X	X	X	X
	Maintain and air newscast episodes through Pasada Alasyete	BIO	X	X	X	X
	Conduct or attend meetings with diplomatic/international communities and private sectors/stakeholders	BLOMM	X	X	X	X
	Conduct investment fora and orientations on RA 11534	BBOI	X	X	X	X
Strategic Objective: 4.2.: To upgrade the facilities, equipment, and technology in response to digital transformation in BARMM						
Harmonization of information and communications technology	Facilitate OCM Structured Cabling and IPBX telephony system	ICO		X		
	Formulate ICT plans, programs, infrastructures and systems	BICTO	X	X	X	X
	Develop and implement policies and standards	BICTO	X	X	X	X
	Develop One-Stop-Shop E-Government Portal	BICTO		X	X	
	Provide cybersecurity and data privacy orientation	BICTO		X	X	X
	Establish Data Center	BICTO		X	X	

	<b>Formulate E-Government Master Plan</b>	<b>BICTO</b>	<b>X</b>	<b>X</b>	<b>X</b>	
	<b>Facilitate Infrastructure and System Development</b>	<b>BICTO</b>	<b>X</b>	<b>X</b>	<b>X</b>	
	<b>Establish intranet in BARMM Regional Office</b>	<b>BICTO</b>	<b>X</b>	<b>X</b>	<b>X</b>	
	<b>Provide technical services to the ministries and offices</b>	<b>BICTO</b>	<b>X</b>	<b>X</b>	<b>X</b>	
	<b>Conduct ICT trainings</b>	<b>BICTO</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
	<b>Conduct ICT Needs Assessment</b>	<b>BICTO</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

## CHAPTER VI: RISK MANAGEMENT

No.	Risk	Rank	Mitigation Measure
1	The potential loss of trained personnel and valuable skills arising from a rise in attrition rates.	High	<ol style="list-style-type: none"> <li>1. Implement retention strategies, such as competitive salaries and benefits, career development opportunities, and a positive work environment.</li> <li>2. Invest in ongoing employee development programs.</li> <li>3. Establish a succession planning framework to ensure knowledge transfer.</li> </ol>
2	Policy implementation may be hindered by delays attributed to resistance to embracing change.	Medium to High	<ol style="list-style-type: none"> <li>4. Implement change management strategies, including clear communication of the benefits of changes and involving employees in the decision-making process.</li> <li>5. Provide training to facilitate a smooth transition.</li> <li>6. Foster a culture that embraces change and innovation.</li> </ol>
3	Challenging execution of OCM PAPs resulting from the division among regional and local political leaders.	Medium to High	<ol style="list-style-type: none"> <li>7. Foster dialogue and collaboration among regional and local leaders.</li> <li>8. Engage in regular consultations and create platforms for joint decision-making.</li> </ol>
4	Slow progress in program implementation and differing priorities are due to limited coordination between the Bangsamoro government and LGUs.	Medium to High	<ol style="list-style-type: none"> <li>9. Strengthen communication channels between the Bangsamoro government and LGUs.</li> <li>10. Establish coordination mechanisms through regular meetings and joint planning sessions.</li> </ol>
5	Possible disruption of government operations because of non-anticipation of health-related risks	Medium	<ol style="list-style-type: none"> <li>11. Develop comprehensive health policies.</li> <li>12. Establish a health emergency response team.</li> <li>13. Regularly update and test pandemic response plans.</li> </ol>

**CHAPTER VII: MONITORING AND EVALUATION FRAMEWORK**

Results Chain	Objectively Verifiable Indicators	Baseline	Target				Sources and Means of Verification	Assumptions and Risks
			2023	2024	2025	2026-2028		
<p><b>IMPACT STATEMENT: OCM enhanced the operational efficiency and effectiveness of the Bangsamoro bureaucracy, streamlined policy development and implementation, delivered inclusive and high-quality services, and entrenched a culture of transparency, accountability and stakeholder engagement.</b></p>								
<p><b>Outcome 1:</b> Rational systems, processes, and structures and foster Moral Governance and a culture of excellence towards an efficient and effective bureaucracy in the Bangsamoro institutionalized</p>								
Result 1.1: Standardized systems and process on government services continuously improved	Percentage of systems and processes in achieving excellent and client-responsive services streamlined and institutionalized	-		100%	100%		QMS Manual	Assumption: Commitment from key stakeholders to support and invest in the continuous improvement of government services.
	No. of ISO 9001:2015 certification of OCM facilitated	-			1	1	ISO 9001:2015 certificate	
	Percentage of systems on planning,	-		100%	100%		Policies on Planning,	Risk: Resistance to change from within the bureaucracy or



	monitoring & evaluation established						monitoring & evaluation	political opposition to standardization efforts.
	Percentage of systems on research and policy development established	-		100%	100%	100%	Policies on research and policy development	
	Percentage of research studies and recommendation for policy formulation established	-	100%	100%	100%	100%	Research studies and policy formulation recommendation	
	Percentage of plans and strategies for the effective implementation and monitoring of CM programs, projects and activities formulated	-	100%	100%	100%	100%	Work and financial plan	
	Percentage of internal audits on the operations of offices under OCM including the Chief Minister's special programs executed	-	100%	100%	100%	100%	Internal Audit findings and recommendations	

	Percentage of supply and property management services provided	-	100%	100%	100%	100%	Accomplishment Report
	Percentage of housekeeping, ground and building maintenance and other general services provided	-	100%	100%	100%	100%	Accomplishment Report
	Percentage of intelligence report gathered and analysed	-	100%	100%	100%	100%	Internal Accomplishment Report
	Percentage of approved security plans to ensure protection of lives, properties and facilities of the Bangsamoro Government implemented	-	100%	100%	100%	100%	Accomplishment Report
	No. of security policy for the Bangsamoro Government Center formulated	-		1			Memorandum Circular

Percentage of effective financial management services in the Office of the Chief Minister supervised	-	100%	100%	100%	100%	Accomplishment Report
Percentage of services relative to budget cycle and control including priorities governing effective management of public expenditures	-	100%	100%	100%	100%	Accomplishment Report
No. of benchmarking of financial digitalization conducted	-	1				Benchmarking Report
No. of financial digitalization formulated	-		1	1		Financial Digitalization Document
No. of Annual procurement forum conducted	-		1	1	1	Annual Procurement Forum Report

<p>Percentage of accounting services including maintenance of accurate accounting system reflective of the actual financial conditions of the OCM provided</p>	-	100%	100%	100%	100%	Accomplishm ent Report	
<p>Percentage of effective cashiering services to the OCM and its attached offices provided</p>	-	100%	100%	100%	100%	Accomplishm ent Report	
<p>Percentage of procurement activities and processes based on APP implemented</p>	-	100%	100%	100%	100%	Accomplishm ent Report	
<p>Percentage of ICT-related systems and services as instrument to ensure efficient performance of operations and to promote visibility of CM programs and services provided</p>	-	100%	100%	100%	100%	Accomplishm ent Report	

Percentage of liaison services to the international offices or embassies and national offices/agencies on matters related to the BARMM government provided	-	100%	100%	100%	100%	Accomplishment Report
No. of OCM consolidated operation manual facilitated	-		1	1	1	Consolidated Operations Manual
Percentage of citizen's charter implemented	-		100%	100%	100%	Citizen's Chapter Report
No. of OSHH Policy institutionalized	-		1	1	1	OSHH Policy
No. of Personnel Records Management System established	-		1	1	1	Database system of Personnel Records Management
No. of OCM property and supplies management system established	-		1	1	1	OCM property and supplies management system

	No. of SPMS database systems installed and deployed	-		1	1		SPMS database system	
	No. of EDMS operationalized	-		1	1	1	EDMS database system	
	Percentage of dual calendars prepared and prepared and distributed	-	100%	100%	100%	100%	Accomplishment Report	
Result 1.2: Human resource management and development systems and intensify the capacity of the personnel to efficiently implement programs, projects, and activities and address	Percentage of approved human resource management and development programs implemented	-	100%	100%	100%	100%	Human resource management and development programs	Assumption: Availability of funding for training and capacity-building programs.
	No. of OCM PRAISE formulated and implemented	-	1	1	1	1	OCM PRAISE document	Risk: Increasing attrition rate
	Percentage of data in OCM IGHRIS updated	-	1	1	1	1	OCM IGHRIS database	
	Percentage of L&D trainings for OCM personnel conducted	-	100%	100%	100%	100%	L&D reports of OCM personnel trained	

challenges strengthened	No. of OCM SPMS policy implemented	-	1	1	1	1	OCMS SPMS policy and memoranda
	Percentage of guidelines on Study Leave formulated	-		100%	100%	100%	Guidelines on Study Leave
	No. of Committee on Decorum and Investigation (CODI) on Sexual Harassment Cases in the OCM composition formulated and endorsed	-		1	1	1	Minutes of the meeting
	No. of Grievance Machinery Committee operationalized	-	1	1	1	1	Minutes of the meeting
	No. of rewards and incentives guidelines institutionalized	-		1	1	1	Rewards and incentives guidelines
	No. of Biggest Loser Program implemented	-	1	1	1	1	Memorandum Order
	No. of integrated system operationalized	-	1	1	1	1	Minutes of the meeting

	Percentage of healthcare services to the OCM employees provided	-	100%	100%	100%	100%	Database	
	Percentage of concerned offices on Foreign Scholarship Programs coordinated	-	100%	100%	100%	100%	Minutes of the meeting	
	Percentage of Bangsamoro ICT users and IT Professionals capacitated	-	100%	100%	100%	100%	Attendance	
Result 1.3.: To establish inter-agency Knowledge Management System (KMS) multi-purpose services with centralized digital infrastructure that is secure from any form of cyber and	Percentage of effective and centralized management of records of the Office of the Chief Minister maintained	-	100%	100%	100%	100%	Records management database	Assumption: Adequate cybersecurity measures and resources are in place.
	No. of system to assess the performance of offices under the Office of the Chief Minister developed and managed	-			1	1	Performance Management	Risk: Cybersecurity threats and vulnerabilities that could compromise the integrity of the Knowledge Management System.



physical threats.	Percentage of manuals, plans, reports, and best practices consolidated and archived	-	100%	100%	100%	100%	Consolidated manuals, plans, reports, and best practices
	No. of knowledge assets through proper security measures managed	-		1	1	1	Reports
	Percentage of library services for the BARMM constituents provided	-	100%	100%	100%	100%	Accomplishment Report
	Percentage of coordination meetings with Developmental Partners attended and facilitated	-	100%	100%	100%	100%	Minutes of the meeting
	No. of anti-virus procured and installed	-	100%	100%	100%	100%	Reports on procured and installed anti-virus
<b>Outcome 2: Effective and enabling policy formulation and execution in support of informed decision-making and proactive oversight in the Bangsamoro government ensured</b>							

Result 2.1: Strategic formulation and execution of government policies and plans that support the development of enabling institutions strengthened	Percentage of policies through issuances based on the OCM mandates, vision, mission, goals and strategic interventions formulated and executed	-	100%	100%	100%	100%	Issuance	Assumption: Availability of data and information for evidence-based policy formulation.
	Percentage of cabinet bills to the parliament and legislative agenda proposed for review and deliberation endorsed	-	100%	100%	100%	100%	Proposed cabinet bills and legislative agenda	Risk: Political interference in policy formulation.
	Percentage of requests for messages, speeches and video messages of CM managed and supervised	-	90%	90%	90%	90%	Request letter	
	Percentage of OCM legal services provided	-	100%	100%	100%	100%	Database, attendance	

	Percentage of intergovernmental relations mechanisms for effective implementation of pertinent BOL provisions and/or related issuances facilitated and coordinated	-	100%	100%	100%	100%	Issuances	
	Percentage of ceasefire of local disputes in promoting peace and stability in the region facilitated	-	90%	90%	90%	90%	Reports	
	Percentage of implementation of the required 5% GAD Fund supervised	-	100%	100%	100%	100%	Accomplishment Report	
	No. of fatwa (Religious Edicts) and religious legal opinion promulgated and issued	-	4	4	4	100%	Issuance of fatwa and religious legal opinion	

Percentage of Islamic rulings provided	-	100%	100%	100%	100%	Issuance of Islamic ruling
Percentage of Lunar Month Determination facilitated	-	100%	100%	100%	100%	Report
No. of production and distribution of Bangsamoro Dual Calendar facilitated	-	4000	4000	4000	100%	Memorandum and report
Percentage of application for registration of enterprises in BARMM facilitated	-	100%	100%	100%	100%	Database: list of applicants
Percentage of enterprises for tax incentives in accordance with the provisions of the Bangsamoro Organic Law facilitated	-	100%	100%	100%	100%	Database: list of enterprises
Percentage of promotion and aftercare services to registered	-	100%	100%	100%	100%	Accomplishment report, database

enterprises facilitated							
Percentage of registration, monitoring and evaluation of investments to registered enterprises facilitated	-	100%	100%	100%	100%	100%	Accomplishment report, database
No. of leaders and community members from settler communities coordinated	-	125	125	125	100%		Minutes of the meeting
No. of policies on the welfare of settler communities in BARMM formulated	-	2	2	2	100%		Policy on welfare of settler communities
No. of policy briefings to OCM formulated	-	4	4	4	100%		Policy briefing

Result 2.2: Establishment of guidelines and policies of OCM to ensure stakeholders' participation and visibility of programs and projects strengthened	Percentage of protocols, engagements, and special concerns of the Chief Minister managed	-	100%	100%	100%	100%	Accomplishment report, database	Assumption: Support and cooperation from relevant stakeholders in the establishment of guidelines and policies.
	Percentage of memo to concerned MOAs upon receipt of complaints thru 8888 issued	-	100%	100%	100%	100%	Memo	Risk: Proliferation of false information
	Percentage of CM-ACTS operationalized	-	100%	100%	100%	100%	Database	
	Percentage of advisory and consultative services to the Chief Minister in ensuring representation of BARMM sub-regions provided	-	100%	100%	100%	100%	Attendance, Post activity report	
	Percentage of legislative agenda of the Cabinet approved as Cabinet Bills facilitated	-	100%	100%	100%	100%	Cabinet Bills	

	Percentage of coordination and consultation activity with the stakeholders conducted	-	100%	100%	100%	100%	Post activity report
	Percentage of convergence meeting with the implementing MOAs conducted	-	100%	100%	100%	100%	Minutes of the meeting
	Percentage of policies and strategic programs to the OCM recommended	-	100%	100%	100%	100%	Policies and strategic programs
	No. of programs for promoting the welfare of the Bangsamoro communities outside the BARMM region facilitated and implemented	-	50%	50%	50%	50%	Activity proposal
	No. of coordination meetings with LCEs, appropriate Line Agencies and stakeholders conducted	-	2	2	2	100%	Minutes of the meeting

No. of interfaith or intra-faith dialogues for peace promoted and conducted	-	3	3	3	100%	Post activity report or Minutes of the meeting
No. of Ulama conference conducted	-	1	1	1	100%	Post activity report
No. of IEC campaigns and consultative meetings with the LGUs in Mainland and Island Provinces conducted	-	10	10	10	100%	Minutes of the meeting
No. of consultation with the different sectors in Mainland and Island provinces conducted	-	10	10	10	100%	Post activity report or Minutes of the meeting
No. of community orientation and awareness activities on OCM Programs conducted	-	4	4	4	100%	Post activity report or Minutes of the meeting



	Percentage of webhosting services to ministries/offices provided	-	100%	100%	100%	100%	Accomplishment report
	No. of press releases on BARMM agencies' activities to the media posted and dispatched	-	240	240	240	100%	Press releases
	No. of episodes of the BARMM radio program maintained and aired	-	27	27	27	100%	Accomplishment Report
	No. of press conferences and media exposures for public awareness coordinated and promoted	-	8	8	8	100%	Accomplishment Report
	No. of live Streaming and Muhadara activities facilitated	-	6	6	6	100%	Accomplishment Report
	Percentage of roadshow about MG and BDP in universities conducted	-		100%	100%	100%	Accomplishment Report

	Percentage of simplified IECs on Moral Governance/BDP formulated	-		100%	100%		IEC materials
	Percentage of Podcasts/TED talk versions explored	-		100%	100%		Accomplishment Report
	Percentage of public viewing of documentary on transition period milestones conducted	-		100%	100%		Accomplishment Report
	Percentage of investment promotion materials produced and distributed	-	100%	100%	100%	100%	Investment promotion materials, Accomplishment Report
	No. of media practitioners and individuals in OSC advocacy promotion of settler communities involved	-	100	100	100	100%	Accomplishment Report, attendance

	No. of individuals from settler communities in activities related to Bangsamoro peace process engaged	-	450	450	450	100%	Accomplishment Report, attendance	
	No. of inter - agency and multi-stakeholders coordination and fora in Cotabato City, Provinces of Maguindanao del Sur, Maguindanao del Norte, Lanao del Sur, and SGA conducted	-	4	4	4	100%	Accomplishment Report, attendance	
	No. of leaders from settler communities in intra and inter-cultural dialogue and conversations involved	-	120	120	120	100%	Accomplishment Report, attendance	

Outcome 3: Quality services that are inclusive and attuned to the needs of the Bangsamoro constituents delivered								
Result 3.1.: Convergence in ensuring effective and efficient implementation of social protection programs of OCM strengthened	Percentage of basic socio-economic programs to Bangsamoro communities through local infrastructures provided	-		100%	100%	100%	Accomplishment Report	Assumption: Adequate resources for social protection programs.
	Percentage of peace and culture centers outside BARMM region established	-			100%	100%	Accomplishment Report	Risk: Lack of LGU support in the implementation of social protection programs.
	No. of consultation meeting and project site assessment and validation conducted	-	1	1	1	100%	Accomplishment Report, attendance, minutes of the meeting	
	Percentage monitoring and evaluation activities to prior years SLMG infrastructure implementation conducted	-	30	30	30	100%	Accomplishment Report	

	Percentage of small infrastructure projects with inspection report and documentations constructed	-	100%	100%	100%	100%	Inspection report	
	No. of validations and surveys for TABANG beneficiaries conducted	-	20	20	20	100%	Validation report	
	No. of goods supplies (food packs) beneficiaries provided	-	104,650	104,650	104,650	100%	Accomplishment Report, attendance	
	No. of hygiene kits and supplies to beneficiaries provided	-	200	200	200	100%	Accomplishment Report, attendance	
	No. of Cash Grant for the PWD, IPs, Arabic teachers seniors, family of Muslim Martyr (shahid) provided	-	666	666	666	100%	Accomplishment Report, attendance	

	Percentage of targeted additional government hospitals in the BARMM to the AMBAG Program included	-	100%	100%	100%	100%	MOAs
	Percentage of efficient and effective data management, project implementation, and service delivery established	-	100%	100%	100%	100%	Accomplishment Report, database
	Percentage of consultative meetings with partner hospital and other stakeholders conducted	-	100%	100%	100%	100%	Accomplishment Report, Minutes of the meeting
	Percentage of MOA with partners hospitals and local government units signed	-	100%	100%	100%	100%	MOAs
	No. of AMBAG Digitization 2024 developed	-		1	1	100%	AMBAG Digitization system

	Percentage of targeted additional partner hospitals located outside the core territory of the BARMM included	-	100%	100%	100%	100%	MOAs	
	Percentage of medical assistance to barangay rural health units and beneficiaries provided	-	95%	95%	95%	95%	Accomplishment Report; List of beneficiaries	
	No. of medical missions conducted	-	95%	95%	95%	95%	Accomplishment Report	
Result 3.2.: Socio-economic development and livelihood support to Bangsamoro constituents including communities outside Bangsamoro territory improved	Percentage of decent and dignified housing units and facilities constructed	-	20%	30%	50%	50%	Accomplishment Report, Certificate of completion	Assumption: Collaboration and coordination with communities in the implementation of programs
	Percentage of Bangsamoro communities through sustainable livelihood empowered	-	80%	80%	80%	80%	Accomplishment Report, List of Bangsamoro communities	Risk: Political or cultural divides within the Bangsamoro region may impede the effective implementation of socio-economic development programs and livelihood support initiatives
	Percentage of Bangsamoro communities on Moral Governance capacitated	-	80%	80%	80%	80%	Accomplishment Report, List of Bangsamoro communities	

	No. of livelihood support to beneficiaries from settler communities facilitated	-	50	50	50	100%	Accomplishment Report, List of beneficiaries
	No. of beneficiaries from settler communities to access the basic social services in BARMM facilitated	-	175	175	175	100%	Accomplishment Report, List of beneficiaries
	No. of farm machinery equipment to cooperatives provided	-	40		40	100%	Accomplishment Report, List of cooperatives
	No. of fishing boats and Fishing equipment to cooperatives provided	-	95		95	100%	Accomplishment Report, List of cooperatives
	Percentage of financial assistance for to cooperatives provided	-	100%		100%	100%	Accomplishment Report, List of cooperatives



	No. of financial assistance for Enhancement of Crop Production through Provision of farm inputs provided	-	6850		6850	100%	Accomplishment Report, List of beneficiaries	
Result 3.3.: Effective implementation of Marawi Rehabilitation, and Transitional Justice and Reconciliation ensured	Percentage Marawi Rehabilitation Fund through project approvals allocated	-	100%	100%	100%	100%	Accomplishment Report	Assumption: Commitment to reconciliation and rehabilitation efforts from all parties involved.
	Percentage of MRP projects implemented	-	50%	50%	50%	50%	Accomplishment Report	Risk: Change in priorities, resistance, or conflicts within the Bangsamoro region that may hinder the implementation of reconciliation and rehabilitation initiatives.
	No. of TJR intervention included	-	50%	50%	50%	50%	Accomplishment Report	
	Percentage of IDPs provided with education services, livelihood assistance project, health services, and wash access monitored	-	100%	100%	100%	100%	Accomplishment Report, List of IDP beneficiaries	
	Percentage of fund through project approvals allocated	-	100%	100%	100%	100%	Accomplishment Report	

	No. of Mobile Health Project operationalized	-	300	300	300	100%	Accomplishment Report
	No. of water rationing in partnership with MSSD in Sagonsongan shelters supervised and monitored	-	600	600	600	100%	Accomplishment Report
	No. of dislodging services in Transitory and Permanent Shelters supervised	-	100	100	100	100%	Accomplishment Report
	Percentage of docking station, covered courts, and level II water system preparation and construction supervised	-	19%	19%	19%	19%	Accomplishment Report; Inspection report/Progress report
	Percentage of solar street lights preparation and installation supervised	-	22%	22%	22%	22%	Accomplishment Report; Inspection report/Progress report
	Percentage of housing with facilities preparation and	-	25%	25%	25%	25%	Accomplishment Report; Inspection

	construction supervised						repor/Progress report	
	No. of IDPs benefited from the MRP-Funded Bangsamoro Sagip Kabuhayan Program 2.0 monitored	-	300	300	300	100%	Accomplishment Report, List of IDP beneficiaries	
	Percentage of capacity building and livelihood assistance to IDPs provided	-	100%	100%	100%	100%	Accomplishment Report, List of IDP beneficiaries	
	No. of capacity building and construction material assistance to IDPs provided	-	17	17	17	100%	Accomplishment Report, List of IDP beneficiaries	
	Percentage of Bangsamoro Bagsakan Station, Learning Center with Covered Court, and Wash Project construction facilitated	-	37%	37%	37%	37%	Accomplishment Report; Inspection repor/Progress report	

	No. of financial assistance for Marawi IDPS who excluded from the Kathanon 1.0 of MSSD provided	-	300	300	300	100%	Accomplishment Report, List of IDP beneficiaries	
<b>Outcome 4: Transparency and accountability in government operations and strengthen stakeholder engagement and participation improved</b>								
Result 4.1.: Transparent governance through robust accountability systems and inclusive stakeholder engagement fostered	Percentage of memo to concerned MOAs upon receipt of complaints thru 8888 issued	-	100%	100%	100%	100%	Memo	Assumption: Willingness of government officials to be transparent and engage with stakeholders.
	Percentage of CM-ACTS operationalized	-	100%	100%	100%	100%	Database	Risk: Spreading of false information, launching disinformation campaigns, or engaging in propaganda to discredit government initiatives
	No. of surveys on the listenership of Radyo Bangsamoro conducted	-		17	17	100%	Accomplishment report with attached survey	
	No. of survey and focused group discussions on the satisfactory rating of BARMM Government services and programs conducted	-	3	3	3	100%	Consolidated ratings of survey and FGD	

	Percentage of information feedbacking and feedforwarding mechanisms with Bangsamoro communities through social media received and interacted	-	50%	50%	50%	50%	Accomplishment Report, database
	No. of online BIO newsletter and gazette published	-	12	12	12	100%	BIO newsletter and gazette
	No. of newscast episodes through Pasada Alasyete maintained and aired	-	123	123	123	100%	Accomplishment Report
	Percentage of meetings with diplomatic/international communities and private sectors/stakeholders conducted or attended	-	100%	100%	100%	100%	Accomplishment Report, Minutes of the meeting
	No. of investment fora and orientations on RA 11534 conducted	-	1	1	1	100%	Accomplishment Report

Result 4.2.: Facilities, equipment, and technology in response to digital transformatio n in BARMM upgraded	No. of OCM Structured Cabling and IPBX telephony system facilitated	-	1	1	1	100%	Accomplishm ent Report	Assumption: Adequate budget and resources for upgrading facilities and technology.  Risk: Cybersecurity threats and vulnerabilities
	No. of ICT plans, programs, infrastructures and systems formulated	-	3	3	3	100%	ICT plan	
	No. of policies and standards developed and implemented	-	4	4	4		ICT Policies and standards	
	No. of One-Stop- Shop E-Government Portal developed	-		1	1	100%	E-Portal	
	No. of cybersecurity and data privacy orientation provided	-		1	1		Accomplishm ent Report, Attendance	
	No. of Data Center established	-		1	1		Accomplishm ent Report	
	No. of E- Government Master Plan formulated	-	1	1	1		E- Government Master Plan	
	No. of Infrastructure and System Development facilitated	-	1	1	1		Accomplishm ent Report	

No. of intranet in BARMM Regional Office established	-	1	1	1		Accomplishment Report, intranet database
Percentage of technical services to the ministries and offices provided	-	100%	100%	100%	100%	Accomplishment Report
No. of ICT trainings conducted	-	9	9	9	100%	L&D report
No. of ICT Needs Assessment conducted	-	2	2	2		ICT Needs Assessment Report

**Monitoring and Evaluation Remarks:**

As outlined throughout this strategic plan, the targets set for the period 2026-2028, indicated by 100%, reflect the Office of the Chief Minister’s commitment to achieving full implementation of its strategic initiatives. These targets ensure that all planned processes, systems, and objectives are fully institutionalized by 2028.

The 100% target is both a metric and a clear indication of the OCM’s goal to realize a complete and effective operational framework that embodies the values of Moral Governance, transparency, and efficiency. By the end of the target period, all systems—such as standardized government services, internal audits, financial management, and security measures—will be fully functional, supporting the long-term vision of excellence in governance and service delivery for the Bangsamoro people.



**OFFICE OF THE CHIEF MINISTER**  
Bangsamoro Autonomous Region in Muslim Mindanao

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