

# Department of the Interior and Local Government

PARTNERSHIP HIGHLIGHTS 2010-2013

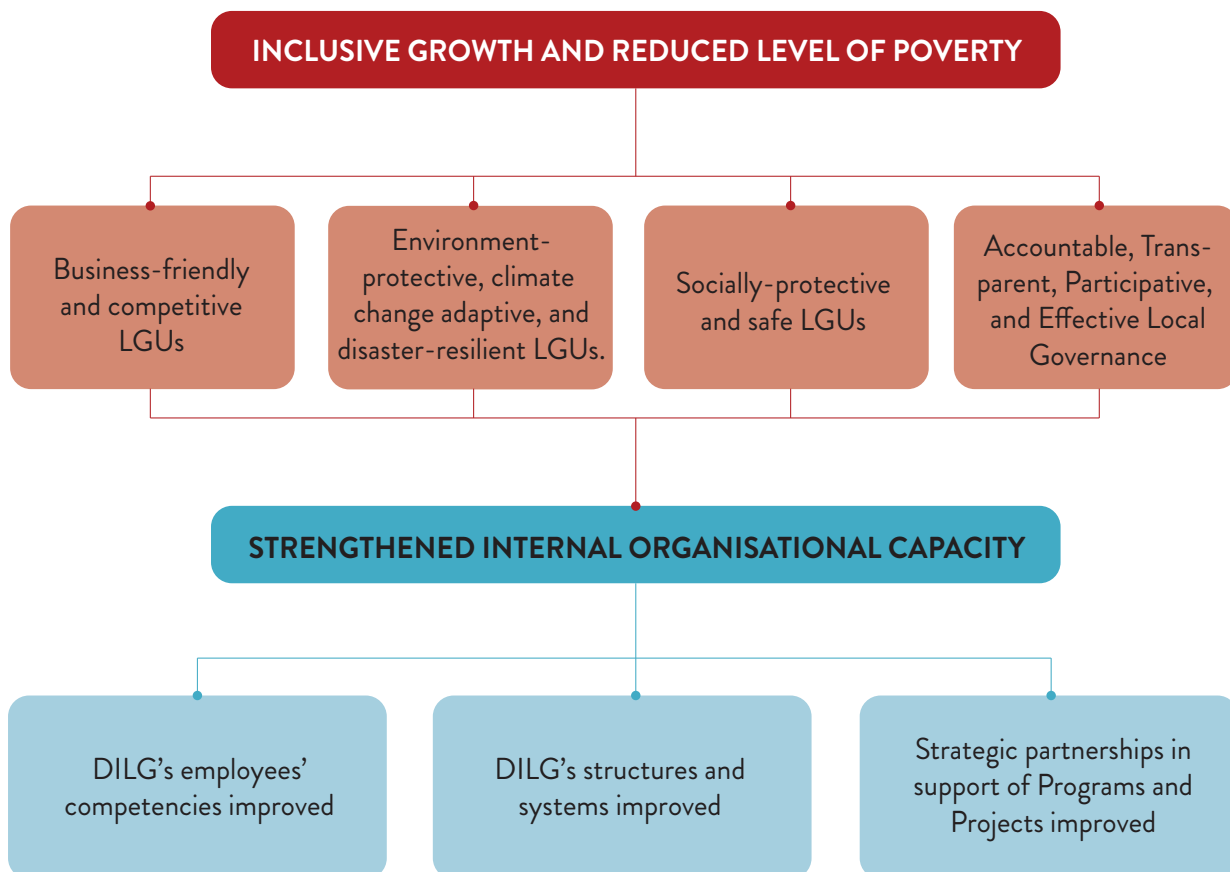


## BACKGROUND

Department of the Interior and Local Government (DILG) is the agency that assists the Office of the President in exercising general supervision over local governments. It aims to be the “primary catalyst for excellence in local governance that nurtures self-reliant, progressive, orderly, safe and globally competitive communities sustained by God-centered and empowered citizenry” - based on its mandate under the “Department of Interior and Local Government Act of 1990.” PAHRODF has been collaborating with DILG since 2011 to improve its capacity, competency and change readiness to improve local government capacity to deliver basic services and reduce vulnerability arising from climate change and conflict - outcomes that directly address the Australia Philippines Statement of Commitment. The Facility has helped improve DILG’s Project Management System and manage the Performance Challenge Fund. It is also helping improve the Department’s leadership skills and practices to minimize tension in the workplace and facilitate better performance. ■

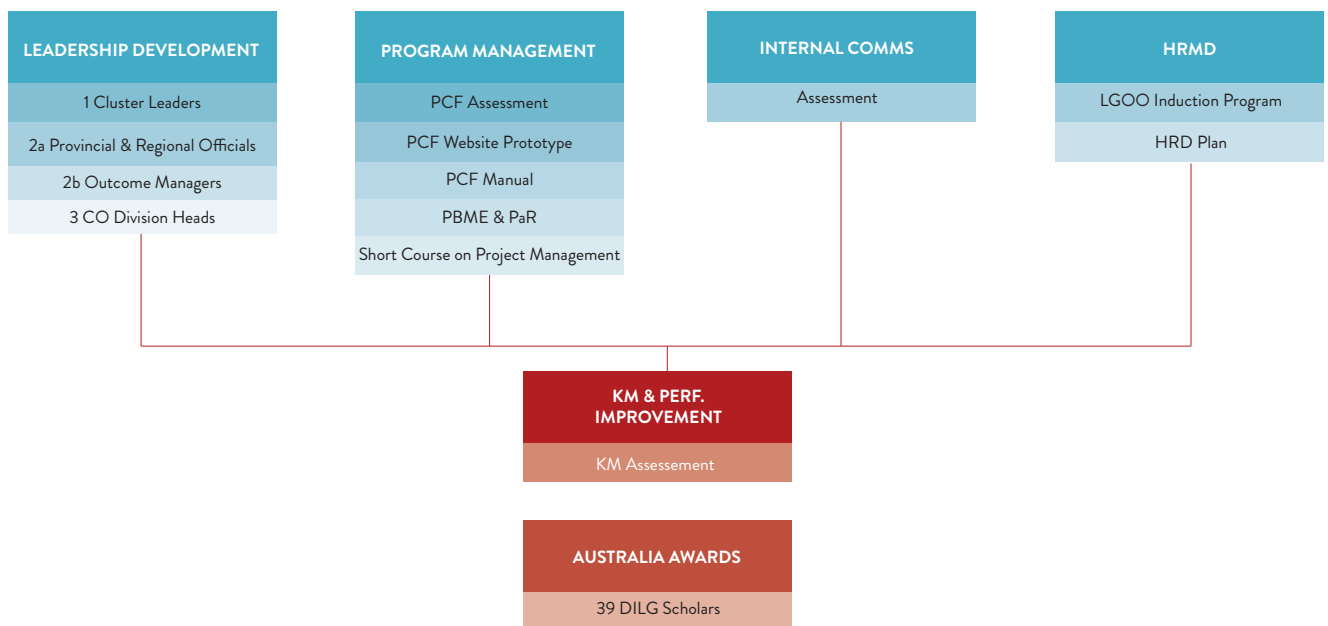
# RESULTS FRAMEWORK AND HROD PLAN

PAHRODF is implementing interventions to help deliver the integrated DILG-PAHRODF results framework. These interventions meant to help strengthen DILG’s organisational capacity by improving employees’ competencies, the organisation’s structures and systems and its strategic partnerships in support of programs and projects. These in turn, are expected to help DILG assist LGUs become more business-friendly and competitive; environment-protective, climate change adaptive and disaster-resilient; socially protective and safe; and more accountable, transparent, participative and effective – while at the same time increasing ownership of the reforms and reinforcing gains. In delivering these outcomes, PAHRODF implemented or will implement interventions on leadership development, program management, internal communications, knowledge management and performance improvement and human resource management and development. It will also provide Australia Awards Scholarships to better address competency gaps.



# HROD PLAN 2011-2015

Following results of the organisational assessment in 2011, PAHRODF assisted DILG in its bottom-up leadership development to support the new cluster structure that resulted from the rationalisation plan. PAHRODF assisted in preparing 1,500 city and municipal Local Government Operations Officers for their new role as “Cluster Leaders” especially as regards their competency requirements. It also reinforced the enabling conditions required to support DILG’s cluster structure. The cluster Leader was a new position replacing the position of Assistant provincial Director. The bottom-up approach widened the base of DILG officers with new competencies for multi-stakeholder engagement. It also produced social arrangements supporting DILG’s outcome areas and desired LGU performance outcomes. Further, the internal communications review made recommendations on how to improve top-down and bottom-up communication. Over the next months until the end of its timeline, PAHRODF will continue on implementing interventions assisting DILG in improving its program/project management and result-based monitoring and evaluation initiatives. ■



# FACTS AND FIGURES

TOTAL NUMBER  
OF INTERVENTIONS



TOTAL NUMBER OF EMPLOYEES



TOTAL NUMBER OF SCHOLARS



TOTAL NUMBER OF CORE PARTICIPANTS



Investment

AUD1,600,000

Total Number of REAPs

212

Intervention

173

Scholarship

39

Outputs produced

Process Consultations Guidebook (using Theory U as overall framework)  
DILG Storybook: Ito ang kwento ko – Leadership stories from the field

# PARTNER INSIGHTS

*“The Facility helped DILG go through the process of clarifying its deliverables. This helped the organisation become a stronger institution that is able to navigate through the change process. Without the Facility, DILG would have taken a long time to prepare its people, especially those on the ground, to do what they are doing today ”*



**Usec  
Austere Panadero,  
DILG**

*“You cannot take away the capacities in the person, you cannot take away the systems (internal comm, M&E) that the facility has put in place... it will always remain there even after the facility.”*



**Director  
Anna Liza F. Bonagua,  
BLGD**

*The Facility came in at the right time when DILG was implementing its rationalisation program. The interventions helped the department implement structural change and put in place some mechanisms to capacitate its personnel. The Facility started with an OA and focused on areas where DILG was weak or lacking competencies*



**Director  
Anna Liza F. Bonagua,  
BLGD**

*“The entire intervention can be summed up as an organisational change intervention. The strength of HRODF is that it is evidenced-based. Interventions fall into an overall organisational framework based on organisational assessment done during the start of the engagement. The OA was very detailed so relevant, appropriate, purposive and strategic interventions will be implemented.”*



**Usec  
Austere Panadero,  
DILG**

# JOURNEY TO CHANGING PARADIGMS

2011-2012



## EMPOWERING LGUS

PAHRODF supported DILG in its push for LGU empowerment

- DILG defined “good” in good local governance as honest, transparent and performing. It saw the need to match transparency with performance, which led to the shift from DILG’s initiative of Seal of Good Housekeeping (SGH) to Seal of Good Local Governance (SGLG).
- To help DILG comply with the demand for LGU performance, PAHRODF helped the organisation improve the leadership competency of cluster leaders to supervise the implementation of numerous LGU projects funded through DILG. It also assisted in improving the organisation’s Internal communication systems to facilitate information flow between and among operating units in the central and field offices
- PAHRODF also helped DILG implement its Performance Challenge Fund (PCF) initiative. The Facility helped improve the PCF operations and website to help the organisation track the implementation of PCF projects after it conducted a program organisational diagnosis.

2012-2013

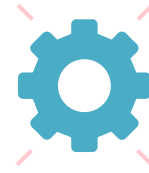


## EXPANSION AND ROLL OUT

Roll out of leadership development intervention

- Owing to its success and favourable feedback from DILG, the Facility implemented a roll out of Leadership Development for Cluster Leaders in Local Governance to senior central, provincial and regional officials

2013-2014



## FOCUS ON RESULTS MONITORING

Roll out of leadership development intervention and focus on results based monitoring and evaluation

- DILG saw the need to improve the way it monitors its numerous LGU projects. PAHRODF responded to the need by implementing an intervention to help improve DILG’s capacity on results based management and monitoring and evaluation
- PAHRODF helped DILG develop a project risk monitoring system. The prototype “Project at Risk” system was presented and is in the process of assessment by DILG

# Intervention Summary

## TA on Improving Internal Communication system



### BASELINE

Internal communication systems do not facilitate flow and control of information between and among DILG's op. rating units in the central and field offices



### TARGET RESULT

Internal communication systems recommended improvements to facilitate better flow and control of information between and among operating units in the central and field offices



### CURRENT STATUS

#### COMPLETED

- Communication among different stakeholders improved. Internal ownership increased with the active engagement of process owners
- Discrete systems for communication now functional, i.e. the PCF and Full Disclosure Portals

## Leadership Development for Cluster Leaders in Local Governance

(Phase 1)



### BASELINE

DILG Regional Rationalisation Plan led to the development of cluster teams. There is a need to develop the competencies of cluster leaders to perform their new roles as performance advisers, change agents, partnership builders and team members.



### TARGET RESULT

Performance standards of cluster leaders and members based on their new roles are developed and incorporated in the regular performance management system; There are clear lines of authority, accountability and reporting; Cluster teams create internal synergies.



### CURRENT STATUS

#### COMPLETED

- Cluster Leaders in 16 Regions (except the Autonomous Region in Muslim Mindanao (ARMM)) trained and formulated their Individual Leadership Development Plans (ILDPs); Province-based coaching of Cluster Leaders and members (i.e. Municipal Local Government Operating Officers or MLGOOs); Team-based Re-entry Action Plans (REAPs) developed based on Byaheng Pinoy priorities of regional and provincial offices.
- Team of Cluster Leaders constituted to comprise a national team of trainers; the training pool of Cluster Leaders were able to hold leadership training to Local Government Operating Officers in two batches in 2012; Local Government Academy mobilised this team also in other trainings, particularly in the roll-out of the training for LGOOs in the formulation of the Executive-Legislative Agenda (ELA) and the Capacity Development Agenda of LGUs

# Leadership Development and Change Management in support of Effective Cluster Operations for DILG Regional and Provincial Directors

(scale up of Year 1 intervention – Phase 2)



## BASELINE

DILG Regional Rationalisation Plan led to the development of cluster teams. There is a need to develop the competencies of cluster leaders and provide enabling and supporting mechanism to ensure their effectiveness in delivery of tasks.



## TARGET RESULT

Improved working relationship between cluster teams and provincial and regional offices; Establishment of enabling mechanisms to support the cluster teams in the performance of their new roles; Improved capacities to manage and pursue DILG priorities



## CURRENT STATUS

### COMPLETED

- Enabling Roles of DILG Leadership Provincial Directors, Regional Directors and Assistant Regional Directors to enhance cluster leaders' performance and mechanisms to be used within the Department in support of these roles are identified to minimise tension at work and promote smooth work relationships. DILG Policy Guidelines that support the new workplace set-up in the provincial and regional offices of the Department is developed.
- Provincial and Regional Officials in 16 Regions (except ARMM) trained and have formulated their ILDPs and REAPs, respectively, to providing an enabling environment for Cluster Leaders to perform effectively; Outcome Managers have also been trained



# Leadership Development for Division Heads of Service Offices, Bureaus, and Attached Agencies at the DILG Central Office

(Phase 3)



## BASELINE

DILG Regional Rationalisation Plan led to the development of cluster teams. There is a need to develop the competencies of cluster leaders and provide enabling and supporting mechanism to ensure their effectiveness in delivery of tasks.



## TARGET RESULT

Improved working relationship between not only between cluster teams and provincial and regional offices but also between provincial/regional offices and the central office service offices and bureaus; Establishment of enabling mechanisms to support the cluster teams in the performance of their new roles; improved capacities to manage and pursue DILG priorities – specifically the attainment of the goals identified in the different outcome areas targeted by DILG as an organisation.



## CURRENT RESULTS

### ONGOING

- Completed the conduct of the same leadership training program that was given to the participants in Phase 1 and Phase 2 interventions. As an organisation, the staff from the cluster teams, and officials at the provincial, regional and central offices/bureaus now share a common understanding of leadership using the Theory U leadership framework.
- Improved communication and working relationships between service offices, bureaus and attached agencies at the DILG central office as a result of the teambuilding activities conducted per outcome area team and between service offices and bureaus.
- Finalised REAPs for 4 outcome area teams (already signed by the respective Outcome Area Manager) and an ongoing REAP development for 1 outcome area team (CCA-DRRM) all addressing major concerns relating to their respective focus areas.
- Participants completed their respective commitments stated in their Individual Leadership Development Plans (ILDPs)

# Strengthening the Management of the Performance Challenge Fund (PCF)



## BASELINE

Rapid Appraisal of PCF implementation indicated encouraging results and presented opportunities for better accomplishments of targets; There is a need to enhance the PCF manual and website to ensure consistency with new policy guidelines and operations.



## TARGET RESULT

Scaled up implementation of PCF, enhanced performance of the organisation's incentives programs, and strengthened environment for local governance and accountability.



## CURRENT STATUS

### COMPLETED

- Strategic direction of the Bureau of Local Government Development established with clear goals, Key Result Areas and working relationship among divisions; PCF Manual is updated, enhanced and ready for reproduction; PCF website is being enhanced.
- PCF website now up and running; new incentives design for PCF being reviewed to support the Seal of Good Local Governance (SGLG)

# Development of the DILG Result-based Monitoring and Evaluation Framework and System Phase 1

(Technical Assistance and Training)



## BASELINE

There is a need to improve the M&E competencies of DILG's central and field personnel as highlighted in the organisational assessment of the organisation.



## TARGET RESULT

Project level M&E harmonized with the organisation's Result-based M&E (RBME) framework. Stakeholders use DILG's RBME framework for the five outcome areas with corresponding policies and plan for implementation. Regional and field officers produce M&E reports systematically and accurately based on the RBME framework and system.



## CURRENT RESULTS

### ONGOING

The LSP is reviewing the current M&E systems and practices of DILG and is drafting their corresponding recommendations covering the M&E system and practices of DILG projects. The LSP is also crafting the Result based M&E framework and system for progress and results monitoring of the 5 outcome areas of DILG and priority programs and projects. The LSP started to develop the Project-at-Risk model that is meant to alert DILG of projects that are at risk of not being completed on time and of required quality.




## CONTACT INFORMATION


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