

# LEADERSHIP DEVELOPMENT FOR OFFICIALS OF DILG AT THE REGIONAL AND PROVINCIAL OFFICES

*The intervention helped improve the leadership competencies of provincial directors and regional directors in 16 regions to support the cluster leaders perform their roles effectively*



## BACKGROUND

Department of the Interior and Local Government (DILG) assists the Office of the President in exercising general supervision over local governments. DILG implemented a rationalisation plan in 2010 to ensure that its internal structure is capable of effectively delivering this mandate. The rationalisation plan created cluster structures in DILG's Provincial Offices to provide pooled expert services to LGUs. Clusters was designed to be DILG's most proximate governance structure to LGUs and the key delivery mechanism to achieve Byaheng Pinoy outcomes. PAHRODF assisted DILG in the conduct of the Leadership Development for Cluster Leaders of the DILG Provincial Offices in 2011 to enhance the leadership competencies of the 168 Cluster Leaders. The intervention was deemed successful, hence DILG saw the need to replicate the program. PAHRODF, in response, implemented the Leadership Program for Senior Officials at the DILG Regional and Provincial Offices in 2012, which targeted senior regional and provincial officials. ■

# INTERVENTION OVERVIEW

This intervention was meant to enhance the leadership competencies of Provincial Directors (PDs) and Regional Directors (RDs), in the areas of mentoring and coaching to reinforce the work of Clusters in delivering Byaheng Pinoy outcomes and other DILG priorities. It customised the leadership development framework used in the first intervention to allow PDs and RDs to experience the training received by Cluster Leaders earlier. Moreover, the intervention included a “Training of Trainers” (ToT) component for 20 Cluster Leaders tasked to cascade the training program to new Local Government Operating Officers. It also developed Facilitators’ and Participants’ manuals to guide trainers in running the program on their own. ToT participants also went through a practicum to develop their confidence in performing their new role as trainers. ■

## COMMITTED RESULTS



## IMPLEMENTATION PROGRESS

The intervention helped improve the leadership competencies of PDs and RDs in 16 Regions (except the Autonomous Region (ARMM)). Feedback from the field suggests that they are now more supportive and provide enabling support to cluster leaders in the performance

of their functions. A common language is also emerging, along with shared concepts and approaches, among participants, and between participants, cluster leaders and cluster teams. Relationships and levels of communication among DILG local staff has also improved due to team building sessions conducted nationwide. Moreover, the participants formulated their Individual Leadership Development Plans and Re-entry Action Plans to provide an enabling environment for Cluster Leaders to perform effectively. Meanwhile, the intervention helped develop policy guidelines to support the new workplace set-up in the provincial and regional offices. It also developed mechanisms for DILG to support the roles of PDs and RDs in minimising tension and promoting smooth relationships at work. ■

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## ASSESSMENT



### Relevance

The intervention is relevant. It responded to DILG's request to replicate Leadership Development for Cluster Leaders of the DILG Provincial Offices, which the Department deemed successful. DILG saw the need to give the same training to PDs and RDs to help them better understand the roles played by Cluster Leaders and cluster teams. Without Leadership Program for Senior Officials at the DILG Regional and Provincial Offices, Cluster Leaders and cluster teams, would find it difficult to get the support of their superiors - PDs and RDs, thereby making it difficult for them to perform their functions.



### Effectiveness

The intervention is effective. It helped improve the leadership competencies of PDs and RDs and improved the relationships and levels of communication among DILG local staff. It also helped develop policy guidelines and mechanisms to improve the cluster set up.



### Sustainability

The intervention seems sustainable. The ToT provided DILG with a supply of 20 Cluster Leaders who are competent to cascade the training program to new Local Government Operating Officers. The Facilitators' and Participants' manuals as well as the practicum also gave the ToT participants the tools to sustain the program. DILG may want to consider, however, continuing the conduct of the ToT to ensure that the supply of trainers keep on increasing in case some of the ToT participants get promoted or reassigned.

*“I found out that the new mental models are different from the old ones... I am convinced that if this will be taught to the local officials and even to our peers in the DILG, especially if it's internalised, it could be the pivotal point for change in governance”*

Cluster Leader  
**Noel Duarte**  
 Compostela Valley Province

## FACTS AND FIGURES

### PAHRODF INVESTMENT



### NUMBER OF CORE PARTICIPANTS



20 participants (former CL participants who attended the Training of Trainers component)

Duration

December 2012 - September 2013

# of REAPs

16

Produced Output

- Re-Entry Action Plans (REAPs) and Individual Leadership Development Plans (ILDPs)
- DILG Cluster Leaders Trainers Pool
- DILG Leadership Training Facilitator's Guide
- DILG Leadership Training Participant's Manual DILG Leadership Storybook showcasing the good practices in the field of the leadership learnings

## EMERGING LESSONS AND GOOD PRACTICES

- 1 Getting the buy-in of top and middle management is critical to the success of interventions, especially those that require managing change. While top management is in charge of providing the general direction and directives, middle management provides the environment on the ground that enables implementing units to conduct their work effectively and efficiently.
- 2 Maintaining clear and open lines of communications among all stakeholders (in this case the DILG, PAHRODF and the LSP), ensures transparency and effectiveness. It also allows for immediate resolution of critical incidents, thereby improving effectiveness and efficiency.

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## RECOMMENDATIONS

- 1 DILG may want to replicate the intervention to more mid-level managers to ensure greater support and participation of the cluster system.
- 2 DILG may want to further sustain the gains of the intervention by conducting more ToTs with practicum components that will ensure a constant supply of trainers for LGOOs in DILG.

# New Mental Models of Leadership

*Noel Duarte, cluster leader of Compostela Valley Province, recalled that he was initially skeptical about joining PAHRODF's Leadership Development Program. After all, he has been with the Department of Interior and Local Government (DILG) for 20 years and he felt he already had enough leadership training.*

But Noel soon realised that the program conducted by PAHRODF was different and the new leadership insights potentially ground-breaking. "I found out that the new mental models are different from the old ones...I am convinced that if this will be taught to the local officials and even to our peers in the DILG, especially if it's internalised, it could be the pivotal point for change in governance," he declares.

A few months later, Noel was given the chance to do just that – to teach his peers and even superiors in DILG about his new leadership insights – when he was invited to join the "Training of Trainers" (ToT) under the Phase 2 of PAHRODF's Leadership Development Program. Noel was one of the 20 cluster leaders trained to master the leadership module to enable them to facilitate it themselves.

Noel recalled the helpful coaching sessions that boosted their morale, and more significantly, the practical application that they went through prior to graduation. For Noel, the practical application proved to be much of a challenge: they were asked to facilitate the leadership training to DILG's regional and assistant regional directors, which included his own supervisor. Noel's initial concern was how he could convince his 'superiors' that there was a new mental leadership model, one that could steer them towards good local governance.

After successfully running the initial training, he did similar trainings to provincial and assistant provincial directors and then to bureau directors of the Central office including Secretaries and Undersecretaries. Though he felt anxious at first, he knew that after the rigorous training with PAHRODF, he was fully capable of running the program. “I mastered the craft and gained the confidence because PAHRODF trained...” he said.

Encouraged by his experience, he went on to cascade his learnings to an expanded base, sharing what he learned in other training opportunities. He injected these leadership techniques in training programs for Newly Elected Officials (NEO), Barangay Newly Elected Officials (BNEO), Disaster Council, and even programs for barangay (district) secretaries and treasurers. He also included them during flag ceremony and various meetings with department heads, barangay (district) officials, teachers, tanods (guards) and lupon (board) members.

Noel said he looks forward to conducting a full leadership module for the Youth Development Taskforce, a group recently organised after the previous Sangguniang Kabataan (SK) or Youth Council was disbanded. By introducing new leadership mental models to the youth, Noel feels that the direction of governance can finally improve for the next generation.

For Noel, the new mental models on leadership have changed his mindset, made his work seem lighter and his peer relationships better. “Hindi iyun sa pusisyon. (It’s not about position.) To become a leader doesn’t mean you impose your position in the hierarchy; to become a leader, you must be with them (your team)...that is how to lead a winning team.”

For somebody once skeptical, Noel surely has become the Facility’s leadership-building program’s staunchest believer. ■