INSTITUTIONAL DEVELOPMENT AND CAPACITY DEVELOPMENT FOR THE RE-CLUSTERING AT THE CENTRAL OFFICE

The intervention's change management plan, along with DSWD's improved understanding of its clusters' functions, is contributing to the department's efficiency improvement.
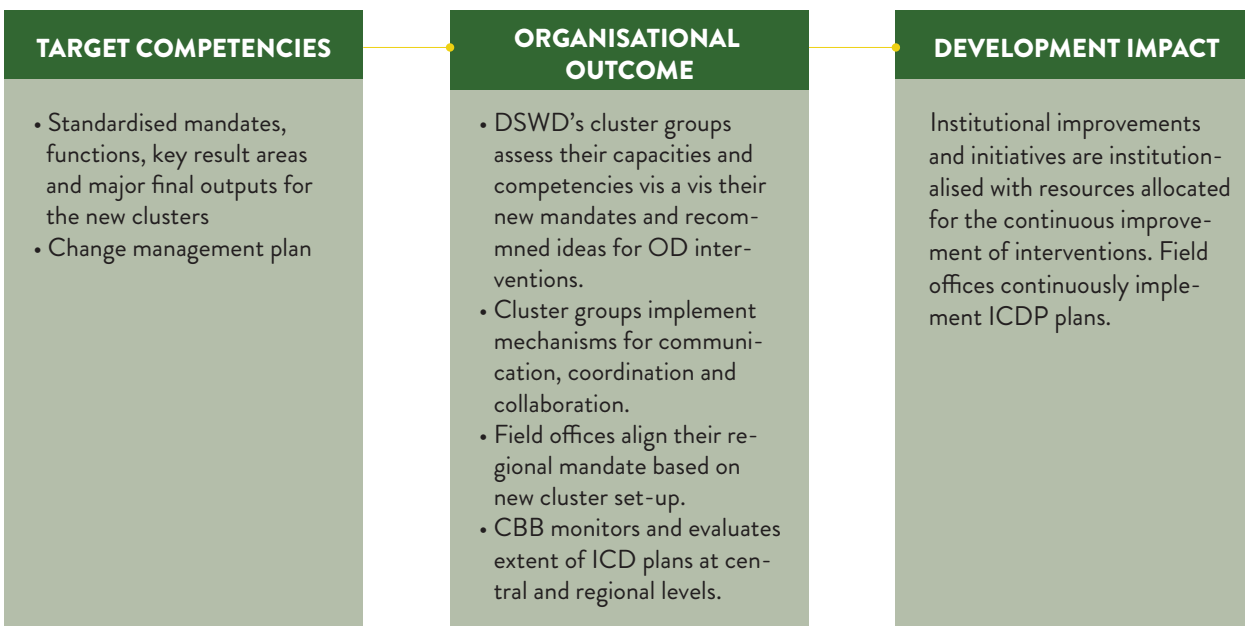

BACKGROUND

Department of Social Welfare and Development's (DSWD) mission is to develop and implement poverty-reduction interventions that would improve the quality of life of the poor, vulnerable and disadvantaged. To effectively carry out this mission, DSWD expanded its operations and programs and increased its PAHRODF Investment accordingly. As a response to this rapid expansion, DSWD re-clustered its offices, bureaus, services and units (OBSUs) (through Memorandum Circular 01 and 06, series of 2012), to strengthen the central office's operations and improve its efficiency in achieving DSWD's reform agenda. Ensuring efficient service delivery meant that the different functions of the offices, bureaus, services and units had to be harmonised. DSWD recognised the need to enhance the capacity of the new clusters to better manage the performance of their work units and achieve DSWD's vision. In 2012, DSWD worked with PAHRODF to implement Institutional Development and Capacity Development for the Re-clustering at the Central Office. ■

INTERVENTION OVERVIEW

Institutional Development and Capacity Development for the Re-clustering at the Central Office is a technical assistance intervention meant to help DSWD map out Institutional Capacity Development Plans (IDCP) for each of the five new clusters in DSWD – Office of the Secretary Group (OSG), Operations and Program Group (OPG), Policy and Planning Group (PPG), Institutional Development Group (IDG) and General Administration and Support Services Group (GASSG). It was also meant to render advice and guide each cluster on the development and implementation of a Change Management Plan (CMP) that would address the response of DSWD employees on the Re-Clustering initiative. The intervention involved transfer of technology to DSWD's Capacity Building Bureau (CBB) through coaching and process observation as CBB cascades the IDCP process to the regions. ■

COMMITTED RESULTS

TARGET COMPETENCIES	ORGANISATIONAL OUTCOME	DEVELOPMENT IMPACT
• Standardised mandates, functions, key result areas and major final outputs for the new clusters • Change management plan	• DSWD's cluster groups assess their capacities and competencies vis a vis their new mandates and recommned ideas for OD interventions. • Cluster groups implement mechanisms for communication, coordination and collaboration. • Field offices align their regional mandate based on new cluster set-up. • CBB monitors and evaluates extent of ICD plans at central and regional levels.	Institutional improvements and initiatives are institutionalised with resources allocated for the continuous improvement of interventions. Field offices continuously implement ICDP plans.

IMPLEMENTATION PROGRESS

The different clusters' had weak capacity to manage their work units when PAHRODF began with the intervention. There was a need to synchronise different OBSU functions to ensure efficient service delivery at DSWD. The intervention was positioned to help address this need. Intervention outputs – standardised mandates, functions, key result

areas, and major final outputs for each cluster, are now used as reference by management committee members in transition planning and strategic direction setting among others. These outputs, along with improved understanding of the clusters' functions, are also contributing to the department's efficiency improvement. DSWD is preparing to implement more interventions to improve service delivery. Strengthening the Institutional Development Group will institutionalise the practice of documenting the mandates, functions, key result areas and major final outputs of each cluster; and Institutionalising the Organisational Communications Capability Program will improve awareness of existing interventions and inform on the proper application of their outputs. ■

ASSESSMENT

Relevance.

The intervention is relevant. DSWD identified it as one of the interventions that needed to be implemented following their organisational re-clustering at the central office, which was implemented to support scale up programs.

Effectiveness

The intervention developed a change management plan, which DSWD directors still use as reference. Following the re-clustering, the intervention improved consultation with and among employees, and engaged participants to revisit their functions and competencies.

Sustainability

The change management plan is available at CBB for reference to future organisation movements and re-clustering. It served as basis for the implementation of new interventions - Strengthening the Institutional Development Group and Institutionalising the Organisational Communications Capability Program, which shall both sustain this intervention's gains. ■

FACTS AND FIGURES

$ AUD149,998

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Duration	August 2012 - August 2013

LESSONS LEARNED

1   The general openness of top and middle management to make improvements and changes (e.g., improving circulars, structures and statements) facilitates successful conduct of project activities.

2   The high visibility of top and middle management – undersecretaries, assistant secretaries, and directors – in all discussions and workshops is key in engaging employees. ■

RECOMMENDATIONS

1 Providing technical assistance on major structural changes before the organisation implements the new structure may be explored for future interventions as this may help employees involved in the restructure to appreciate the rationale for re-organisation and engage them in the change process.

2 The Capacity Building Bureau (CBB) may want to utilise DSWD's existing mechanisms – MANCOM, EXECOM and intra-cluster committees – in pursuing the urgent capacity building needs of the clusters. ■