



Sustainable Human Development Program

[2015] PROJECT ACCOMPLISHMENT REPORT

I. Project Information

Project Code: HDRFA

Project Title: Capacity Development Services for Centers for Health Development and DOH Representatives

Project Start: January 31, 2014

Project End: November 30, 2015

Project Price: PhP 3,000,000.00

Client Organization: Department of Health (DOH)

II. Project Team

Project Manager: Armand Tristan Suratos

Team Members: RL Jerlyn H. Oliva, Diane Paola M. Bool, Leah Lina O. Marquez

Supervising Fellow: Alan S. Cajos

Consultants/ Resource Persons: Amelia M. Torrente, Ma. Esperanza Rasco

III. Project Details

Project Description:

The DOH Capacity Development Plan 2011-2016, from the European Commission-Technical Assistance for Health Sector Policy Support Program (EC-TA HSPSP), intends to strengthen the implementation of the health sector reform. The Plan, through extensive focused group discussions, identified specific gaps and weaknesses in the central and regional offices.

Amongst the identified weaknesses were the technical linkages between the DOH and local government units (LGUs). These technical linkages are the main functions of the DOH Representatives. Specifically, the DOH Capacity Development Plan recommends that Provincial Health Team (PHT) Services to LGUs be developed by: a) clarifying their roles and functions; and b) providing them with the appropriate competencies through customized training packages and exchanges of best practice. However, central to the Plan is capacitating the Centers for Health Development (CHD) regional offices to provide this technical support to its DOH representatives.

In 2010, the Department built on previous reform efforts and revised its strategies to lead the health sector towards attaining universal health care. Restructuring took place to render the Department more organizationally responsive to meet its set targets. Functions of DOH representatives were likewise modified to fill the positions.

To better respond to their capacity development needs, the current functional competencies will need to be revisited and enhanced. Competency-based Learning and Development Needs Assessment Tools will need to be reflective of the actual behavioral competencies required of the DOH representatives. CHD Regional Offices shall be capacitated to implement and facilitate these development interventions.

Project Objective:

The technical assistance aims to implement applicable measures under the Package 1 of the Department's Capacity Development Plan 2011-2016 focusing on the institutional capacities at the regional and local levels. The specific objectives are the following:

1. Develop functional competency standards for Development Management Officers (DMO) levels IV and V in accordance to the revised roles and functions set by the DOH-BLHD.



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2. Develop a competency-based TDNA Tool that will be used by CHD Regional Offices based on the competency standards of DMOs IV and V (i.e., DMO IV competencies for DOH Representatives and DMO V competencies for PHTLs).
3. Identify competency gaps and appropriate learning interventions for existing PHT Leaders and DOH representatives.
4. Develop customized training packages for priority competency gaps of DOH representatives based on the revised roles of the DMO levels IV and V.
5. Document the capacity development process for CHD Regional Offices and DOH representatives.

Focus Area: Health

Project Type: Consulting, Technical Assistance

Project Beneficiary: DOH

Regional Coverage: National Coverage

IV. Project Accomplishments

Key Activities Implemented:

Phase 1: Pre-implementation

In February 7, 2014, the DAP team convened with the Health Human Resource Development Bureau (HHRDB) as well as the Information Management Service (IMS) to discuss the two technical assistance projects: Development of an Integrated Human Resource Development Information System and Capacity Development for CHDs and DOH Representatives. The DAP and DOH leveled-off on the project design, outputs, activities, and timelines, and agreed on the roles and responsibilities of each party in project implementation. The agreements served as inputs to the Inception Reports of both projects. As for the Capacity Development for CHDs and DOH Reps project, the Inception Report was submitted and approved in July, 2014.

Phase 2: Formulation of Competency Model and Standards for DMO IV and V

Given the rationalization program and other organizational development interventions within the DOH, it was deemed necessary to come up with a functional competency model and standards for DMO IV and V.

The DOH Reps and LGU health officers were convened in a validation workshop in August 26, 2014 to identify and agree on role delineation and set down specific functions and responsibilities of both sides in support of national health thrusts. In parallel, the project carried out a review and analysis of secondary documents to come up with a tentative list of functional competencies expected of DMO IV and V. It included the CSC Leadership Competency Model, office mandates/thrusts, job descriptions, functional charts, competency inventories, and manuals.

A Competency Modeling Workshop was conducted in October 13 and 14, 2014 to finalize the list of functional competencies of the two position titles. The output was presented and validated in a Position Profiling Workshop held in October 20 to 21, 2014. In the same workshop, participants came up with the position profiles for DMO IV and V.

The Functional Competency Model and Standards for DMO IV and V was submitted and approved in August 2015.



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Phase 3: Development and Pilot Testing of the LDNA Tool

The competency model developed served as the guiding framework in the development of the competency-based LDNA tool. In January 30, 2015, the tool was pilot tested among newly-hired DOH Reps from seven CHDs and representatives from the HHRDB and the Bureau of Local Healthy Systems Development (BLHSD). Inputs were gathered to improve the tool further prior to its rollout. An Activity Report was submitted to the HHRDB in August 2015.

Phase 4: Capacitate DOH Regional Offices on the LDNA Tool

Orientation and training activities on the administration of the competency-based LDNA tool were carried out to familiarize the DOH Reps with the tool's functionalities and processes. The DOH Reps were clustered into two- Luzon cluster (composed of 17 participants from nine regional offices) and Visayas and Mindanao cluster (composed of 14 participants from seven regional offices). The latter was conducted in February 23 to 24, 2015 while the former was carried out in February 26 to 27, 2015. Participants in both runs consisted mostly of Training Development Specialists.

The orientation-training activities also served as venue for the DOH Reps to identify areas for enhancements of the LDNA administration process. Similar to the pilot testing activity, an Activity Report was submitted to the HHRDB in August 2015.

Phase 5: Development of Competency-Based Learning and Development Interventions

An inventory of the learning and development interventions was developed banking on the assessment reports generated from the LDNA tool as well as past and current learning and development interventions for DMO IV and V. From the inventory, the DAP team came up with a list of recommended competency-based learning and development interventions for the prioritized competency areas to aid the DMO IV and V in effectively carrying out their roles and functions. This report was submitted in August 2015.

Major Outputs

Outputs/Deliverables		Status
1.	Inception Report and Work Plan	Completed and accepted
2.	Functional Competency Model and Standards for DMO Levels IV and V	Completed and accepted
3.	Competency-based LDNA Tools and Guides	Completed and accepted
4.	Activity Report for the Pilot Test of the Competency-based LDNA Tool	Completed and accepted
5.	Activity Report for the Rollout of the Competency-based LDNA Tool	Completed and accepted
6.	Learning and Development Interventions	For DOH's review
7.	Learning and Development Interventions	For DOH's review
8.	Final Report	For DOH's review



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Project Impact

The project is aligned with the continuous efforts of the DOH to implement learning and development interventions intended to capacitate its human resources. One of the major deliverables of the project is the Learning and Development Needs Assessment Tool, which can generate competency gaps by comparing the current level of competencies of a position holder vis-à-vis the required levels of competencies based on the competency standards for DMO levels IV and V. Similarly through the project, an inventory of recommended priority competency-based learning and development interventions was provided to the DOH to aid the DMO IV and DMO V in effectively carrying out their roles and functions.

Lessons Learned

Some lessons and insights can be drawn from the implementation of this TA project such as but not limited to the following:

1. The Administrative Order 2013-00 must be strictly implemented to clarify and delineate the roles of DMOs from LGU health officers.
2. Continuous improvement of the competency-based LDNA tool must be made to respond to the changing conditions at the local level.
3. Establish a feedback mechanism to ensure meaningful use of the tool.


V. Attachments

- Certificate of Project Closure (to be provided/to follow)

Prepared by:


ARMAND TRISTAN SURATOS
Project Manager

Noted / Approved by:


ALAN S. CAJOS
Center Head

Notes:

1. Project details on Section I-III can be generated thru PMIS based on PMs Inputs.
2. Project Managers are required to accomplish Section IV & provide Section V to reflect results of project implementation
3. Project Managers can update/adjust the pre-filled sections(I-III) based on actual data