

Innovating for Impact Concept Note

1. What are the top three (3) challenges or opportunities for institutionalizing the Performance Governance System (PGS) in your organization?

I remember one strategist said, "We exist to transform organizations by transforming the lives of people within them. Grand strategy and the culture to execute don't come easy, but it's the tried-and-true path to success." This message is my essential learning after being involved in the Public Governance System or PGS with the Institute. I have spent the better part of my last decade building local governance and economic planning process to assist Philippine local government units (LGUs) define their economic vision and develop the roadmap to get there. During those times, I have evolved in my understanding that execution of economic plans is important process to help LGUs move forward no matter where they are in the process. My adventure with PGS is where I started to get the idea that to build the LGUs' economic roadmap, leadership, stakeholders' involvement, and execution matters. Getting a roadmap completed is an accomplishment itself. But, there's nothing that will kill a great roadmap faster than trying to execute it. Supporting the economic growth of LGUs through PGS and letting stakeholders know how vital they are in the process and impact to their local communities are challenged by following issues:

Insufficient leadership support and institutional changes to address the local economic problems and craft solutions.

LGU leaders and champions who understand the critical policy, resources, systems and capacity impediments and possess the capability and understanding to walk through these impediments are essential. PGS provides a mechanism and rests on a common denominator: that stakeholders all working to accelerate the knowledge and practices for success.

Inspired and motivated staff and stakeholders are vital for collaborative and sustained actions. Strategic economic growth and environmental challenges put pressure on the capacity of LGU staff and stakeholders in dealing with the needs of constituents and in walking them through the road full of opportunities. Few LGU staff have analytical and networking skills who can leverage national government and private sector programs.

Need to balance funding, technical resources and capabilities to accomplish the initiatives.

Local officials find it difficult to adjust needs with competing priorities for local resources, finance, and staff capabilities. Multiple and competing policies, programs and priorities can be the primary challenge to implementation.

2. What is your action plan for addressing any or all of these? This can include initiatives already being undertaken.

PGS is a good recipe for success in planning and managing LGU's local economy. Working with a number of LGUs promoting their local economies, the PGS could serve as an excellent framework for the following actions:

Develop Leadership and Championship

Some initiatives require more significant effort to gain political backing or leadership to implement, particularly those that require financial and policy from support. It is important to make a convincing case for the value of leadership in moving forward the initiatives. Successful programs and projects often involve a committed local champion. Champions are leaders who understand the LGU vision, can communicate it and can engage others to support. Spreading out the responsibility for these initiatives to a variety of champions increases the likelihood of achieving results. Generating the support of partners that can leverage additional resources is one key leadership action. LGUs can learn from other LGUs that have successfully implemented leadership actions. Other groups may be willing to share leadership experiences and lessons. It is essential that leaders and champions are networked and connected with each other as part of the any innovation.

Focus on "Early Wins"

As LGU adopting PGS move forward with transitioning from roadmap to execution, it is important to achieve a few "early wins successfully." These "early wins" could be low-cost actions that can be implemented quickly or a single high-priority project. Demonstrating progress can go a long way in gaining the support needed to perform more complex initiatives in the future.

Develop the clear value proposition for critical initiatives

Many initiatives require core competencies that will enable them to take advantage of LGUs' limited finances. LGUs should first seek to identify initiatives and activities that can be accomplished using existing budgets. Some actions may leverage a combination of funding and training resources with other national government agencies and private institutions, particularly those that can assist in producing multiple benefits for the community.

3. What impact do you envision? Who will benefit from your innovation?

Towards community's economic health and sustainability, or achieving multiple results that go beyond individual social, economic, or environmental benefits. Some of the impacts envisioned for adopting PGS are the following:

Enhanced core competencies and achieve operational effectiveness

LGUs and their teams that participate in PGS could learn more about each other's work in building their core competencies in order for their teams to take advantage of opportunities and work effectively with clients and beneficiaries on any priority actions. Investing in developing and enhancing core competencies of LGUs earn lasting dividends for the communities.

Change governance mindsets

LGUs who adopt PGS have changed mindsets about their stakeholders and able to build confidence among them. With clear objectives, measures, targets and initiatives more and more LGUs will dramatically change how they look at their clients and stakeholders and how they will able to produce economic results that drive positive change in their communities.

Strengthened entrepreneurial culture

PGS is some entrepreneurial culture change system in the LGUs because they tend to advocate more significant commitments of the LGU team in innovating and collaborating for communities. With strengthened collaboration for innovation, I hope to see more LGUs focusing their initiatives in finding solutions to issues confronting sustainability, resiliency and prosperity for everyone. Undoubtedly these impacts will inspire other LGUs to adopt and learn PGS.