

## 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?

#### *Revision of City Vision and Introduction of VAC Technology*

During the city's Proficiency Revalida in 2013, polishing of the vision to make it more specific was deemed necessary. ISA's introduction of VAC technology happened almost simultaneously with this. Both equate to repeating the cascading process to the whole organization and concerned external stakeholders. The biggest challenge is involving 100% of permanent employees while strictly observing the "5 to 10 members per strategic team" rule. While we were able to engage various sectors in the re-visioning process, we found it much harder to create inter-departmental VACs which have to come up with their PIGs and conduct WORMs.

#### *Reconciliation between PGS and SPMS*

PGS is not something that is business as usual while SPMS is focused on the mandate of the government employees. We were torn between two deliverables- our VACs' PIGs and the targeted success indicators based on city departments' mandated core functions per Local Government Code. Priority is not an issue because we have to deliver results on both areas which are being monitored by the management and are validated to measure individual performance. No matter how we try to simplify things, we end up complicating the situation. Time management even becomes everyone's biggest challenge.

#### *External stakeholders stronger buy-in and support to the U-town Vision*

"Governance is a shared responsibility" as we always tell the Balanguenos. But first we should exemplify good governance to encourage the people in committing to co-own the vision. Prior to its PGS journey and partnership with ISA, Balanga is also characterized by stakeholders' inactive participation and minimal interaction with the city government. Through the city's multi-sectoral governance council, various sectors were mobilized and voluntarily participated in city activities. But still some cannot fully commit themselves. Believing both governors (public servants) and the governed (responsible citizens) should always join hands together in favor of the common good, we know we have to double our efforts to get them involved.

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

Current best practices aimed at addressing such challenges to sustain PGS:

*Intense Collaboration of OSM and PGS Core Team*

OSM works closely with the Core Team in terms of strategy formulation and execution. They both play coordinating roles in trying to bring strategy to fruition. They combine efforts in the creation and management of VACs and monitoring of their deliverables, continuous review of strategy, alignment of the organization, strategy communications, and best practice sharing. Since all members of the Local Finance Committee are in the Core Team, it is somehow assured that all strategic initiatives are linked to the budget. Good thing that majority of the members of the Performance Management Team are also in the Core Team. Though we really cannot marry PGS and SPMS, setting of targets involving mandated functions and strategic priorities as well as performance evaluation was simplified and given utmost consideration. Conduct of WORMS was regulated and time conflict was resolved.

*GOVERNANCE OUTREACH: "Touching lives while spreading the Good News along the Governance Pathway"*

We provide all avenues so everyone benefits from the vision. But co-owning the vision is another story and this is our plea for every Balangueno. We keep on spreading the good news and touching so many lives as we continue our governance journey. I believe every Juan knows he has a purpose for living and only needs to be reminded of his existence. We plan to do more governance outreach and we decided to start with our 25 barangays. Barangay officials are our partners not only in delivering the basic services but also are the important players in achieving the city vision. We want to ensure all public servants in the barangay level are on the right track. They could help in the dissemination of accurate information to the public most especially in the communication of the strategy. Being paid to do public service, they should be more enthusiastic in co-owning the vision than anybody else.

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

Pursuing these innovative practices will result to the following:

*Improved productivity of the city employees*

Once mandate implementation and strategy execution are seriously taken by the city employees as vital functions that complement each other and are relevant to more efficient delivery of Juan-

felt services, the city hall will surely be a happy workplace. Committed to fulfill their ordinary duties each day in providing better service in the least possible time, energized and motivated city employees will accomplish a higher level performance leading to greater customer satisfaction.

*Aligned initiatives among city departments and barangays*

Alignment issues which surface from time to time will be resolved and carrying out of mandated functions will blend well in the execution of strategic initiatives. All departments and different VACs will work together for a common goal. Barangays will identify more easily with the city's long-term plans. Utilization of the Balanced Scorecard will be institutionalized at all levels of the organization. Management will connect all operating systems within the enterprise and implement a governance culture program designed to instill core values to all personnel as they discharge their ordinary day-to-day duties and responsibilities.

*Stronger buy-in and support from all Balanguenos*

As we spread the good news about what Balanga is doing for its constituents, Balanguenos from all walks of life will not only benefit from but will also co-own the vision. Commitment of one self and sharing of resources such as time, talent and treasure will be unselfishly pledged. Some critics may be converted into avid fans and supporters and even the die-hard skeptics can be turned into firm believers. Each life is touched and everyone has a good spark within. The burning passion for participatory and good governance is infused among the Balanguenos who in their own little ways will continue to be good Filipinos and serve as models of genuine public servants.

Both our internal and external stakeholders will benefit from this innovation. Each small contribution geared towards the realization of the city vision will be strongly felt by the public. Smooth collaboration among key players will best serve our constituents.