

Monitoring and Evaluation Report

on the

Human Resource Management and Development Plan 2011-2015

Semi-Annual: July - December 2011

Annual: April - December 2011

April 2012

Contents

I. Background and Rationale	1
Bohol's Development Framework.....	3
Plan Coverage.....	5
II. The HRMDP M&E System	6
The HRMDP M&E Framework.....	6
Objectives	7
Scope	7
Structure, Composition and Functions	8
Performance Measurement of the HRMDP.....	11
Results Chain	11
Logical Framework.....	13
Monitoring and Evaluation (M&E) Calendar.....	13
Sharing M&E Data and Information	14
Actual M&E Process.....	14
III.A Status of Implementation: July to December 2011	17
Personnel Development	17
HR Systems.....	21
III.B Status of Implementation: April-December 2011	25
Activities.....	27
Outputs and Initial Outcomes	29
Organization	29
Personnel Development.....	29
HR Systems.....	30
Health and Wellness	31
Capacity Development.....	31
Facilitating Factors.....	31
Hindering Factors	32
IV. Findings and Recommendations	33
Recommendations.....	33
Capacity Development.....	34
Monitoring and Evaluation.....	35

List of Tables

Table 1. Composition of the HRMDP M&E Team	9
Table 2. M&E Reporting Calendar for 2011	14
Table 3. Summary of Target CD Activities and Estimated Costs for 2011.....	25
Table 4. Comparative Summary of HRMD Activities Implemented Against Targets.....	26
Table 5. List of CD Activities Conducted per HRM Area According to Funding Source	28

List of Figures

Figure 1. Overarching Development Agenda of the PGBh.....	4
Figure 2. Organizational Structure of the ProMES in Relation to the HRMDP M&E Team	8
Figure 3. HRMDP M&E Structure	10
Figure 4. The Results Chain Framework of the HRMDP.....	12
Figure 5. Distribution of Implemented CD Activities per HRM Area	25

Annexures

- 1 HRMDP Logical Framework
- 2 HRMDP Performance Measurement Matrix
- 3 HRMDP Story Board Format
- 4 List of Accomplishments for 2011

Monitoring and Evaluation Report

Human Resource Management and Development Plan 2011-2015

I. Background and Rationale

The Bohol Human Resource Management and Development Plan (HRMDP) is an integrated five-year (2011-2015) plan for the management and development of the human resources of the Provincial Government of Bohol (PGBh). The HRMDP is a recognition of the critical importance of enhancing the capability of its workforce to fully carry out plans and targets towards achieving its goals and objectives, knowing fully well that the most important asset of any organization is its human resources.

The PGBh is aware of the multitudes of challenges it is currently faced with to ensure that strategic development directions and programs are implemented in a manner that meets the needs of its constituents. Capable, well-resourced and equipped personnel and robust human resource systems are required to meet these tasks.

The Plan addresses issues and challenges along five areas of human resource management and development: organization, personnel, HR systems, health and wellness, and capacity development, across the four phases of HR management—recruitment, retention, rewards and recognition, and retirement. It is an update and an enhancement on the previous three-year HRMD Plan crafted with the assistance of the Philippines-Australia Human Resource Development Facility (PAHRDF) also of the AusAID.

Prepared starting in late 2010 and approved in March 2011, the Plan is most timely as a new set of provincial officials assumed office. The HRMDP will provide adequate guidance to provincial leaders for appropriate implementation support—financial, policy, and administrative. The five-year HRMDP, including the Capacity Development Program and its Monitoring and Evaluation System, was approved and adopted by the Sangguniang Panlalawigan under Resolution No. 2011-107 on 23 March 2011.

Bohol's Vision



*A prime eco-cultural
tourism destination
and a strong,
balanced agro-
industrial province,
with a well-educated,
God-loving and law-
abiding citizenry,
proud of their
cultural heritage,
enjoying a state of
well-being and
committed to sound
environmental
management.*

Mission

*Enrich Bohol's
social, economic,
cultural, political and
environmental
resources through
good governance and
effective partnerships
with stakeholders for
increased global
competitiveness.*

Organizational Vision



A dynamic and responsive organization that provides responsible, participatory, informative and self-reliant governance led by proactive, innovative and committed leaders and staff equipped with new capabilities to inspire entrepreneurial efforts among different sectors to all stakeholders, primarily the Boholano people.

Organizational Mission

Create effective and efficient policies and structures; adapt appropriate technologies and participatory processes; ensure and safeguard the balanced and sustainable development of the province; advance the economic, social and cultural well-being of the Boholanos; and spearhead the growth and sustain the competitive edge of Bohol's prime

The Plan was prepared with the support of the Provincial Roads Management Facility (PRMF) of the Australian Agency for International Development (AusAID) in partnership with the Department of the Interior and Local Government (DILG). PRMF is an institutional reforms and governance program with the road sector as an entry point. It seeks to increase economic growth and access to infrastructure and services to selected provinces in southern Philippines through road network development and capacity building of the provincial governments' human resources for a more effective delivery of services. Specifically, PRMF advocates for strengthened human resource management and development systems, to include a competency-based capacity development program.

In the amended Memorandum of Agreement (MOA) signed in November 2010 by the Provincial Government of Bohol, represented by Gov. Edgardo M. Chatto, with AusAID and the DILG for the implementation of PRMF, the provincial government envisioned that,

"Within five years, Bohol will achieve a state of sustainable road maintenance; transparent and accountable budget and expenditure management system; fully functioning internal control system including an independent internal audit; transparent procurement process which complies with all laws and regulations of the GOP; achieve and implement a comprehensive Human Resource Development Plan and Management Strategy that clearly articulates the mandate of the Provincial Government and the role, skill-set and responsibilities of each individual in achieving that mandate."(underscoring supplied)

The HRMDP was thus formulated with the following objectives:

1. To enhance the skills and capacities of the human capital of the Provincial Government of Bohol bureaucracy—officials, department/office heads, division/section heads and rank-and-file employees—in order to carry out targets of development plans and programs to achieve the vision and mission of Bohol Province;
2. To further manage human resources towards productive contributions to vision achievement and efficient service delivery;
3. To sharpen the recruitment, promotion, retention, personnel relations, rewards and incentives as well as succession planning and retirement practices and policies beneficial to both individual employees and to the PGBh as a whole.

Bohol's Development Framework

Consistent with the vision of being ***a prime eco-cultural tourism destination and a strong and balanced agro-industrial province with a well-educated, God-loving and law-abiding citizenry, proud of their cultural heritage, enjoying a state of well-being and committed to sound environmental management*** (see sidebar on page 1), the HRMDP also supports the provincial government's organizational vision of being ***a dynamic and responsive organization that provides responsible, participatory, informative and self-reliant governance led by proactive, innovative and committed leaders and staff equipped with new capabilities to inspire entrepreneurial efforts among different sectors to all stakeholders, primarily the Boholano people*** (see sidebar on page 2).

The HRMDP is likewise aligned with the provincial government's mission of ***enriching Bohol's social, economic, cultural, political and environmental resources through good governance and effective partnerships with stakeholders for increased global competitiveness, through the provincial government's programs on Environmental Protection and Management; Social Equity; Local and Regional Economic Development with Strategic Wealth Generation; Responsive, Transparent and Accountable Governance; and Preservation of Cultural Heritage and Boholano Values as it strives to deliver quality services.***

Bohol's organizational mission to ***create effective and efficient policies and structures; adapt appropriate technologies and participatory processes; ensure and safeguard the balanced and sustainable development of the province; advance the economic, social and cultural well-being of the Boholanos; and spearhead the growth and sustain the competitive edge of Bohol's prime industries*** (see sidebar on page 2) provided guidance in crafting the HRMDP.

The implementation of the HRMDP is charged to the provincial government's Human Resource Management and Development Office (HRMDO) which envisions ***a strong and empowered organization of proactive and innovative employees committed to deliver excellent, efficient and effective service to constituents.*** Towards this end the HRMDO has committed itself to ***develop strong and committed human resources of the Provincial Government through the formulation and operationalization of innovative and responsive capacity development programs towards strong local governance*** (see sidebar this page).

PGBh's core values of SERVICE (stewardship, excellence, respect, vision, integrity, culture, and empowerment) and its HR philosophy (see sidebar, page 5) likewise underpin the formulation and implementation of the HRMDP.

HRMDO Vision



A strong and empowered organization of proactive and innovative employees committed to deliver excellent, efficient and effective service to the constituents.

HRMDO Mission

Develop strong and committed human resources of the Provincial Government through the formulation and operationalization of innovative and responsive capacity development programs towards strong local governance.

The Plan is anchored on the strategic direction of the provincial government captured in the “HEAT Bohol LIFE HELPS” overarching development framework of the current administration. The HRMDP will provide the “handles” to attain the PGBh’s strategic objectives as well as the links and networks for the realization of its development agenda.

Bohol’s priority development agenda popularly known as **HEAT Bohol** (for Health and Sanitation, Education and Technology, Agriculture and Food Sufficiency, and Tourism and Livelihood) and its corresponding strategies dubbed **LIFE HELPS**¹ reinforce a two-pronged strategy of increasing access to services by disadvantaged sectors while stimulating equitable economic growth in preferred investment areas, namely, eco-cultural tourism, agricultural productivity, and technology and livelihood development. The HRMDP contributes to the realization of this agenda through the development of a strong and responsive organization; highly motivated, healthy and capacitated personnel; and robust HR systems that will enable the more than 1,000-strong provincial workforce to deliver sustained and effective services to the Boholano public.

Bohol’s overarching development framework is graphically represented as:

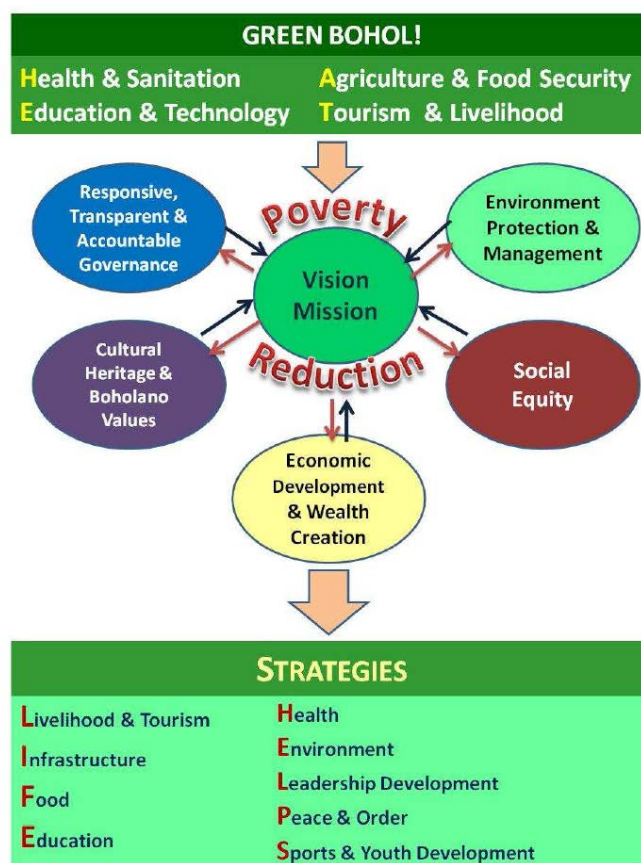


Figure 1. Overarching Development Agenda of the PGBh

¹L-Livelihood and Tourism, I – Infrastructure, F – Food sufficiency, E – Education, H – Health, E – Environment, L – Leadership development, P – Peace and order, S – Sports and youth development.

PGBh Human Resource Philosophy



We seek to create a challenging and enjoyable work environment that enables everyone to deliver their best efforts, realizes their full potentials and fulfills their career aspirations.

Recognizing that knowledge organizations in the new economy need to manage talents in different ways, we adopt a holistic approach towards managing and developing our people.

By adopting best human resources practices, we strive to be a progressive, high performance organization that would attract best talents, nurture, develop, motivate and retain them for more efficient and effective service delivery in support of poverty reduction programs that ensure quality of life to Boholanos.

Plan Coverage

The HRMDP includes the Strategic Direction of the Provincial Government of Bohol that provides the background, provincial profile and the provincial government's overarching development framework, and a summary of the HRMD planning process; the HR Situation in the Provincial Government of Bohol that covers a discussion on the provincial local government unit (PLGU) as an organization, an assessment of LGU investments in human resources, personnel and employee profile, and analysis of the HR systems. The core of the Plan takes account of the Proposed HRMD Interventions: a five-year Capacity Development Program with five sections: (1) organizational; (2) personnel; (3) human resource systems; (4) health and wellness; and (5) capacity development. For each of this section, sets of information are included for the successful implementation of the plan: prioritized gaps, proposed interventions, expected benefits, resources needed, estimated cost, timeline, target groups, and lead office. Additionally, the Plan includes the Role of HRM Practitioners in the provincial government. It also includes a Monitoring and Evaluation (M&E) Plan, and a Communication Plan.

The proposed HR interventions are based on a comprehensive assessment of the existing structure, staffing and skills, as well as capacitation needs of the provincial workforce.

This M&E document reports on the progress and advancement of the PGBh in managing and developing its human resource with a summary and analysis of accomplishments in the implementation of the multi-year Capacity Development Plan. This is designed to serve as an important link between the Plan and accomplishments on the ground. Additionally, the report is intended to provide information that will assist management in deciding on further capacity development interventions.

Although this annual M&E Report focuses more on outputs and outcomes, subsequent M&E reports will also analyze impacts for higher efficiency and effectiveness in public sector service provision, leading to poverty reduction. For this reason, regular monitoring and evaluation of the capacity development program raises awareness on the critical role that M&E plays in promoting transparency, accountability, results orientation, and effectiveness of management system.

This Report covers the period from April to December 2011 and is intended for the following users:

1. Provincial officials, supervisors, and rank-and-file employees of the PGBh as their guide in implementing human resource management and development activities to support the successful achievement of the provincial government's development agenda; and
2. Funding institutions as their guide in determining support and technical assistance to respond to the human resource needs and requirements of the provincial government towards the achievement of its reform agenda.

II. The HRMDP M&E System

As provided in the Local Government Code (RA 7160), the Provincial Governor exercises general supervision and control over all programs, projects, services and activities of the province for efficient, effective and economical governance, the purpose of which is the general welfare of the province and its inhabitants.

The HRMDP M&E Framework

To address calls from both external and internal drivers for transparency and accountability of governance, the Provincial Government of Bohol established in late 2010 the Provincial M&E Systems (ProMES), through Executive Order No. 25 issued by Gov. Edgardo M. Chatto. Among the plans to be monitored for the next five years (2011-2015), is the HRMDP to check the results and outcomes of all HR interventions.

In March 2011 following the creation of the ProMES, Gov. Chatto also issued EO No. 10 establishing the M&E System of the HRMDP. The System is designed to check whether HR services and initiatives are delivered in a timely and efficient manner and if the recipients of the interventions are making impacts on the lives of the Boholano people by increased productivity and performance of functions. The System helps extract from past and on-going activities relevant information that can subsequently be used as the basis for programmatic fine-tuning, reorientation and planning for continuous improvement.

This M&E System must be operationalized and continually strengthened to enable the PGBh to respond to demands for (a) greater accountability in the use of resources, (b) a clearer basis for decision-making, and (c) more practical lessons from experience to guide future development interventions. This system aims to monitor and evaluate capacities of the provincial governance to achieve the desired outcomes and impacts, thereby attaining its goals of efficient and effective delivery of public service for the Boholano people.

The HRMDP M&E System is based on guiding principles adopted from the integrated M&E framework of the Provincial Government of Agusan del Sur, which are the following: (1) flexible, (2) evidence-based and results-oriented, (3) consultative and participatory, (4) gender-sensitive and responsive, (5) culture-responsive and respectful of religious diversity, and (6) constructive and progressive.

The HRMD M&E System will make use of existing government systems such as the Local Governance Performance Management System (LGPMs) and the System on Competency Assessment for Local Governments (SCALOG). It recognizes the presence of competencies in PGBh which can be tapped to produce a system that is accessible, flexible, efficient, effective and sustainable.

This HRMD M&E system is governed by the following questions:

- What does the System intend to achieve?
- How does the System operate?
- What are the enabling environments required by the System?
- Who will be engaged by the System and what are the engagement processes?
- How does the System innovate itself in a continuous, iterative manner?

Objectives

The HRMDP M&E system aims to facilitate the development, installation and use of an effective mechanism that will ensure the continuous monitoring and evaluation of competencies in order to produce ample information required in the development of multi-year HRMD Plan, organizational enhancement, succession planning, and in-house capacity development.

More specifically, the following are the objectives of establishing the HRMD M&E System:

1. To determine the status and progress of HRMDP implementation against targets, objectives and goals, and provide information to stakeholders within and outside the provincial government as well decision makers for appropriate actions on matters related to strengthening the bureaucracy;
2. To improve HRMDP programs, projects and activities to ensure that the needed reforms in organizational, personnel, HR systems, health and wellness and capacity development for the provincial government are attained to meet the needs of Boholano constituents for better and efficient service delivery systems; and,
3. To track changes in the degree of organizational strengthening and capacity development of the provincial government as a result of the implementation of the HRMDP and the Re-Entry Action Plans (REAPs) of trained PGBh employees.

Scope

The M&E System covers the five areas of human resource management and development which are included in the HRMDP– organization, personnel, HR systems, health and wellness, and capacity development.

- **Organization.** This component focuses on the organizational development requirements of the PGBh. It aims to assess the existing structure and staffing of PGBh, the capacities and required competencies to ensure the sustainability of effective public services.

- **Personnel Development.** This component focuses on the personnel development programs of the HRMD. It aims to address the competency gaps of the personnel by providing continuing capacity development.
- **Human Resource Systems.** This component focuses on the different human resources systems enhancement of the PGBh. It aims to oversee the implementation of the systems and their continuous improvement.
- **Health and Wellness Program.** This component focuses on the health and wellness program of the PGBh. It aims to review the program and its sustainability for continuous implementation.
- **Capacity Development.** This component ensures that logistical requirements are fully satisfied and are in place, and checks the results and outcomes of all interventions particularly on procurement of facilities and equipment.

In summary, the scope of the M&E system includes various participants such as data producers and generators, data analysts and users, and management decision makers who are expected to take action on the M&E results and the stakeholders who need to know the status and progress of the HRMDP implementation and their benefits to the Boholano communities. Also, the scope involves activities related to collecting and processing of information, data analysis and the dissemination of M&E results and feedback from users, decision makers and stakeholders.

Structure, Composition and Functions

EO 10, series of 2011, established the HRMDP M&E System as part of the ProMES structure, as follows:

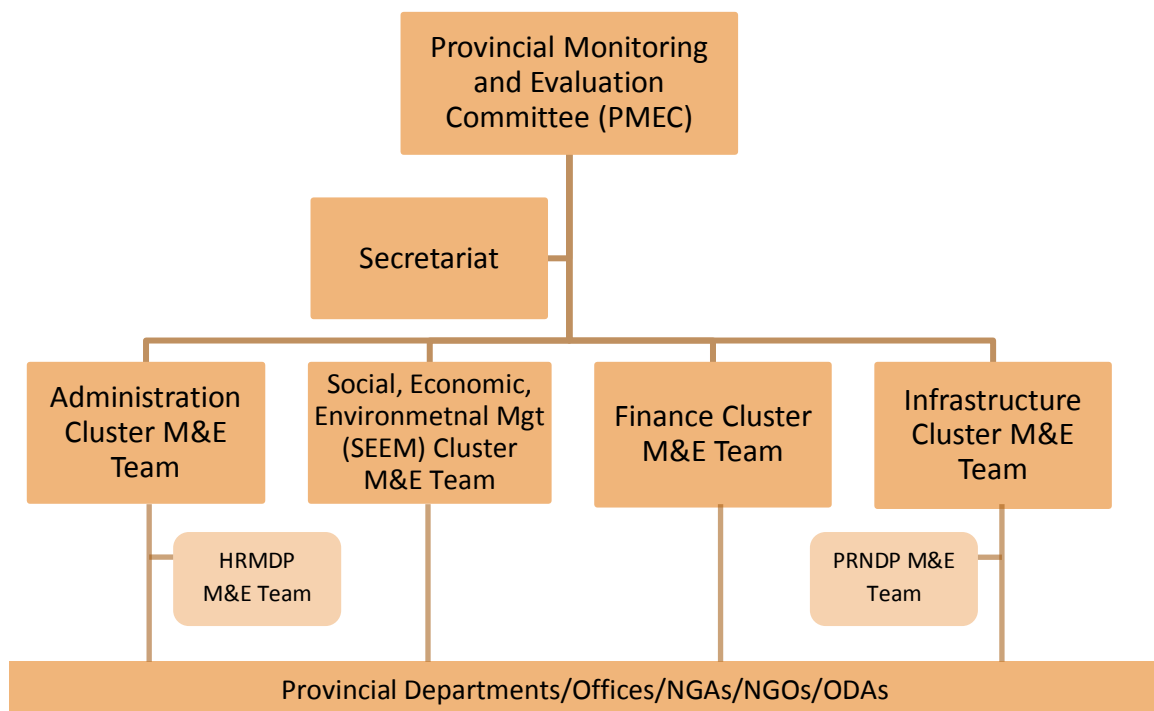


Figure 2. Organizational Structure of the ProMES in Relation to the HRMDP M&E Team

EO 10 also provides for the composition of the HRMDP M&E Team which coordinates with the Administration Cluster (or Development Administration sector) M&E Team. The team is composed of 15 members (including the secretariat) to include the Governor's representative and chairperson of the Personnel Selection Board as chair, the head of the Human Resource Management and Development Office (HRMDO) as co-chair, and 13 members coming from the following sectors/departments: two (2) from civil society organizations (CSO) and the academe/private sector, two (2) from the HRMD Planning Team, four (4) from the Management Executive Board (MEB), two (2) from the first and second level employees, and one (1) from the Bohol Provincial Employees League (BOPEL) (also see Table 1). The head of the secretariat is the head of the Learning and Development Division (LDD) of the HRMDO. The HRMDP M&E organizational structure is also linked with national and local governments as well as the general public who are the recipients of effective service delivery that result from the HRMDP implementation (see Fig. 2)

Office/Department	No. of Persons
Governor's Representative and Chairperson, Personnel Selection Board	1
Head, Human Resource Management and Development Office (HRMDO)	1
Civil Society, Academe/Private Sector Representatives	2
HRMD Planning Team Representatives	2
MEB Representatives	4
First and Second Level Employees Representatives	2
Bohol Provincial Employees League (BOPEL) Representative	1
HRMDO Learning and Development Division (LDD)	2
Total	15

Table 1. Composition of the HRMDP M&E Team

Team members are to be nominated by their respective offices/departments/sectors and formally designated through a Memorandum Order of the Governor.

Also under the same EO, the M&E Team was charged with the following functions:

1. Lead and Convener Role

- Initiate the collection of data and information from relevant offices and departments related to the road sector as regards status and progress of HRMDP implementation.
- Develop forms and templates that will be helpful in data generation.
- Conduct meetings and workshops necessary to gather, analyze and share and disseminate HRMDP data.
- Identify the capacity development agenda of the HRMDP Team.
- Provide technical guidance and leadership over the preparation of the Annual Monitoring and Evaluation Report of HRMDP implementation.

2. Coordinative Role

- Involve and coordinate with other offices and departments of the Provincial Government of Bohol in the HRMDP M&E process, as needed.
- Link with national government agencies, local government units and the general public as regards the impact and benefits of the HRMDP implementation to effective service delivery to Boholano communities and stakeholders.

- Generate customer feedback from local communities and stakeholders on the clear benefits and impacts of HRMDP implementation in the improvements of the quality of lives of Boholanos.
3. Reportorial and Communication Role
- Provide general public and the Boholano stakeholders with information on the status of HRMDP implementation in either print or broadcast media as well as online through the official website of the Provincial Government of Bohol, consistent with ProMES.
 - Generate comments and feedback from the general public as regards implementation of the HRMDP.

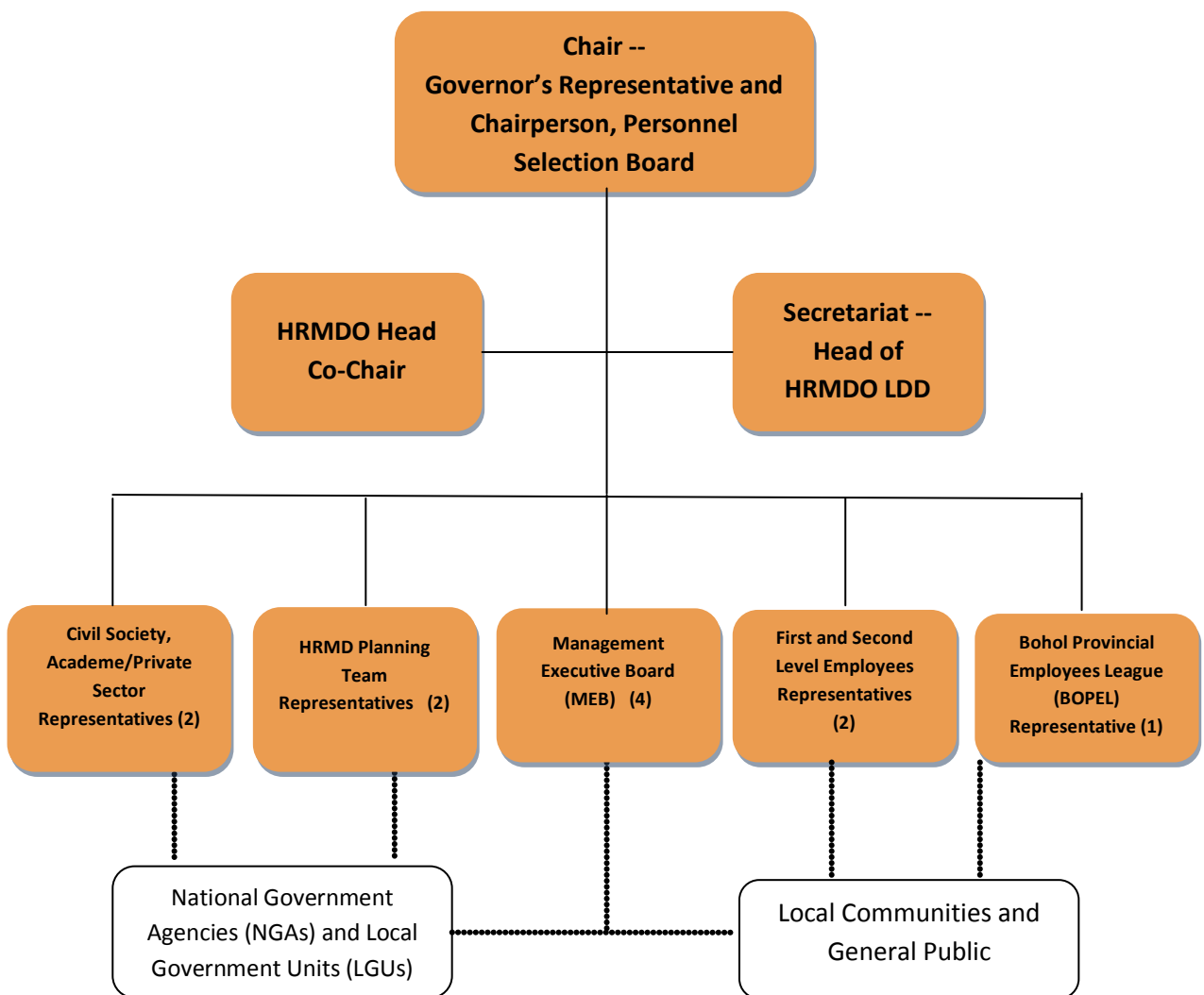


Figure 3. HRMDP M&E Structure

Performance Measurement of the HRMDP

To be able to monitor and evaluate the HRMDP, a two-part performance measurement mechanism is employed that includes the following:

1. **Results Chain or Logical Framework Matrix** - This includes the hierarchy of objectives from inputs/activities to outputs that would lead to outcomes and which ultimately lead to the achievement of the desired impact.
2. **Performance Measurement Matrix** -This summarizes the baseline data, targets, data collection strategies, data analysis and reporting mechanism, detailed as follows:
 - a. Baseline data and targets -- baseline data refer to the current or existing situation of the PGBh on organization, personnel, HR systems, health and wellness, and capacity development; while targets are the yearly expected results or objectives to be achieved;
 - b. Data collection strategies refer to approaches on how data will be collected and who will collect these information;
 - c. Data analysis refers to who will analyze the data and how the data will be analyzed; and
 - d. Reporting mechanisms will detail the types of M&E reports, who will report, when the reports are to be made and who are the users of the data and reports. *(See Annexure 2 for the HRMDP Performance Measurement Matrix)*

Results Chain

A results chain framework was developed to understand the links of the activity areas to achieve the desired outputs; these outputs are geared towards the achievement of the intended outcomes that eventually will attain the impact the PGBh envisions to accomplish for its constituents.

From this results chain, it can be seen that the impact is geared towards achieving quality of life for Boholanos through strong, proactive and responsive governance. This impact is brought about by the quality and responsiveness of human resource management and development, which is taken from the Local Governance Performance Management Systems or LGPSMS. The five outcomes and outputs relate to the five areas of the HRMD Plan: organization, personnel, HR Systems, health and wellness, and capacity development. Finally, the activity areas to bring out these five outputs and outcomes are taken from the SCALOG.

The M&E Team is required to prepare an Annual Calendar of Activities that shall be approved by the Governor not later than January 15 of the implementation year. Following this calendar, the M&E Team is to render semi-annual reports to the Governor through the Management Executive Board (MEB). These reports are a consolidation of the findings and recommendations from its quarterly monitoring activities.

Funding for the implementation of the HRMDP M&E System is to be taken from the budgets of each office or agency. Offices may augment funds from their savings or any available funds.












Results Chain											
Impact	<i>“Strong, proactive and responsive governance that meets the needs of Boholanos for quality of life!”</i>										
											
Outcomes	Quality, responsive and gender-based human resource management and development										
	<u>Organization</u>	<u>Personnel</u>		<u>HR Systems</u>		<u>Health and Wellness</u>		<u>Capacity Development</u>			
	Well-resourced, structured and staffed organization that effectively and efficiently delivers programs and services that satisfy the Boholano customers	Skilful, well-trained and competent personnel who can adequately implement plans/ programs and deliver services of the PGBH to the satisfaction of the Boholano public		Enhanced systems and mechanisms for recruitment, retention, recognition and retirement to fully unleash and harness the human potential for greater productivity		Healthy and productive employees provided with improved programs and facilities for physical, mental, psycho-emotional and spiritual well-being and health		Highly capable employees with adequate work facilities productively contributing to the peak performance of the Provincial Government			
											
Outputs	<ul style="list-style-type: none"> • Structure enhancements • Strategic fit between jobs and human resource • Updated job descriptions • OD plans and effectiveness programs implemented • Knowledge management 	<ul style="list-style-type: none"> • Managerial and technical skills trainings • Personnel enhancement programs • Transparency and integrity development programs 		<ul style="list-style-type: none"> • Policies and procedures for enhanced recruitment established • Retention and recognition programs implemented • Career path and succession planning programs in place 		<ul style="list-style-type: none"> • Health and wellness programs implemented • Employees physical, psychological, emotional and spiritual well being and health maintained • Productive employees 		<ul style="list-style-type: none"> • Adequate working conditions and facilities provided to employees • Increased work performance • Satisfied customers • Well implemented plans 			
											
SCALOG Service Area	Organization and Staffing	Enabling Mechanisms / Legislative Support		Transparency and Integrity Development		Management Systems	Stakeholder Participation		Continuous Improvement / Innovation		Customer Service

Figure 4. The Results Chain Framework of the HRMDP

Logical Framework

The logical framework of the HRMDP includes the following:

- **Hierarchy of Objectives** narrates and describes the four levels of objectives described: impact, outcomes, outputs and inputs.
- **Objectively Verifiable Indicators (OVI)** are the measures, direct or indirect, that will verify the extent the objectives have been fulfilled. Indicators are either quantitative or qualitative variables that provide a simple and reliable means to measure changes connected to an intervention which helps assess the performance of an organization against stated outcome.
- **Means of Verification (MOVs)** are statements that specify sources of the information for the measurements or verification specified in the indicators column.
- **Assumptions/Risks (External Factors)** are important events, condition, or decisions which are necessarily outside the control of the project, but which must remain favourable for the project objective to be attained.

To appreciate the logical framework for the HRMD Plan, it is important to understand the vertical and the horizontal logic expressed in the logical framework. The vertical logic is the reasoning which "connects" the three levels of objectives in the matrix; the outputs, the purpose, and the goal. Each of these links between the objectives is connected by a hypothesis. The horizontal logic has similar features to the vertical logic. In this case, the links between the levels of objectives are the items in the External Factors column or the Assumptions and Risks. *(See Annexure 1 for the HRMDP Logframe)*

Monitoring and Evaluation (M&E) Calendar

The HRMDP M&E Calendar describes the type of monitoring reports to be made, who will make the reports, the frequency of reporting and to whom these monitoring reports will be submitted. The schedule of reporting is detailed in Table 2.

The following M&E tasks are undertaken in the M&E reporting:

- **Inputs monitoring** – pertains to tracking steps, actions and activities that are undertaken to carry out a specific plan, program or project; this is undertaken quarterly
- **Outputs monitoring** – pertains to tracking short-term and immediate results that are brought about by implementation of plans, programs and activities; this is also conducted quarterly
- **Outcomes monitoring** – pertains to tracking intermediate results that take place at least after a year of implementing plans, programs and activities in the HRMD Plan; this is done semi-annually
- **Outcomes evaluation and impact monitoring**– pertains to tracking a more in-depth analysis of the results using more systematic evaluative techniques and tools where results are

measured against the attainment of the goals and purposes of the project/plan or activity; this is done annually and also part of on-going evaluation while project interventions are still being undertaken

- **Impact evaluation** – is an “end-of-the project” evaluation, which is most usually conducted after a lapse of three years or more and the M&E evaluation results are measured against the project goal and vision.

M&E Tasks	2011 (The HRMDP was approved on 23 March so implementation started in April 2011)			
	Q1	Q2	Q3	Q4
Inputs Monitoring	N.A.	✓	✓	✓
Outputs Monitoring	N.A.	✓	✓	✓
Outcomes Monitoring		N.A.		✓
Outcomes Evaluation				✓
Impact Monitoring				✓
Impact Evaluation				

Table 2. M&E Reporting Calendar for 2011

Sharing M&E Data and Information

Information and data resulting from the M&E of the Plan are shared in various modalities. An HRMDP link at the existing PGBh website (www.bohol.gov.ph) will be made so that outputs, outcomes and impacts of the HRMDP implementation can be known by internal stakeholders and most especially to the general public that the PGBh serves.

A “story board” introduced by the PAHRDF to the PGBh in 2008 will likewise be employed by the different offices/departments to showcase specific results of interventions like short-term and long-term trainings, Re-Entry Action Plans (REAPs) of capacity development activities conducted, and other HR interventions that achieve the development and change agenda of the Provincial Government of Bohol (*see Annexure 3 for the story board format*).

Actual M&E Process

Despite the issuance of executive orders creating the M&E system of the provincial government and the HRMDP, the numerous other concerns and tasks of personnel concerned sidelined the formal convening of the M&E Team. However, another body, the Capacity Development Project Implementing Team (CD-PIT) was also created which has taken the lead in ensuring that the various capacity development activities planned for the year were attended to.

In June 2011, subsequent to the approval of the HRMDP and reinforcing the HRMDO, Gov. Chatto issued EO No. 16 creating the CD-PIT with the Provincial Planning and Development Coordinator as the overall coordinator for all PRMF-related activities of the PGBh, and the head of the Social, Economic, and Environmental Management (SEEM) cluster of offices as the Provincial Capacity Development Coordinator. Each key result area of the road sector (Planning, Environmental Management, Road Service Delivery, Internal Control, Procurement, Human Resource Management,

Budgeting, Revenue Generation and Expenditure Management, Information Systems Management, and M&E) had a team that looked into the capacity development agenda of their area.

The CD-PIT or its core group (composed of the head and the KRA team leaders) met at least once a month to discuss and coordinate their activities and next steps as well as to work on issues and concerns. These meetings were documented and minutes correspondingly filed at the HRMDO.

CD documentation reports and other documentary requirements were submitted to both the HRMDO and the PPDO PDMU, the ProMES secretariat. Under the M&E system, only those activities with complete documentation were considered implemented or completed.

However, due to overlapping activities with the same personnel being called to various meetings and workshops, preparation and submission of these requirements have not been consistently done. This is one area that needs guidelines to ensure completeness of documentation of all CD activities implemented, which in turn shall form part of M&E data.

In January 2012, the CDPIT core group already identified the members of the HRMDP M&E Team to be included in a Memorandum Order to be signed by Gov. Chatto. However, with the flurry of activities relative to the incentive criteria deliverables of PRMF for this year, convening the M&E Team has been deferred to the second quarter.

Also starting in January, preparatory activities for the writing of the M&E Report included a revisiting of PGBh Plans and their M&E frameworks, the formulation of reporting templates, gathering of data from various contributing offices, and the actual writing, editing and packaging. Two templates were developed--the first to be accomplished by the contributing offices on their accomplishments/outputs, outcomes, facilitating and hindering factors; and the second to be filled out by the writing team consolidating the individual office reports. Aside from the HRMDP, M&E Reports are also due for the Provincial Road Network Development Plan (PRNDP), the Strategic Financial Management Plan (SFMP), and the Executive-Legislative Agenda (ELA).

**Human Resource
Management and
Development Plan
(HRMDP)
2011-2015**

**Status of
Implementation**



**July – December 2011
(Semi-Annual Report)**

III.A Status of Implementation: July to December 2011

The multi-year HRMD Plan focuses on the five key areas of human resource management and development, namely: Organizational, Personnel Development, HR systems, Health and Wellness, and Capacity Development Programs. Below is a list of HRMDP Capacity Development program implemented from July to December 2011.

PERSONNEL DEVELOPMENT

Activity Title: **Re-Orientation of Anti-Red Tape Act (ARTA) through Comprehensive and Unified Response to Eliminate (C.U.R.E.) Red Tape in the Local Government Programs**

This capacity development activity was conducted on December 1, 2011 with a total cost of P20,069.10 through the funds of the provincial government. Attendees were Administrative Officers and Division Heads from the different PGBh Offices and hospitals totaling to 35 participants. After the activity, participants were able to deepen their understanding on the Anti-Red Tape Act (ARTA) Law and its imperative in valuing good local governance; supported the capacity development of local governments in creating and sustaining a business-friendly environment; helped improve the efficiency and effectiveness of local government units in their respective delivery of frontline services; and ensured accountability of local authorities in institutionalizing the ease of doing business and the ease of availing other frontline services in their respective offices.

Though enhanced knowledge on ARTA and C.U.R.E., participants were able to facilitate in enhancing their respective offices' **Citizens' Charter**, an official document, a service standard, or a pledge that communicates information on the services provided by the government to its citizens. It describes the step-by-step procedure for availing a particular service, and the guaranteed performance level that they may expect for that service.

Some of the factors that contributed to the success of this CD activity were:

- Executive sponsorship or support through the approval of the Activity Design including budget requirements and issuance of Memorandum Order to targeted participants;
- Presence of the CSC Director, Bohol Field Office as the Resource Person. The RP was knowledgeable on the topics being discussed and facilitative;
- Hand-outs and training materials were provided to the participants including training kit;
- Presence of training equipment; and
- Presence of competent training staff

On the other hand, factors that hinder the activity were: venue was not conducive to training (too small for the total number of participants); lighting was poor; and some of the participants came in late causing the delay of the activity.

Activity Title: Seminar Workshop for the Accreditation of Constructor's Performance Evaluators System (CPES)

This capacity development activity was conducted on December 13-15, 2011 at the Metro Center Hotel, Tagbilaran City. There were 29 participants from the provincial government and one from the academe. Attendees were mostly engineers and architects from the Provincial Engineer's Office, Provincial Planning and Development Office, Provincial General Services Office and Holy Name University (academe). As a result, 100% passed the examination for CPES accreditation conducted by the Department of Trade and Industry (DTI) national office staff. At the end of the three-day activity, participants were able to formulate Re-Entry Action Plans (REAPs) by team, established a PGBh Pool of CP Evaluators and a CPES Implementing Unit lodged at the Provincial Engineer's Office. Total cost of the activity was P165,825.80.

The participants were able to acquire knowledge and information about CPES and learned the proper attitude and behaviour befitting Government Constructor's Performance Evaluators. They were also able to apply effectively the CPES methodology in the monitoring and evaluation infrastructure projects.

The factors that contributed to the success of the said CD activity are:

- Availability of funds
- Support from top management through the approval of the Activity Design with budgetary requirements; issuance of Memo Order to all qualified employees from PEO, PPDO, PGSO & HNU
- Quick response from HRMDO to secure approval of the Activity Design and Budget Proposal from the Governor's Office
- Selection of nominees went through the process of the Human Resource Development Committee or HRDC
- HRMDO & PRMF coordinated with PDCB for the choice of RPs
- Expected participants were only 25; actual participants were 30 (one from the academe)
- Hand-outs and other materials for the activity were provided ahead of time by the RPs (Modules 1-5, CPES Guidelines, Answer Sheets for the Case Study)
- Participant's Training Kit together with the hand-outs, CDs and other materials were prepared ahead of time by the HRMDO-LDD and ready for distribution during the registration of the participants
- RPs were knowledgeable and accommodating to the participants especially during the examination
- Facilitative and supportive training staff from HRMDO
- Venue was conducive to learning; food was good

Meanwhile, the following are the hindering factors:

- Binding of the CPES Modules, Guidelines and Answer Sheets were done by female staff; no available male to do the tasks of lifting and moving the binding machine due to the absence of the designated person for the binding

- Session started late because some of the participants came in late, thus activity flow was not properly followed
- Lack of training equipment e.g., LCD projector, digital camera
- Some component of Module 2 were not given in advance by the RP, thus reproduction and distribution were late
- Prepared hand-outs and other materials were lacking in quantity because actual participants exceeded the expected participants
- One of the RPs did not arrive because she was not able to catch her flight in going to Bohol
- For the Site Visit (Practicum), departure of the participants to the municipalities of Loon and Calape was delayed because the fuel for the vehicle was not available, thus succeeding activities were also delayed
- For the Practicum, they visited two sites where they found out that the projects identified were almost to completion hence they were not able to fully apply the theories they learned during evaluation of projects
- REAP preparation was not thoroughly formulated due to lack of knowledge in crafting it

This activity is not among the identified CD priorities found in the HRMD Plan as this is supposed to be PRMF assisted intervention but PGBh found it very critical to road reforms, thus PGBh through the HRMDO took the initiative in conducting the CD and funds were made available.

Activity Title: Values Enhancement Orientation Workshop for greater work performance (VOW)

This CD activity was conducted on December 7-9, 2011 at Punta Bay, Maribojoc, Bohol initiated and funded by the PGBh through HRMDO with a total cost of P135,030.40. Attendees were Administrative Officers and Administrative Aides from the different offices of the provincial government. There were about 24 participants out of 35 targeted and nominated participants. At the end of the three-day activity, the group was able to establish Batch Officers composed of Mayor, Vice Mayor and Sectoral Representatives.

At the end of the three-day workshop, the targeted participants were able to clarify their own operative values, express commitment to advocate chosen values, formulate an action plan to support their commitments as value advocates in their respective offices/departments, and align personal values with organizational values.

The factors of success were: support from top management through the approval of Activity Design including budgetary requirements and issuance of Memorandum Order to targeted participants; presence of RPs from CSC-Region 7 and Bohol-Field Office; RPs displayed mastery of the topics being discussed and responded adequately to questions and queries from the participants; participants were participative, attentive during the simulations and shared ideas, opinions and experiences to the group; presence of materials like the RA 6713 (8 Norms of Conduct); instruction materials used were effective, and distributed to the participants; hand-outs per modules were reproduced and bound and ready for distribution to the participants; and facilitative training staff.

During the CD activity, there were some problems encountered or issues like: some participants came in late during the sessions thereby causing the delay of session on the first day; expected participants were 35 but only 24 attended the activity; the venue was very far from the City and there was no standby vehicle for emergency use especially during night time; and some participants, including the Resource Persons coming from CSC – Region 7, Cebu City, were not able to go home on the last day due to unavailability of transportation to cater them from the venue to the city.

Activity Title: Refresher Course for Security and Custody of Inmates

After the conduct of this CD activity, competencies in performing the respective roles in the correctional government of some personnel from the Bohol District Jail (BDJ) were enhanced; and promoted firearm proficiency of all BDJ personnel.

This CD activity was conducted on August 13-14, 2011 for Batch 1 and August 20-21, 2011 for Batch 2 with a total cost of P85,200.00 funded by the provincial government through the effort of the Bohol District Jail. There about hundred BDJ personnel attended the said activity.

During the Departmental Assessment Workshop conducted last December 2011, BDJ claimed that one of their accomplishments was the “ZERO” escape in 2011 which they contributed to the CD activity mentioned above.

Factors that contributed to the success of the activity were: support from top management through the approval of the Activity Design with corresponding budget; issuance of Memorandum Order from the Office of the Governor for attendance and participation of BDJ personnel; support from the Bureau of Jail Management and Penology (BJMP), Region 7; Resource person was from BJMP, Cebu in the person of J/SINSP Noel V Ybarsabal; and presence of Rev. Fr. Lito Geangan as their lecturer on Moral Values Development. On the other hand, BDJ personnel considered the rainy weather as the hindering factor the ‘not-so-good’ road in going to BDJ compound was affected.

Activity Title: Provincial Planning and Expenditure Management Workshop with inputs on JMC and PLPEM

Event: Institutional Reforms in the PGBh through Strengthened Planning and Budgeting Processes and Linkages

This CD event was conducted on August 31-September 1, 2011 at the Alona Kew, Tawala, Panglao, Bohol. There were 71 participants for Day 1 and 56 participants during Day 2.

The participants acquired additional information on planning and budgeting processes based on JMC No. 1, series of 2007 and PLPEM; understand better specific concepts on Project Evaluation and Development (PED) of NEDA and Organizational Performance Indicator Framework (OPIF) of DBM; appreciated the use and application of JMC, PLPEM, PED and OPIF on the ongoing budget preparation processes of the provincial government for FY2012; reviewed and assessed 2011 Department/Office as well as Cluster Accomplishments, for the period January to August 2011,

aligned with the HEAT Bohol Development Agenda and based on Work and Financial Plans and office expenditure against budget allocations and determine gaps and recommendations for improvements; prepared Organizational Performance Indicator Framework (OPIF) by development clusters, aligned with the HEAT Bohol vision which shall guide departments and offices in the preparation of their respective program and projects, plans and activities (PPAs); identified key and critical PPAs per cluster aligned to the HEAT Bohol vision and responsive to OPIF; identified sample projects in the cluster to be applied with detailed project proposal preparations following PED guidelines; and generated commitments and enthusiasm among MEB members in the implementation.

Activity Title: **AutoCAD Equipment Purchase and Training**
Events: **1) Basic Geographic Information System (GIS) Training**
2) GPS Cascading Orientation to Non-Road Offices

In this CD activity, there were two events conducted, namely:

- 1) **Basic GIS Training.** This event designed to orient the non-road sector on the use of GIS, and to demonstrate actual application of GIS. The said CD was conducted on August 6-8, 2011 at the Water Paradise Resort, Tagbilaran City with a total of 20 participants coming from various offices of the provincial government. The event paved way for the participants to appreciate the GIS to engineering work, allowed the participants to actually apply the GIS Plan and on the GIS-need per office

- 2) **GPS Cascading Orientation to Non-Road Offices.** This event was designed to orient the PEO staff (engineers) on the use of GPS unit and the GIS; and to demonstrate actual application of GPS and GIS use to roads management. This said CD was conducted on July 6-8, 2011 at the JJ's Annex, Tagbilaran City with a total number of participants: Day 1 – 34; Day 2 – 34; and Day 3 – 30. At the end of the said event, the participants were able to appreciate the GPS and GIS to engineering work; and experienced actual (hands-on) training on data gathering using GPS to PRNDP roads (PRMF assisted). The total cost of the said event was P87,972.75.

HR SYSTEMS

Activity Title: **Implementation of PGBh PMES-OPES (piloting the road sector offices) – on-going**

There were two preliminary events conducted aligned to this CD activity and they were the: 1) *PMES-OPES Refresher Course to PMES Team 21 on December 5-6, 2011 at Panda Tea, Tagbilaran City; and 2) PMES-OPES Cascading/ Roll-out to Road Sector Offices by PMES Team 21 on December 15-23, 2011.* These preliminary events were funded by the provincial government through the effort of HRMDO in coordination with the PMES Team 21.

The PMES-OPES Refresher Course was attended by the PMES Team 21, while the PMES-OPES Cascading/Roll-out was attended by the employees of the Road Sector Offices. The PMES Team 21 visited their assigned offices for the cascading.

The PMES Team 21 as well as the employees of the Road Sector Offices have deepened their understanding on the PGBh Performance Management Evaluation System-Office Performance Evaluation System (PMES-OPES) scope, coverage, principles, operational guidelines, implementing mechanisms/performance scaling, and performance review and evaluation/feedback; acquired better understanding on the different forms to be used and how to fill-up these forms; acquainted themselves on the usage of the OPES Reference Table in the implementation of the system; and PMES Team 21 drafted the Implementation Plan for the cascading of the PGBh PMES-OPES piloting the Road Sector Offices.

The following facilitating factors contributed to the successful implementation of the two events: presence of approved PMES-OPES including OPES Reference Table by CSC in October 2009; support from top management through the issuance of Memorandum Order to all nominated participants; and approval of the Activity Designs including budget requirements; presence of trained PMES Team 2; and support from the Department Heads and employees during the cascading/roll-out. Adversely, the following were the hindering factors or issues encountered during the conduct of the two events: during the cascading, it was observed that most of the employees were not that attentive and focused on the discussion of the system, some were busy doing their tasks since it was conducted in the office; some pilot offices still do not have the OPES Reference Table since they were created after the submission and approval of the system such as the BICTU, PIAO and BAC; and it was observed that there were participants during the refresher course that are not members of the PMES Team 21, they just representative, but they were willing to know the system and be part of the team like representative from PPDO, PTO and BIPC.

Activity Title: Development and implementation of Pre-Retirement Program (“Salamat, Paalam” Program)

The Provincial Government of Bohol through HRMDO has developed a program concept on Pre-Retirement Program known as “Salamat, Paalam” Program to recognize and award employee’s contribution and service to the Provincial Government of Bohol; to assist the retiring employee prepare or plan for a new responsibility; to capacitate the retiring employee on how to maintain financial self-sufficiency; and to help the retiree adapt to the non-economic facets of retirement living. This pre-retirement program was approved by the Local Chief Executive and the Civil Service Commission-Bohol Field Office on November 21, 2011.

The concept and principles of the “Salamat, Paalam” Program has been discussed at the Local Finance Committee (LFC) level and the body is favourable and now the committee is waiting for the program proposal and implementation plan of the said program.

At this level, strong support from LCE, CSC-Bohol Field Office, Local Finance Committee (LFC), PGBh Cluster Heads can already be felt, thus institutionalization and implementation of the program with its budgetary requirements will be possible. To note, employees involved in the writeshop during the preparatory stage have successfully developed the concept and design of the pre-retirement program.

Activity Title: **Re-Implementation of Hataw**

One of the Health and Wellness Program the provincial government has institutionalized was the Re-Implementation of the HATAW Program. This program was launched on September 2011 as part of the lined-up activities for the celebration of the Civil Service Month. All PGBh employees are enjoyed to be actively involved in this activity which is being done every Wednesday at the Capitol Tennis Court for those offices based at the Capitol. For those offices outside the Capitol Compound, they are encouraged to conduct the activity at their respective office's premises. Hataw Program will promote and foster healthy employees in a healthy environment.

In the event, there were some factors that facilitated its success like: support from top management and department heads; coordination with PGSO, CCAD; committed and participative employees; availability of HATAW trainor/instructor from CCAD; and availability of equipment like the sound system for the use of hataw every Wednesday. Meanwhile, there were also some problems encountered during the conduct of the hataw such as: the designated venue is not conducive or appropriate venue for hataw, it is too open for the heat of the sun; and not all employees coming from the offices at the Capitol Compound attended due to the laxity in the implementation of the *hataw* policy.

**Human Resource
Management and
Development Plan
(HRMDP)
2011-2015**

**Status of
Implementation**

...

**April – December 2011
(Annual Report)**

III.B Status of Implementation: April-December 2011

The PGBh planned a total of 51 HRMD activities for 2011 with an estimated investment of P17,373,614 (salaries and wages not included). Capacity Development—which includes the construction/renovation/repair/ upgrading of facilities and procurement of equipment—had the most number of activities (18) projected to cost more than P10.6 million. Activities to enhance PGBh’s organizational structure and staffing had the least number of activities at three, with a budget of just over P1 million. (See Table 3)

HRMD Plan Area	Target CD Activities	% to Planned	Estimated Costs (in Pesos)	% to Planned
Organization	3	6%	1,255,000	7%
Personnel	15	29%	2,074,662	12%
HR Systems	11	22%	1,340,000	8%
Health & Wellness	4	8%	2,074,000	12%
Capacity Development	18	35%	10,629,952	61%
Total	51	100%	17,373,614	100%

Table 3. Summary of Target CD Activities and Estimated Costs for 2011

Of the 51 target activities, 25 were completed or are ongoing, mostly related to personnel development, specifically training and orientation sessions which comprise 36% of all CD activities in 2011. It is to be noted that activities critical to road reforms were prioritized. Some activities not directly related to road reforms, like Values Orientation Workshop and Refresher Course for Security and Custody of Inmates, were still undertaken as in-house activities.

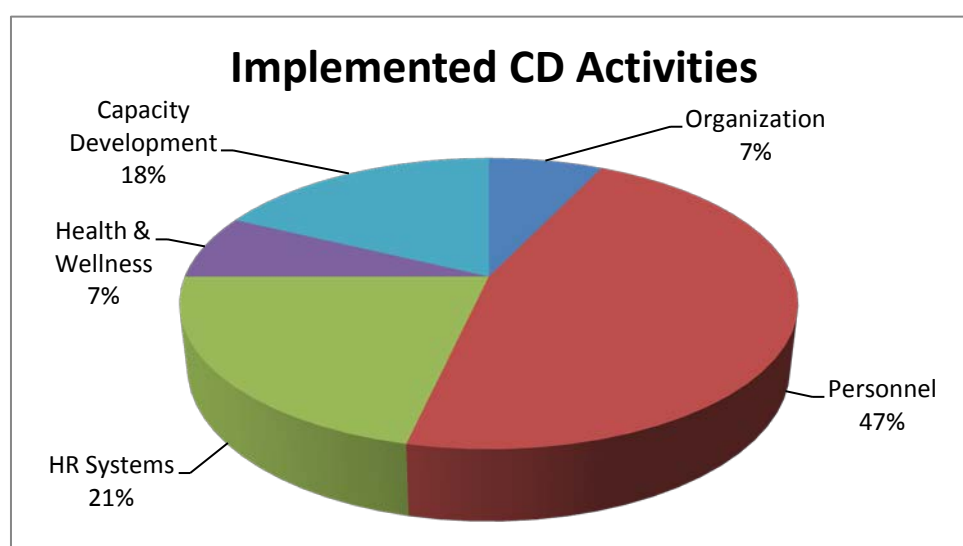


Figure 5. Distribution of Implemented CD Activities per HRM Area

Although more than P17 million was earmarked, only around P8.5 million was spent. Some processes did not anymore incur additional costs or expenses could not be computed separately as the activities were incorporated in the offices’ day-to-day or regular operations. Table 4 shows a

comparison of the target number of CD activities against those completed within the year, as well as the estimated actual costs against the annual budget. The activity accomplishment and fund utilization rates stand at 49% and 51.12%, or only about half of what were planned.

HRMD Plan Area	Target CD Activities	Conducted/ Implemented	% to Planned	Estimated Costs	Actual Cost	% to Planned
Organization	3	2	67%	1,255,000		
Personnel	15	13	87%	2,074,662	1,526,798.45	73.59%
HR Systems	11	6	54%	1,340,000	581,628.75	43.41%
Health & Wellness	4	2	50%	2,074,000	2,000,000.00	96.43%
Capacity Development	18	5	28%	10,629,952	4,773,430.00	44.90%
Total	51	25	49%	17,373,614	8,881,857.20	51.12%

Table 4. Comparative Summary of HRMD Activities Implemented Against Targets

The relatively low level of accomplishment may be attributed to the fine-tuning of the Capacity Development system as the PGBh also attended to numerous road reform and other development concerns. Part of the capacity development program is capacitating the different offices not only in identifying their training needs but also in planning, organizing, procuring, facilitating, documenting, and evaluating these. As PGBh personnel also had other critical functions, some activities were rescheduled to 2012. As this is still the first year of implementation with only nine months available after the approval of the HRMDP in late March, the targets may have been overestimated. After analyzing the past year's strong and weak implementation points, CD implementers expect a faster pace the following year after CD systems shall have been put in place.

Activities

The CD activities undertaken by the PGBh are listed in Table 5 below. The first column indicates the HRM area and the number of activities conducted against targets, while the last two columns indicate whether funding came from the provincial government or PRMF.

Some of the activities (marked with *) were conducted in early 2011 or even before the HRMD Plan was approved in March as these were deemed necessary in response to concerns already identified in 2010 and to have more lead time in implementing these activities.

HRMDP Area (Accomplished out of Targets)	PGBh Funded	PRMF Funded
Organization (2 of 3)	<ol style="list-style-type: none"> 1. Filling up of vacant positions and implementation of the Merit & Selection Plan (MSP) 2. Teambuilding activities (by department) integrated in the Departmental Assessment and Operational Planning Workshop done every year 	
Personnel Development (13 of 15)	<ol style="list-style-type: none"> 1. Workshop on the Strengthening of the Procurement and Payment System on <i>January 25*</i> 2. Bohol Disaster Risk Reduction Management Program and Emergency Response Training Workshop on <i>February 28 to March 1*</i> 3. Orientation Workshop for the Pre-Screening of Claims and Proper Use of the Pre-Audit Action Slip (PAAS) on <i>March 8-9*</i> 4. Orientation Workshop on Environmental Impact on Road Sector - <i>conducted March 23-24 (part 2 of FY2 incentive target)*</i> 5. Workshop on Bohol Environmental Risk Assessment (BERA) – conducted <i>June 22-23</i> 6. Refresher Course for Security and Custody of Inmates – <i>conducted in two batches, August 13-14, and 20-21</i> 7. Re-Orientation on Anti-Red Tape Act (ARTA) through Comprehensive & Unified Response to Eliminate (C.U.R.E.) Red Tape in the Local Government Programs – <i>conducted December 1</i> 8. Values Enhancement Orientation Workshop – <i>conducted December 7-9</i> 9. Seminar Workshop for the Accreditation of Constructor's Performance Evaluation System (CPES) – <i>conducted December 13-15 (this activity is not among the identified CD priorities found in the HRMDP as this is supposed to be a PRMF-assisted intervention but since PGBh found this CD very critical to road reforms, it was implemented using PGBh funds)</i> 	<ol style="list-style-type: none"> 1. Provincial Planning and Expenditure Management Workshop with inputs on JMC and PLPEM <i>Events:</i> <i>a) Plan and Budget Preparation Training Workshop on June 16-17</i> <i>b) Office Expenditure Management Training Workshop on June 22-23</i> <i>c) Promoting Institutional Reforms in the PGBh through Strengthened Planning and Budgeting Processes and Linkages on August 31 to September 1</i> 2. AutoCAD Equipment Purchase and Training <i>Events:</i> <i>a) Basic GIS Training on August 6-8</i> <i>b) GPS Cascading Orientation to Non-Road Sector Offices on July 6-8</i> 3. Training on Materials Testing and Quality Control on <i>November 8-11</i> 4. Orientation to the e-NGAS and FITTSyS Programs on <i>January 18-19 (2 Batches)</i>

HRMDP Area (Accomplished out of Targets)	PGBh Funded	PRMF Funded
HR Systems (6 of 11)	<ol style="list-style-type: none"> 1. Approval of the HRMDP in March 2011 2. Implementation of the PMES-OPES (piloting the road sector offices) <i>Events:</i> <ol style="list-style-type: none"> a) <i>PMES-OPES Refresher Course to PMES Team 21 on December 5-6</i> b) <i>PMES-OPES Cascading/Roll-out to Road Sector Offices on Dec. 15-23</i> <p><i>The following are activities identified for implementation in 2011 but which were conducted during the first quarter of 2012 already:</i></p> <ol style="list-style-type: none"> c) <i>PMES-OPES Brainstorming Session with HRMDO Staff on January 30-31</i> d) <i>PMES-OPES Review and Calibration Enhancement Workshop on February 16-17</i> e) <i>PMES-OPES Roll-out Workshop Design Briefing and Review with the Calibration Committee and expanded MDT on February 29</i> f) <i>PMES-OPES Roll-out Workshop on March 1-2</i> g) <i>Workshop on Bohol Integrated Performance Management System on March 6-7</i> 3. Enhancement of guidelines and continued implementation of awards and incentives (Gov. Edgar M. Chatto Model Employee Award) 4. Development and approval of the Pre-Retirement Program (“Salamat, Paalam Program”) 5. Enhancement of the HRIS with additional modules recommended 6. Enhancement of the Recruitment System - issuance of Executive Order 02, series of 2011: “Prescribing the Rules, Policies and Guidelines in the Selection of Personnel of the Provincial Government of Bohol by the Personnel Selection Board and for Other Purposes” 	
Health & Wellness (2 of 4)	<ol style="list-style-type: none"> 1. Re-Implementation of Hataw (weekly exercise program) – <i>kick-off activity on September 2011; implemented every Wednesday</i> 2. Continuous Implementation of Annual Health & Wellness Program 	
Capacity Development (5 of 18)	<ol style="list-style-type: none"> 1. Construction of Solid and Chemical Waste Treatment Facility in Talibon Hospital – on-going 2. Construction of Additional Wards in Jagna Hospital – on-going; for bidding 3. Equipment and Facilities Upgrading Program care of BLECS – completed 4. Development of Disaster Management System 5. Strengthening of Environmental Management System (<i>Event: Environmental Management System Team Building and Planning Workshop on January 12-14*</i>) 	

Table 5. List of CD Activities Conducted per HRM Area According to Funding Source

Outputs and Initial Outcomes

With just nine months of implementation, the PGBh was able to realize the following outputs and initial outcomes:

Organization

- Of the 87 vacant positions published, 20 appointments have been approved by the Governor and the new appointees have been deployed to various offices: *Provincial General Services Office (6); Provincial Agriculture's Office (1); Provincial Health Office (4); Governor's Office (2); Provincial Legal Office (2); Clarin Hospital (2); Jagna Hospital (1); Pitogo Hospital (1); and Catigbian Hospital (1)*

Personnel Development

- After the orientation workshop for the pre-screening of claims and proper use of the Pre-Audit Action Slip or PAAS, 131 participants from various offices and hospitals were able to facilitate their respective offices in the smooth processing of claims in compliance with PAAS
- After the workshop on the strengthening of the Procurement and Payment System of the provincial government, 35 participants from various offices and hospitals were able to draft the revised and enhanced the Procurement Process Flow Chart
- After the Anti-Red Tape Act Re-Orientation, the HRMD Office was able to enhanced the office's Citizens Charter being the pilot office and established the "Frontline Service and Complaint" Desk
- After the Orientation Workshop on Environmental Impact Assessment on the Road Sector, 25 key personnel from the Provincial Engineer's Office (PEO) were able to identify additional provisions for the infrastructure and road sector to be integrated in the Bohol Environment Code of 1998 which is now undergoing review
- After the Workshop on Bohol Environmental Risk Assessment (BERA), 35 participants were able to formulate an Environmental Risk Assessment (BERA) for their respective departments/offices (total of 18 departments and 10 hospitals)
- After the Disaster Risk Reduction Management Program and Emergency Response Training with 160 participants from various municipalities, the Office of Civil Defense, as well as Red Cross volunteers, diving instructors, and mountaineers, the PGBh was able to establish an emergency response unit called the Telephone and Radio Systems Integrated Emergency Response (TaRSIER) with volunteers and mobility support as well as the hotline TaRSIER 117
- After the Seminar Workshop for the Accreditation of Constructor's Performance Evaluation System (CPES) attended by 29 participants from PGBh and 1 from academe (Holy Name University), mostly engineers and architects, a pool of evaluators has been organized and the CPES Implementing Unit (CPES-IU) was created, lodged at the PEO
- After the orientation workshop on Values Enhancement (VOW), 24 participants from various offices and hospitals were able to demonstrate as a role model through the development of individual and organization set of values with the end in view of providing quality service to its clientele, improved organizational performance, and increased quality of work life
- After the Refresher Course for Security and Custody of Inmates attended by almost 100 personnel of the Bohol District Jail in two batches, no jailbreaks were reported in 2011.

- After the Multi-Year Plan and Budget Preparation Training Workshop attended by 58 participants, Office Expenditure Management Training Workshop with 60 participants, and Institutional Reforms in the PGBh through Strengthened Planning and Budgeting Processes and Linkages attended by 71 participants for Day 1 and 56 participants for Day 2, PGBh offices were able to prepare a more streamlined departmental Annual Investment Plan (AIP) for 2012 aligned with the Provincial Development and Physical Framework Plan (PDPFP) and the ELA, a multi-year activity-based budget, and a Project Procurement Plan aside from the Work and Financial Plan; Business processes related to office expenditures have been observed to have improved
- After the Basic GIS Training attended by 20 participants and GPS Cascading Orientation to Non-Road Offices attended by 34 participants, PGBh offices were able to appreciate the Geographic Information System (GIS) to engineering work and practical application on data gathering using GPS to PRNDP roads
- After the Training on Materials Testing and Quality Control attended by 34 participants, PEO personnel enhanced their knowledge on materials and quality control (MQC)
- After the orientation to the e-NGAS and FITTSYS Programs, PGBh offices deepened their appreciation and understanding of the e-NGAS and the role of the Provincial Accountant's Office. Further, PGBh offices became receptive of FITTSyS

HR Systems

- The approval of the HRMDP in March 2011 paved the way for the implementation of CD activities per road reform key result area
- The fine-tuning of the PMES-OPES piloting the road sector offices is still going on. So far, an enhanced OPES Reference Table for each of the road sector offices is already available; follow-through activities like roll-out workshops have already been conducted in the first quarter of 2012
- After the enhancement of the *Gov. Chatto Model Employee Award* guidelines, a total of 171 personnel from various PGBh offices were recognized as model employees in 2011. Awardees were given plaques of recognition and one sack of rice
- With the go-signal of Gov. Chatto and the Civil Service Commission in November 2011 for the PGBh to develop a Pre-Retirement Program, and the approval by the Local Finance Committee of the concept for the "Salamat, Paalam" program for retiring officials and employees, the HRMDO is now developing the program proposal for approval by the SP and the Governor in the first quarter of 2012
- After an HRIS Enhancement Workshop, 23 participants identified additional modules including (a) a master-list of job order casuals per office to be updated monthly, (2) a document tracking system, (3) records of leaves of separated employees for computation of benefits, and (4) a list of vacant positions and published vacancies
- The PGBh Recruitment System has been enhanced with updated policies and procedures for the Personnel Selection Board supported by an Executive Order No. 02, series of 2011: "Prescribing the Rules, Policies and Guidelines in the Selection of Personnel of the Provincial Government of Bohol by the Personnel Selection Board and on other purposes".

Health and Wellness

- The re-implementation of the weekly *Hataw* physical exercises every Wednesday, the checking of employees' blood pressure every Monday, the strict observance and monitoring of 'no smoking' areas, and the annual wellness (laboratory) tests have promoted increased awareness and appreciation for physical fitness and a healthy lifestyle among PGBh employees

Capacity Development

- The equipment and facilities upgrading of the Bohol Law Enforcement Communication System (BLECS) office has just been completed and the capacity development program on Strengthening of Environmental Management System has just been conducted with 43 attendees while the construction of additional medical facilities in Talibon and Jagna and the Development of Disaster Management System are still ongoing

Facilitating Factors

The participants and organizers of the CD activities have themselves identified factors that contributed to the successful conduct of these activities. These include technical expertise, funds and logistics, and a positive and collaborative attitude—gathered through evaluation forms that are accomplished by the participants at the end of CD activities—that need to be factored in or enhanced in subsequent events. These can be incorporated in the Training and Development Management Systems (TDMS) manual of the PGBh and in checklists for CD activities:

- Availability of funds from both internal (PGBh) and external (PRMF) sources
- Availability of highly competent and credible resource persons, e.g., officers of the Department Budget and Management (DBM), Civil Service Commission (CSC) both regional and Bohol field offices, the Provincial Environment and Natural Resource Office of the Department of Environment and Natural Resources (DENR-PENRO), and the Office of Civil Defense (OCD)
- Facilitative resource persons utilizing simplified processes and tools in determining environmental impacts and results
- Availability of in-house subject matter experts (SMEs) coming from the BEMO, PEO, and PPDO
- Guidance from external consultants like Mr. Luther Bersales of TUV-Cebu and Mr. Ramon de los Reyes, the IT expert from PRMF
- Coordination with other stakeholders like the Philippine Domestic Construction Board (PDCB) in identifying resource persons
- Support from top management through the issuance of Memorandum Orders to nominated participants, Executive Orders like the EO creating the Performance Management and Evaluation System and Office Performance Evaluation System (PMES-OPES) Calibration Committee and Measurement Development Team (MDT), and approval of activity designs and budget requests
- Positive responses from invited guests/participants coming from civil society organizations, municipal local government units

- Availability of hard and electronic copies of existing PGBh policies, HR systems like the Performance Management System, Merit Selection Plan, Training and Development Management System, Human Resource Information System used as references
- Availability of hard and electronic copies of the HRMDP, PRNDP, SFMP, ELA, PDPFP, the Bohol Environmental Code, and other documents used as references
- Availability of training materials and kits provided to each of the participants
- Shared effort of coordinating offices like HRMDO, BEMO, PPDO, PEO, Governor's Office
- Facilitative and supportive training staff.

Hindering Factors

The same respondents also identified factors that posed some difficulties in conducting the CD activities, to include the following:

- The CD activity is not job-related or task-related to the nominated participant; thus, the participant cannot guarantee application of learning/knowledge upon going back to his/her office
- Late dissemination of training invitation or Memorandum Order for attendance to training
- Late arrival or non-appearance of resource persons
- Unavailability of resources such as fuel/transportation causing the delay of the activity
- Lack of training equipment such as LCD projector and digital camera
- Over-lapping or conflict of schedules of nominated participants
- Late submission of required documents or pre-requisites in attendance to training
- Time constraints or limited time for sessions or workshops
- Unavailability of facilitator, documenter, venue
- Participants not informed on what they need to bring for the workshop/seminar/training

IV. Findings and Recommendations

Overall, the first year of implementation of the HRMDP has spelled a big leap for the PGBh particularly in governance reform for the road sector. The multi-year HRMDP has caused the PGBh, particularly the HRMDO, to manage its capacity development mandate more strategically.

With the end of enhancing the skills and capacities of the human capital of the provincial government for a more effective service delivery, this is the first time that various offices have consciously and closely worked together as a sector, fully appreciating the strategic contributions of each—from revenue generation to planning and budgeting, to procurement, service delivery and environmental management, expenditure management and internal control, human resource and information systems management, and monitoring and evaluation—despite multiple tasks, long work hours, and frequent deadlines.

For the CD activity participants, the additional knowledge and skills and the values clarified or affirmed equipped them even more in performing their functions more effectively. These provided them an opportunity to update themselves on new technologies, concepts, ideas and systems that they could apply in their respective areas of work.

For the different PGBh offices, the frequent inter-office learning activities have fostered a closer working relationship and teamwork in implementing HR systems. The activities have increased their level of participation and heightened their awareness of their mandates, roles and responsibilities.

For the M&E team, monitoring has been intermittent with the bulk of the work piling up towards the reporting deadline rather than activities spread out throughout the year and data progressively providing a picture of the accomplishments, outcomes and impacts.

Tracking the investments and analyzing the costs against the outputs also have to be consciously incorporated into the system. After all, monitoring is tracking the progress of interventions whether they have been implemented according to schedule, budget, and desired outcomes.

For the PGBh officials, the engagement with PRMF and the corresponding reforms that needed their approval have made them more involved and aware of the province's needs and challenges, and thus more responsive and proactive in ensuring the sustainability of these initiatives. The reforms being institutionalized are now gradually realizing not only well-maintained and safe roads for the Boholano public and visitors to the province that is fast becoming a popular eco-cultural tourist destination, but also a path to effective governance.

Recommendations

Despite its accomplishments, the PGBh is also keenly aware of areas to work on. As it lags by half on its targeted activities, it needs to fast-track and catch up with the Plan. With more than 70 activities to launch in 2012, the remaining 26 from the previous year spell more than a hundred activities in all or an average of around 11 for each of the remaining nine months.

The PGBh should review the executive issuances on the ProMES and the corresponding M&E teams for the different plans, update or revise them as needed, based on the experiences of the past

year. The CD calendar should also be drawn up soon, to be followed immediately by a steady flow of activities to spread them out and ensure a more relaxed learning-and-doing environment rather than cramming them towards the end of the year.

Programming the CD activities sequentially, starting with the simpler or more basic ones, then building on these should also provide the PGBh personnel with more experience, knowledge and skills—and consequently more confidence—in designing, procuring, implementing, monitoring and evaluating activities and projects. This iteration thus brings the PGBh closer to its goal of capacitating its human resources to be more responsive to the needs of its constituents.

Both the HRMDO and the CD-PIT should be strengthened to perform their functions towards this end.

The HRMDO should look more closely into career development for PGBh personnel. This has been an area taken for granted but which can have a critical impact on the morale and productivity of the employees.

Other more specific recommendations were identified by CD participants as follows:

Capacity Development

- Re-activate and strengthen the Human Resource Development Committee (HRDC) to select the right participants to be sent to trainings
 - Nominated participants should be the process owner or user of the type of training to be conducted
 - Nominated participants must have the knowledge and interest in the said CD activity being conducted
- Conduct another round of staff and skills inventory (SSI). This is to determine the changes in the level of knowledge and skills of personnel since the first round of CD activities, and at the same time identify further CD needs and gaps.
- Review the planned CD activities based on the results of a second round of SSI, and prioritize these according to PGBh's development agenda and available resources. In particular, CD activities planned for 2011 but not implemented should be conducted within the first half of 2012. All sessions programmed for 2012 should likewise be reviewed and scheduled accordingly so as not to spill over to 2013.
- Memorandum Orders for attendance to training should indicate what the participant should bring for the workshop like laptops and office documents to be used as reference
- Coaching or mentoring from resource persons is desired to ensure knowledge retention and enhancement of skills between formal inputs especially for technical subject matters; this is particularly needed for deliverables of incentive criteria
- Allocate more time for workshops or simulations for participants to internalize the process
- Proper scheduling of CD activities should be made to minimize overlapping of activities or conflict of schedules of nominated participants. Too frequent CD activities for the same participants also make it difficult for them to apply their new knowledge and skills at work and to evaluate the impact.
- Start implementing all CD activities for 2012 to include those not conducted in 2011 to meet the HRMDP targets

- Harmonize CD implementation of all PGBh offices – soft skills trainings and technical trainings
- Information on CD activities to be implemented should be circulated in advance (e.g., Training Calendar for CY2012) to all offices for reference and guidance.

Monitoring and Evaluation

- Activate and capacitate the HRMDP Monitoring and Evaluation Team per Executive Order No. 10, series of 2011. The M&E experience in the last year leaves a lot to be desired. The ProMES has to be activated, ideally with full-time M&E officers who will coordinate with the M&E teams of the different plans. Templates and guidelines have to be reviewed and refined. M&E should be mainstreamed across the PGBh with the M&E officers provided with a series of training on results-based M&E.
- Revisit the M&E frameworks of the plan. Admittedly, the HRMDP was prepared under time pressure. After a year's implementation and M&E experience, these should be revisited and updated, particularly the indicators and targets.
- Include M&E tasks in the performance targets of designated personnel. To give the necessary focus (time and resources) to M&E, M&E tasks should be incorporated in the individual and office performance evaluation targets of team members and an M&E component should be integrated in the plans and budget of all PGBh offices. Tasks, functions and expected outputs from each M&E officer should be clarified.
- Continue the capacity development of the M&E Team. With M&E officers de-loaded from other office functions, the team should focus on enhancing their knowledge and skills on M&E by continuous learning activities through resource persons/consultants, resources on the internet, coaching, and knowledge management. A more defined set of functions coupled with appropriate training and adequate logistical support (i.e., vehicle/s for site monitoring, IT equipment for a database, office supplies for reproduction of reports, etc.) will boost the morale and productivity of hardworking and for now a multi-tasking M&E team.
- Monitoring and evaluation of CD activities should be done every quarter and consolidated every six months (January-June and July-December)
- A Completion Report or process documentation should be submitted within two weeks after the conduct of the activity
- Offices should coordinate properly with the HRMDO on the implementation of CD activities
- Streamline CD activities in the HRMDP and prioritize them according to organizational needs (short-list so that it will not be a wish-list)
- Identify what kind of CD activity needs Re-Entry Action Plans (REAPs) and implement the requirement accordingly
- REAPs should be formulated and submitted to the HRMDO for M&E purposes
- Conduct REAP progress reporting quarterly to be consolidated every six months as a basis in the crafting of the semi-annual and annual HRMDP M&E Report
- Conduct site visits or validation of all CD activities and programs being implemented or reported as accomplished to verify actual outputs, outcomes, and impacts.

Annexure 1: HRMDP Logical Framework

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
Organizational					
<p>IMPACT Strong, proactive and responsive governance that meets the needs of Boholanos for quality of life</p>	<ul style="list-style-type: none"> Client satisfaction 	<ul style="list-style-type: none"> Filled-up client survey questionnaires from customers being filed by each department/office 	<ul style="list-style-type: none"> Honest responses from respondents 	<ul style="list-style-type: none"> Customers refuse to fill out the forms Survey questionnaires are not user-friendly 	<ul style="list-style-type: none"> Explain the process to the stakeholders and assure respondents of the confidentiality in the responses. IEC on the purpose and intent of the survey Questionnaires should first be tested and validated
<p>OUTCOME Well-resourced, structured and staffed organization that effectively and efficiently delivers programs and services that satisfy the Boholano customers</p>	<ul style="list-style-type: none"> Positive feedback from customer/clients Reduction of processing time 	<ul style="list-style-type: none"> Copies of filled-up forms from customers Copy of the revised Citizen's Charter 	<ul style="list-style-type: none"> Customers will fill up the form diligently Citizen's Charter is strictly followed 	<ul style="list-style-type: none"> Behavioral assessment tools are not used Customers refuse to answer 	<ul style="list-style-type: none"> Issuance of memorandum for strict implementation Review and assess efficacy of the assessment tool Proctors to guide the employees from the start of survey until the respondents finish
<p>OUTPUTS</p> <ul style="list-style-type: none"> Structure enhancements Strategic fit between jobs and human resource Updated job descriptions OD plans and effectiveness programs implemented Knowledge management 	<ul style="list-style-type: none"> Work behaviors identified Design approved and implemented Vacant positions filled up by competent persons Functional chart approved 	<ul style="list-style-type: none"> Copy of assessment tools Copy of the approved design Approved appointments Copies of the approved functional chart 	<ul style="list-style-type: none"> Honesty of employees in responding to the assessment Recruitment and selection are transparent Management support 	<ul style="list-style-type: none"> Negative reactions or affirmation of the results of the survey Hired personnel is not competent to do the job Restructuring is not approved 	<ul style="list-style-type: none"> Setting the right mode during the conduct of the assessment assuring confidentiality Upgrade the Qualification Standards Review/revisit the functions vis-a-vis the organizational directions

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
<p>INPUTS</p> <p>Resources:</p> <ul style="list-style-type: none"> ▪ Budget ▪ Personnel ▪ Supplies and materials ▪ Activity design <p>Activities:</p> <ul style="list-style-type: none"> ▪ Formulation of assessment tool for behavioral change ▪ Conduct of assessment on behavioral change ▪ Gathering and analysis of data ▪ Conduct of teambuilding activities per office ▪ Filling up of vacant positions ▪ Review of current structure to eliminate/minimize job misfits and redundancy of function 	<ul style="list-style-type: none"> ▪ Budget allocated and approved ▪ 15 personnel available to do the activities ▪ 75 vacant positions published and screening conducted ▪ 1 assessment tool formulated ▪ 100% of the total workforce have been given the survey questionnaire ▪ 90% retrieval of the questionnaire ▪ 80% of the departments have conducted their teambuilding ▪ 10 office structures reviewed 	<ul style="list-style-type: none"> ▪ Approved annual budget ▪ Executive Order creating the team to conduct the study ▪ Appointment papers processed ▪ Analyzed data ▪ Documentation/ accomplishment report of the activity done ▪ Re-structured offices 	<ul style="list-style-type: none"> ▪ Approved by the SP ▪ Executive Order received by the concerned personnel ▪ Appointments approved and appointees deployed ▪ No protest ▪ Report submitted to HRMDO ▪ Approved structure by the Governor 	<ul style="list-style-type: none"> ▪ Employee-respondents' answers may not be honest 	<ul style="list-style-type: none"> ▪ Proper explanation and instructions to be given before the survey questionnaires are released ▪ Proctors to guide the employees from the start of survey until the respondents finish answering the survey

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
Personnel					
<u>IMPACT</u> Efficient and professional delivery of quality public service	<ul style="list-style-type: none"> Zero negative feedback from the external clients 	<ul style="list-style-type: none"> Suggestion box Accomplished client survey feedback reports 	<ul style="list-style-type: none"> Service standards are institutionalized 	<ul style="list-style-type: none"> Client's refusal to report negative feedbacks 	<ul style="list-style-type: none"> Encourage the stakeholders to provide honest feedbacks by assuring anonymity and confidentiality of responses. This activity once institutionalized will become a normal thing to them
<u>OUTCOME</u> Skillful, well-trained and competent personnel who can adequately implement plans/programs and deliver services of the PGBh to the satisfaction of the Boholano public	<ul style="list-style-type: none"> Less complaints from customers No. of employees awarded 80% of the employees across all departments obtained a very satisfactory rating 	<ul style="list-style-type: none"> Feedback from the customers Commendation and appreciation Competency assessment report Performance rating forms 	<ul style="list-style-type: none"> Presence of enabling mechanism Support from the supervisors Continuous regular coaching and mentoring 	<ul style="list-style-type: none"> Management refusal to release employees benefits 	<ul style="list-style-type: none"> HRMD Office will lobby to the Management regarding due benefits for the employees
<u>OUTPUT</u> <ul style="list-style-type: none"> Managerial and technical skills trainings Personnel enhancement programs Transparency and integrity development programs 	<ul style="list-style-type: none"> High performance rating Less complaints from customers Less absences and tardiness Less overtime rendered Less outsourcing of resource persons/facilitators Enhanced technical expertise 	<ul style="list-style-type: none"> Performance ratings Accomplishment reports Reports on absences, tardiness and under time Memo on Pool of Facilitators and Resource Persons 	<ul style="list-style-type: none"> Supervisors tapped the employees expertise Willingness to change work behavior 	<ul style="list-style-type: none"> Unwillingness of the employees to perform assigned task 	<ul style="list-style-type: none"> Strict implementation of PMS-OPES

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
<p>INPUTS</p> <p>Resources:</p> <ul style="list-style-type: none"> - Budget - Resource Persons - Training Management Staff - Supplies and materials - Activity design <p>Activity:</p> <p>Conduct capability development activities</p>	<ul style="list-style-type: none"> ▪ Approved training activity designs ▪ No. of capability development activities ▪ Types of capability development activities conducted ▪ No. of participants attended 	<ul style="list-style-type: none"> ▪ Approved Budget Allocation for the different capacity development activities ▪ List of capacity development activities ▪ Memorandums from the LCE for the attendance to training activities ▪ Copy of the approved training designs ▪ Attendance sheets ▪ Documentations 	<ul style="list-style-type: none"> ▪ Budget is included in the approved Work and Financial Plan ▪ Decision makers' support 	<ul style="list-style-type: none"> ▪ Capacity development activities are not conducted as scheduled ▪ Unwillingness of the employees to attend trainings 	<ul style="list-style-type: none"> ▪ Proper scheduling of activities ▪ Disciplinary action to employees would not abide by the memorandum
HR Systems					
<p>IMPACT</p> <p>Effective delivery of services</p> <p>Good governance</p>	<ul style="list-style-type: none"> ▪ Feedback mechanism ▪ Clients/stakeholder delight 	<ul style="list-style-type: none"> ▪ Copy of clients feedback ▪ Performance rating 	<ul style="list-style-type: none"> ▪ Full implementation of the HR systems ▪ Systems and processes contribute to staff motivation and discipline 	<ul style="list-style-type: none"> ▪ Clients hesitant to give true feedback 	<ul style="list-style-type: none"> ▪ Assurance to the client of the secrecy of the feedback given ▪ Encourage stakeholders participation in monitoring and evaluation of performance
<p>OUTCOME</p> <p>Enhanced systems and mechanisms for recruitment, retention, recognition and retirement to fully unleash and harness the human potential for greater productivity</p>	<ul style="list-style-type: none"> ▪ No. of functional HR systems ▪ No. of functional committees 	<ul style="list-style-type: none"> ▪ Copy of approved HR systems ▪ Minutes of committee meetings 	<ul style="list-style-type: none"> ▪ Management support (executive, legislative, dept. heads) 	<ul style="list-style-type: none"> ▪ No sustainability in the program implementation 	<ul style="list-style-type: none"> ▪ Periodic review and revisiting the plans

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
<p>OUTPUTS</p> <ul style="list-style-type: none"> ▪ Policies and procedures for enhanced recruitment established ▪ Retention and recognition programs implemented ▪ Career path and succession planning programs in place 	<ul style="list-style-type: none"> ▪ No. of HR systems enhanced ▪ No. of committees created 	<ul style="list-style-type: none"> ▪ Copy of the enhanced HR systems <ul style="list-style-type: none"> ○ Recruitment ○ Performance Management ○ Grievance Machinery ○ Rewards and Recognition ○ Training and Development Management System ▪ Executive Orders signed by the LCE 	<ul style="list-style-type: none"> ▪ Management Support ▪ On-time submission of the proposed HR System to LCE for approval 	<ul style="list-style-type: none"> ▪ Postponement of schedule ▪ Delayed approval of the systems 	<ul style="list-style-type: none"> ▪ Issuance of Executive Orders mandating all concerned offices of the PGBh to implement the systems ▪ Provide incentives to good performers
<p>INPUTS</p> <p>Resources:</p> <ul style="list-style-type: none"> - Equipment - Supplies - Budget - Human resources and - Other logistics - HR Practitioner <p>Activities:</p> <ul style="list-style-type: none"> - Enhancement of HR systems - Conduct workshop on enhancing HR systems 	<ul style="list-style-type: none"> ▪ Annual Investment Plan ▪ Procurement Plan ▪ List of HR Practitioner ▪ No. of activities conducted ▪ No. of participants attending workshops ▪ Activity Design 	<ul style="list-style-type: none"> ▪ Approved budget ▪ Approved Purchase Orders ▪ Activity reports ▪ Attendance sheets ▪ Documentations 	<ul style="list-style-type: none"> ▪ Management support 	<ul style="list-style-type: none"> ▪ Insufficient budget 	<ul style="list-style-type: none"> ▪ Conduct activities at the Capitol compound with minimal budget ▪ Maximize time usage during workshop

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
Health and Wellness					
<u>IMPACT</u> Healthy and productive employees					
<u>OUTCOME</u> Healthy and productive employees provided with improved programs and facilities for physical, mental, psycho-emotional and spiritual well-being and health	<ul style="list-style-type: none"> ▪ Improved work performance ▪ Improving work time utilization ▪ Reduction on tardiness and under time 	<ul style="list-style-type: none"> ▪ Performance Evaluation Reports ▪ Accomplishment report of employees ▪ Report on Absences, Tardiness and Under time 	<ul style="list-style-type: none"> ▪ Employees availed the health and wellness services ▪ Employees practiced healthy lifestyle 	<ul style="list-style-type: none"> ▪ Employees are not health conscious 	<ul style="list-style-type: none"> ▪ Continuous Health Education
<u>OUTPUTS</u> <ul style="list-style-type: none"> ▪ Health and wellness programs implemented ▪ Employees physical, psychological, emotional and spiritual well being and health maintained ▪ Productive employees 	<ul style="list-style-type: none"> ▪ No. of variations of exercises used ▪ No. of employees availing of physical check-up 	<ul style="list-style-type: none"> ▪ Attendance sheets ▪ Copy of CDs used ▪ Medical results 	<ul style="list-style-type: none"> ▪ Support from Department Heads allowing all employees to participate 	<ul style="list-style-type: none"> ▪ Less commitment of employees to participate 	<ul style="list-style-type: none"> ▪ Issuance of memorandum for strict compliance ▪ Sanctions for non-compliance of the issuances

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
<p>INPUTS</p> <p>Resources:</p> <ul style="list-style-type: none"> - Budget for Health and Wellness <p>Activities:</p> <ul style="list-style-type: none"> - Conduct health and wellness activities (Hataw, inter-office sports tournament) - Annual physical, dental and eye check-up (cardiac panel, breast exam, prostate, pap smear, eye, dental check-up) - Establishment/Construction of health and wellness facilities (gym, canteen, counseling room, day care center, and breast feeding room) - Full operation of the medical and dental clinic 	<ul style="list-style-type: none"> ▪ No. of health and wellness activities conducted ▪ No. of equipment/medicines purchased ▪ Area for health and wellness facilities identified ▪ No. of employees availing of physical and dental examinations ▪ No. of personnel running the medical and dental clinic 	<ul style="list-style-type: none"> ▪ Activity reports ▪ Attendance sheets ▪ Activity designs ▪ Project proposals ▪ Facility plans ▪ Contract of services/appointments of staff ▪ Job orders 	<ul style="list-style-type: none"> ▪ Procurement documents approved by BAC ▪ Management support 	<ul style="list-style-type: none"> ▪ Disapproval of budget ▪ If BOPEL, BAWIGS and BOPE-MPC will not support the programs 	<ul style="list-style-type: none"> ▪ Coordinate with medical institutions ▪ Identify activities with minimal resources involved
Capacity Development					
<p>IMPACT</p> <p>Effective delivery of quality public service</p>	<ul style="list-style-type: none"> ▪ Client satisfaction 	<ul style="list-style-type: none"> ▪ Survey 	<ul style="list-style-type: none"> ▪ Honest responses to survey questionnaires 	<ul style="list-style-type: none"> ▪ Surveys not responded honestly or not answered by targeted participants 	

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
<p>OUTCOME Highly capable employees with adequate work facilities productively contributing to the peak performance of the Provincial Government</p>	<ul style="list-style-type: none"> ▪ 75% equipped ▪ Reduction of penalties of 50% 	<ul style="list-style-type: none"> ▪ Accomplishment reports ▪ Approved Vouchers ▪ Receipts ▪ Documentations ▪ Reports 	<ul style="list-style-type: none"> ▪ Accepted/ acknowledged by the user ▪ Policies are religiously followed 	<ul style="list-style-type: none"> ▪ Easily damaged by external factors (calamities) ▪ No strict implementation of policies ▪ External factor 	<ul style="list-style-type: none"> ▪ Constant/ regular supervision of project ▪ Monitoring on the implementation of policies
<p>OUTPUTS Adequate working conditions and facilities provided to employees Increased work performance Satisfied customers Well implemented plans</p>	<ul style="list-style-type: none"> ▪ No. of facilities constructed/improved ▪ No. of equipment acquired ▪ No. of systems and processes established/enhanced 	<ul style="list-style-type: none"> ▪ Notice of Assumption of Work ▪ Reports of Completion ▪ Acknowledgement receipts of equipment ▪ Documentations 	<ul style="list-style-type: none"> ▪ Ready for occupancy ▪ Equipment ready for use ▪ Management support 	<ul style="list-style-type: none"> ▪ Target date of completion of the project not met ▪ Lack of commitment of involved personnel in the establishment of policies 	<ul style="list-style-type: none"> ▪ Constant monitoring of project ▪ Activities be included in their respective Performance Targets
<p>INPUTS Resources: - Budget - Human resources - Materials/supplies Activities: - Construction, renovation, and improvement of facilities and acquisition of equipment - Establishment/enhancement of government systems and processes</p>	<ul style="list-style-type: none"> ▪ Construction materials delivered to site ▪ Purchased ▪ Equipment delivered ▪ No. of non-operational/ functional systems and processes 	<ul style="list-style-type: none"> ▪ Approved Program of Work ▪ Purchase Orders ▪ Delivery Receipts ▪ Inspection Report ▪ Assessment reports 	<ul style="list-style-type: none"> ▪ Procurement documents approved by BAC ▪ Management support 	<ul style="list-style-type: none"> ▪ Substandard materials ▪ No management support 	<ul style="list-style-type: none"> ▪ Delivered items should be inspected in accordance to the specifications ▪ Non-acceptance of substandard materials ▪ Involvement of the management in the activities

Annexure 2: HRMDP Performance Measurement Matrix

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
Organization					
none	Conduct survey - 1 st quarter of 2012.	<ul style="list-style-type: none"> Retrieve the completed client satisfaction survey forms from the different offices of the PGBh Conduct of stakeholder forum/discussion Discuss with the concerned Department/Office on the results of the survey 	HRMDP M & E Team Department/Office Heads HRMDP M & E Team	Variance analysis, comparing targets vs. accomplishments	Administrative Officers of the respective Office/Department
Every department formulated its own citizen charter and posted in the entrance of office.	0 feedback from the customer Enhance /revised citizen charter before end of 2011	<ul style="list-style-type: none"> Conduct of site inspection per office on the posted Citizen's Charter in conspicuous places of the office Retrieve copies of the revised Citizen's Charter 	HRMDP M & E Team HRMDP M & E Team	Trend analysis, check improvement over the years	Provincial Selection Board Management and staff All PGBh offices
Re-engineering program	For 2012 Organizational enhance is being conducted and implemented	<ul style="list-style-type: none"> Conduct competency assessment every three (3) years Retrieve approved SSi design from the HRMDO Check at the HRMDO that facilitates the approval of appointments Retrieve functional chart files at the HRMDO 	HRMDO TDMT HRMDP M & E Team HRMDP M & E Team HRMDP M & E Team HRMDP M & E Team	Benchmarking and trend analysis	<ul style="list-style-type: none"> Provincial Selection Board Management and staff All PGBh offices

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
Approved budget for the conduct of VOW for 2011 cap dev.		<ul style="list-style-type: none"> Retrieve file of the EO mandating TDMT to conduct SSI at the Office of the Governor Retrieve copies of the analysis at the Learning and Development Division of the HRMDO Presentation of the SSI results to the departments and Management Executive Board Copies of the process documentation are available at the HRMDO-LDD Retrieve copies from the HRMDO of the approval of the staff restructuring of the concerned office Retrieve the LGPMS Reports prepared by the PPDO 	<p>HRMDP M & E Team</p> <p>HRMDO</p> <p>HRMDP M & E Team</p> <p>HRMD M&E Team</p> <p>PPDO & other Concerned Department</p>	<p>Variance Analysis</p> <p>Factor Analysis (facilitating and hindering) after these interventions is conducted</p> <p>Benchmarking</p> <p>Variance Analysis</p>	<p>MEB PBO HRMDO</p> <p>HRMDO</p> <p>HRMDO</p> <p>HRMDO M & E Team</p>
Personnel					
Presently each departments provides a suggestion box for the client to drop their feedbacks	Increase clients willingness to air feedback for the improvement of public service	<ul style="list-style-type: none"> Retrieval of comments in the suggestion box Consolidation and validation of comments and forging of commitment to improve performance 	<ul style="list-style-type: none"> Administrative Officers of each department/office Respective Department Heads 	Variance analysis	MEB
Model employees awards	100% employees are competent	<ul style="list-style-type: none"> Retrieve, consolidate and assess the feedback forms administered by the different departments Check with the HRMDO for the Certificates prepared and signed by the Provincial Governor and Vice Governor 	<p>HRMD M&E TEAM in coordination with the respective departments/offices HRMDO</p> <p>HRMDO</p>	<p>Factor analysis (facilitating and hindering factors)</p> <p>Variance Analysis</p>	<p>HRMDO</p> <p>HRMDO</p>

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
		<ul style="list-style-type: none"> Discussions with the department heads Retrieve the PES Rating of the employees Conduct of focus group discussions with employees who fail to meet targets 	<p>HRMDO</p> <p>ALL PGBh Offices</p>	<p>Use of Matrix</p> <p>Factor Analysis</p>	<p>Department Heads</p> <p>Department Heads</p>
		<ul style="list-style-type: none"> Require each department/office to prepare and submit the required bi-annual accomplishment reports Each department/office submits the reports monthly to the HRMDO Retrieve the copy of the Memorandum from the PPDO being the Head of the Pool of Facilitators 	<p>Governor/ PPDO</p> <p>Department Monitoring and Evaluation Officer</p> <p>HRMDP M&E</p>	<p>Factor analysis (facilitating and hindering factors)</p> <p>Variance Analysis</p>	<p>HRMDO</p> <p>Department Heads</p>
		<ul style="list-style-type: none"> Retrieve copy of the approved Work and Financial Plan from the HRMDO and other concerned offices Check with the HRMDO for the copy of the list of capacity development activities for implementation Retrieve the approved Memorandum from LCE regarding the training participants Retrieve the approved training designs Retrieve the pre and post-tests, attendance sheets, post- training evaluation and post training report 	<p>HRMDP M&E</p> <p>HRMDP M& E</p> <ul style="list-style-type: none"> HRMDO PPDO Pool of Facilitators HRMDO ALL PGBh Offices 	<p>Variance Analysis</p>	<p>MEB</p> <p>PBMO</p>

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
	100% accomplished	<ul style="list-style-type: none"> Retrieve the SCALOG Reports gathered by HRMDO 	<ul style="list-style-type: none"> HRMDO & Other Concerned Department 	Trend analysis	Department Heads
	100% accomplished	Collect proof or evidence from the Office of the Governor on the Executive Orders issues in relation to the establishment and institutionalization of these HR systems	HRMDO HRMDP M& E	Benchmarking	HRMDO MEB
		<ul style="list-style-type: none"> Retrieve a copy of the guidelines on Personnel Selection and its composition of the PSB Retrieve the SCALOG Reports gathered by HRMDO, containing the seven areas: Organization and Staffing, Enabling mechanisms/legislative support, transparency and integrity development, management systems, stakeholder participation, continuous improvement/innovation and customer service Check the approved Executive Order reconstituting the MSP of the Provincial Government of Bohol Verify at the Sangguniang Panlalawigan the approved Ordinance reconstituting the Provincial Selection Board and its composition. Check on the agreements and issues/concerns resolved during meetings; check if 	HRMDO BOPEL SP HRMDO PSB HRMDO BOPEL HRMDO BOPEL Office of the Governor HRMDP M&E Department/office Heads HRMDO	Benchmarking and trend analysis Variance or Factor Analysis Factor Analysis Factor Analysis	MEB BOPEL HRMDO Department Heads MEB MEB Department Heads

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
		<p>resolutions are implemented</p> <ul style="list-style-type: none"> Get copies of all Executive Orders issued by the Governor in relation to the HRMD Plan and verify implementation of the Executive Orders from different office thru submission of accomplishment reports 			
		<ul style="list-style-type: none"> Copies of the approved Purchase Requests with specifications are retrieved from the PGSO. Other procurement documents can be accessed from the Bids and Awards Committee of the PGBh. 	HRMDO HRMDP M&E Stakeholders Suppliers	<p>Factor analysis (facilitating and hindering factors)</p> <p>Variance Analysis</p>	HRMDO Department Heads MEB
		<ul style="list-style-type: none"> Assess effective implementation of the program by checking the percentage of employees who submitted for the annual physical examination at the Bohol Medical Care Institute (BMCI) Check for the complete distribution of medical examination results to the employees at the BMCI Check from the respective offices whose employees have critical medical conditions, follow on treatment. Require each office to submit monthly to the HRMDO the attendance reports including explanations for absences 	<p>MEB</p> <p>PHO</p> <p>PHO</p> <p>Department Heads</p>	<p>Benchmarking Trend analysis (facilitating and hindering factors)</p> <p>Variance Analysis</p> <p>Factor Analysis</p> <p>Variance Analysis</p>	<p>PHO HRMDO</p> <p>HRMDO</p> <p>HRMDO</p> <p>Department Heads</p>

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
		<ul style="list-style-type: none"> Check CDs distributed per office and verify if copies are clear, readable and executable by the employees. Check for complete distribution of the Memo Order for Hataw activities from the Records Section of the Office of the Governor Check complete participation of office employees to the weekly Hataw, monitor progress 	PHO HRMDO HRMDP M&E Department/o ffice Heads HRMDO	Variance analysis Variance Analysis Trend Analysis	HRMDO PHO PHO HRMDO
		<ul style="list-style-type: none"> Check the implementation of Project Proposals with the respective implementing office Check appropriateness of guidelines, making sure that gender issues and concerns are addressed Assess qualifications of employees hired for the operationalization of the Health and Wellness facilities Implement performance tracking and monitoring as basis for renewal of contracts, job orders and appointments of hired personnel Check appropriateness of guidelines, making sure that gender issues and concerns are addressed Retrieve approved proposals from the HRMDO and respective departments/offices to verify effective implementation of plans 	HRMDO MEB PHO HRMDO MEB Department heads	Factor Analysis Trend Analysis Formulated Matrix Factor Analysis Factor Analysis Variance Analysis	HRMDO MEB PHO HRMDO Department Heads HRMDO HRMDO

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
		<ul style="list-style-type: none"> Retrieve a copy of the Resolution/ Ordinance from SP Retrieve the SP Ordinance from SP Generate from the HR information system information on the capacity development activities participated in by PGBh management and staff Retrieve hard copies certifications from HRMDO 	<p>HRMDO</p> <p>HRMDO</p> <p>HRMDP M & E Team</p>	<p>Factor Analysis</p> <p>Variance Analysis</p> <p>Formulated Matrix</p>	<p>HRMDO</p> <p>HRMDO</p> <p>HRMDO</p>

Annexure 3: HRMDP Story Board Format

Provincial Government of Bohol _____ (Office)	Development Agenda:	Change Agenda: <ul style="list-style-type: none"> •
OUTCOMES / IMPACT	<ul style="list-style-type: none"> • 	
OUTPUTS	<ul style="list-style-type: none"> • 	
STT		
LTT		
Office Assisted		

Annexure 4: HRMDP List of Accomplishments for 2011

The HRMD Plan covered five key areas, namely: (1) organizational which aims to assess the existing structure and staffing of the institution, the capacities and required competencies to ensure the sustainability of the HRMD M&E System thereby PGBh becomes a learning organization; (2) Personnel Development aims to address the competency gaps of the workforce by providing continuing capacity developments; (3) Human Resource Systems aims to oversee the implementation of the systems and its continuous improvements; (4) Health and Wellness aims to review the program and its sustainability for continuous implementation; and (5) Capacity Development ensures that logistical requirements are fully satisfied and in-place and check results and outcomes of all interventions particularly on procurement of facilities and equipment.

In terms of CD activities implementation, it can be noted that in the area of Organizational, there were two (2) or 67% CDs accomplished. In Personnel Development, there were thirteen (13) or 87% CDs conducted among the prioritized CDs for 2011. In the area of Human Resource System, we envisioned to enhanced and improved eleven (11) HR systems, noticeably there were only six or 54% of the HR systems being reviewed and enhanced. For the Health and Wellness Program, two or 50% activities were conducted. Meanwhile, in the Capacity Development area, there were 18 capacity development programs identified and prioritized, but there were only 5 or 28% CD activities and projects being implemented.

Table 1. Comparative Summary of CD Activities Implemented Against Targets for CY 2011

Areas	Target CD Activities	Conducted/ Implemented	% to Planned
Organization	3	2	67%
Personnel Development	15	13	87%
Human Resource Systems	11	6	54%
Health and Wellness	4	2	50%
Capacity Development	18	5	28%
TOTAL	51	28	55%

The total investments for human resource management and development as well as capacity development for CY 2011 amounted to P8,881,857.20. The Provincial Government of Bohol was able to implement nine CDs for Personnel Development amounting to P1,025,364.00, six HR systems with a total cost of P581,628.75, and five capacity development with a total cost of P4,773,430.00, while PRMF funded a total of four CD activities in the area of personnel development with a total cost of P501,434.45.

Table 6. Summary of PGBh and PRMF Capacity Development Investments, CY 2011

Areas	Accomplished	Total Cost
PGBh Funded:		
1. Organization	2 (on-going)	-
2. Personnel Development	9	1,025,364.00
3. Human Resource Systems	6	581,628.75
4. Health and Wellness	2	2,000,000.00
5. Capacity Development	5	4,773,430.00
PRMF Funded:		
6. Personnel Development	4	501,434.45
TOTAL INVESTMENTS		8,881,857.20

Key Area: ORGANIZATIONAL. Well-resourced, structure and staffed organization that effectively and efficiently delivers programs and services that satisfy the Boholano customers.

PPAs	Filling up of vacant positions after six months of vacancy and implementation of the Merit and Selection Plan (MSP)			
Desired Outcome	<ul style="list-style-type: none"> ▪ Vacant positions filled up by competent persons ▪ No more work overload ▪ 75% vacant positions published and screenings conducted 			
Source of Funds	Provincial Government of Bohol (PGBh)			
Status	On-going			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUT	OUTCOME			
<ul style="list-style-type: none"> ▪ 87 vacant positions published ▪ 20 appointments were approved by the Local Chief Executive <ul style="list-style-type: none"> ➤ Provincial General Services Office – 6 ➤ Provincial Agriculture’s Office – 1 ➤ Provincial Health Office – 4 ➤ Governor’s Office – 2 ➤ Provincial Legal Office – 2 ➤ Clarin Hospital – 2 ➤ Jagna Hospital – 1 ➤ Pitogo Hospital – 1 ➤ Catigbian Hospital - 1 	Newly appointed PGBh employees were deployed to their respective offices		<ul style="list-style-type: none"> ▪ Executive Sponsorship through the approval of the appointments ▪ Presence of the PGBh Merit and Selecion Plan (MSP) ▪ Presence of the revised PSB policies ▪ Active and participative PSB Members 	<ul style="list-style-type: none"> ▪ conduct of the screening process (written examination and interview) will depend on the instructions of the higher authorities

Key Area: ORGANIZATIONAL. Well-resourced, structure and staffed organization that effectively and efficiently delivers programs and services that satisfy the Boholano customers.

PPAs	Teambuilding and Communication Skills Training Workshop			
Desired Outcome	<ul style="list-style-type: none"> ▪ Harmonious relationships among management and PGBh employees ▪ Building of trust among employees 			
Source of Funds	Provincial Government of Bohol			
Status	On-going			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
Offices: 1. Bohol District Jail (January 2011) 2. Provincial Budget Office 3. HRMDO 4. Provincial General Services Office 5. Provincial Health Office and 10 Hospitals 6. Provincial Motorpool Office 7. Jagna District Hospital 8. Bohol District Jail (December 2011) 9. Provincial Internal Audit Office (PIAO)	30 offices or 80% have conducted departmental assessment and operational planning workshops integrating teambuilding activities		<ul style="list-style-type: none"> ▪ Executive sponsorship through the approval of the Activity Designs with funds allocation annually, incorporated in the Annual Departmental Assessment & Planning Workshop of every offices 	<ul style="list-style-type: none"> ▪ Over-lapping of schedules ▪ No available facilitator ▪ Unavailability of venue ▪ Usually scheduled at the end of the year thereby funds were already exhausted

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Training on Fiscal Management			
Event	Orientation Workshop for the Pre-Screening of Claims and Proper Use of the Pre-Audit Action Slip (“PAAS”)			
Objectives	<ul style="list-style-type: none"> ▪ Understand concepts of exercising effective and efficient expenditure management through the rigid control in the disposition of government funds ▪ Empower Administrative Officers or their designates to become junior auditors as well as effective and efficient fiscal managers in their respective departments ▪ Able to appreciate the rationale behind the requirement of such supporting documents ▪ Better understanding on PAccO policies and procedures ▪ Initiates unified efforts in achieving this province’s development goals 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Conducted on March 8-9, 2011 ▪ Attendees were Administrative Officers and Personnel in-charge in the preparation of financial documents ▪ There were about 131 participants (Batch 1 & 2) – Male (29); Female (102) 	<ul style="list-style-type: none"> ▪ Compliance of the PAAS ▪ Issuance of memorandum to authorized personnel responsible to pre-check and screen claims as well as sign the PAAS, copy furnish to PAccO ▪ Smooth processing of financial documents and claims 	61,020.00	<ul style="list-style-type: none"> ▪ Support from top management through approval of the Activity Design with budget and issuance of Memorandum Order to targeted participants ▪ RPS/SMEs from PAccO ▪ Remarkable attendance of participants was significantly achieved ▪ Participants were fully engaged in the workshop ▪ Training Kit and 	<ul style="list-style-type: none"> ▪ Activity started quite late ▪ The allocated time is not enough due to the technicality of the inputs where more interaction is expected ▪ No equipment like digital camera to cover the event and photo documentation

CD Activity	Training on Fiscal Management			
Event	Orientation Workshop for the Pre-Screening of Claims and Proper Use of the Pre-Audit Action Slip (“PAAS”)			
Objectives	<ul style="list-style-type: none"> ▪ Understand concepts of exercising effective and efficient expenditure management through the rigid control in the disposition of government funds ▪ Empower Administrative Officers or their designates to become junior auditors as well as effective and efficient fiscal managers in their respective departments ▪ Able to appreciate the rationale behind the requirement of such supporting documents ▪ Better understanding on PAccO policies and procedures ▪ Initiates unified efforts in achieving this province’s development goals 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
			<p>materials were provided</p> <ul style="list-style-type: none"> ▪ The strategy of group presenters drawn by lot encouraged all participants to do their share in the workshop and participants were looking forward to present their own outputs ▪ The venue outside the city eliminates possibilities of cutting sessions ▪ Supportive and facilitative Training Staff ▪ Venue and food were good 	

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Training on Interpretation & Compliance of Local Revenue, Accounting, Procurement, Auditing, and Cashiering Laws			
Event	Workshop on the Strengthening of the Procurement/Payment Process			
Objectives	<ul style="list-style-type: none"> ▪ Assess the current Procurement and Payment System of the PGBh and identify issues and concerns related to the procurement process; ▪ Discuss and validate the Revised Procurement Process Flow Chart proposed during a pre-workshop meeting with BAC partner offices; and ▪ Prepare a PPMP based on the revised Procurement Process Flow Chart. 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Conducted on January 25, 2012 ▪ Attendees were from offices that are non-road related and province-owned hospitals composed of Administrative Officers, Supply Officers and Liaison Officers ▪ Total participants = 48 	<ul style="list-style-type: none"> ▪ Revised/enhanced PGBH Procurement Process Flow Chart 	31,300.00	<ul style="list-style-type: none"> ▪ Support from top management through the approval of the Activity Design and issuance of Memorandum Order to targeted participants ▪ Participants were attentive, engrossed to the discussion of the RPs and shared/ contributed ideas and opinions for the enhancement of the procurement and payment system 	<ul style="list-style-type: none"> ▪ Some participants came in late, thus the opening activity started a little bit late ▪ Memorandum Order issued for the activity did not indicate the time the activity will start

CD Activity	Training on Interpretation & Compliance of Local Revenue, Accounting, Procurement, Auditing, and Cashiering Laws			
Event	Workshop on the Strengthening of the Procurement/Payment Process			
Objectives	<ul style="list-style-type: none"> ▪ Assess the current Procurement and Payment System of the PGBh and identify issues and concerns related to the procurement process; ▪ Discuss and validate the Revised Procurement Process Flow Chart proposed during a pre-workshop meeting with BAC partner offices; and ▪ Prepare a PPMP based on the revised Procurement Process Flow Chart. 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
			<ul style="list-style-type: none"> ▪ Participants were cooperative and participative during workshops, thus outputs were substantial ▪ The activity ran smoothly and well attended ▪ RPs were well prepared of their assigned topics and displayed mastery of the subject matter ▪ RPs displayed professionalism ▪ Good time management ▪ Facilitative and supportive Training Staff ▪ Shared efforts and responsibilities: PGBh, BAC Secretariat, PRMF 	

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Re-Orientation of Anti-Red Tape Act (ARTA) through Comprehensive & Unified Response to Eliminate (C.U.R.E.) Red Tape in the Local Government Programs			
Objectives	<ul style="list-style-type: none"> ▪ Deepen understanding on the Anti-Red Tape Act (ARTA) Law and its imperative in valuing good local governance ▪ Support the capacity development of local governments in creating and sustaining a business-friendly environment ▪ Help improve the efficiency and effectiveness of local government units in their respective delivery of frontline services ▪ Ensure accountability of local authorities in institutionalizing the ease of doing business and the ease of availing other frontline services in their respective offices 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Conducted on December 1, 2011 at JJ's Annex, Tagbilaran City ▪ Attendees were Administrative Offices and Division Heads coming from the different PGBh Offices and Hospitals ▪ There were 35 participants ▪ Completion Report submitted to the Provincial Planning & Development Office (PPDO) 	<ul style="list-style-type: none"> ▪ Enhanced Citizen's Charter of HRMDO as pilot office ▪ Establishment of "Frontline Service and Complaint" Desk at the HRMD Office 	20,069.10	<ul style="list-style-type: none"> ▪ RP was the CSC Director-Bohol Field Office ▪ RP was knowledgeable on the topics & facilitative ▪ Hand-outs and training materials were provided to the participants including training kit ▪ Executive sponsorship/support through the approval of the Activity Design 	<ul style="list-style-type: none"> ▪ Venue was not conducive to training; too small for the total number of participants ▪ Lighting is poor ▪ Some of the participants came in late; causing the delay of the activity

CD Activity	Re-Orientation of Anti-Red Tape Act (ARTA) through Comprehensive & Unified Response to Eliminate (C.U.R.E.) Red Tape in the Local Government Programs			
Objectives	<ul style="list-style-type: none"> ▪ Deepen understanding on the Anti-Red Tape Act (ARTA) Law and its imperative in valuing good local governance ▪ Support the capacity development of local governments in creating and sustaining a business-friendly environment ▪ Help improve the efficiency and effectiveness of local government units in their respective delivery of frontline services ▪ Ensure accountability of local authorities in institutionalizing the ease of doing business and the ease of availing other frontline services in their respective offices 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
			including budget requirements and issuance of Memo Order to targeted participants <ul style="list-style-type: none"> ▪ Presence of training equipment ▪ Presence of competent training staff 	

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Orientation Workshop on Environmental Impact on Road Sector			
Objectives	<ul style="list-style-type: none"> ▪ To acquire additional knowledge related to environmental management in relation to road development (rehabilitation and maintenance) ▪ To identify roads within the protected areas ▪ To understand the provisions under the draft Bohol Environmental Code (BEC) ▪ To enhance teamwork among personnel at the Provincial Engineer's Office (PEO) in the context of their mandated roles and functions aligned with road development: rehabilitation and maintenance 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Conducted on March 23-24, 2011 at Bohol Diver's Resort, Panglao Island (part of FY 2 Incentive Program) ▪ Attendees were key personnel from the Provincial Engineer's Office ▪ 25 participants ▪ Identified additional provisions for road sector for inclusion in the draft Bohol Environmental Code (BEC) 	Additional provisions for infrastructure and road sector integrated in the draft Bohol Environmental Code (BEC)	82,219.50	<ul style="list-style-type: none"> ▪ Support from top management through the approval of the Activity Design with its budgetary requirements; issuance of Memo Order to all nominated participants ▪ Head of BEMO was present during the 2-day activity ▪ Host Team were cooperative and participative during the sessions ▪ Knowledge enriching inputs from the RPs coming from BEMO and PENRO ▪ One RP was ready to fill-up the gap and took his session in advance to 	<ul style="list-style-type: none"> ▪ Invited RPs came in late ▪ RP not prepared concerning his presentation (PPT); training staff was informed that he got the invitation letter day before the activity ▪ No certificate of appreciation was given to the first RP (not yet ready) ▪ Intervening factor during the activity like the conduct of meeting called by PRMF to all PEO key personnel while the session was going

CD Activity	Orientation Workshop on Environmental Impact on Road Sector			
Objectives	<ul style="list-style-type: none"> ▪ To acquire additional knowledge related to environmental management in relation to road development (rehabilitation and maintenance) ▪ To identify roads within the protected areas ▪ To understand the provisions under the draft Bohol Environmental Code (BEC) ▪ To enhance teamwork among personnel at the Provincial Engineer's Office (PEO) in the context of their mandated roles and functions aligned with road development: rehabilitation and maintenance 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
			<p>maximize time while waiting for the other RP to arrive</p> <ul style="list-style-type: none"> ▪ Presence of draft Bohol Environmental Code (BEC) ▪ Presence of documents/references like the List of Approved Quarry Sites in Bohol; Roads identified within the protected areas; and Guidelines in the preparation of Integrated Watershed Management Plan (DMC-2008-5) ▪ Shared between HRMDO, PEO and BEMO ▪ Presence of competent training staff 	<p>on; causing the delay of the workshop</p> <ul style="list-style-type: none"> ▪ Last day session ended early because the key personnel of PEO were requested to attend a meeting called by PRMF at the PEO Office at 3:00 in the afternoon

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Workshop on Bohol Environmental Risk Assessment (BERA)			
Objectives	<ul style="list-style-type: none"> ▪ To know and understand the possible environmental impacts from the activities and operations of each office ▪ To formulate the BERA of each office and draw up a Provincial BERA ▪ To know the requirements of applicable environmental laws in relation to the activities and operations of each office 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Conducted on June 22-23, 2011 at the Bohol Diver's Resort, Tawala, Panglao, Bohol ▪ Attendees were members of the Environmental Management System (EMS) Implementing Committees; EMS Monitoring Team; Environmental Management Representatives; EMS Document Control Officer; and the Internal Auditors ▪ Total number of participants – 35 	<ul style="list-style-type: none"> ▪ BERA formulated in all PGBh offices 	105,950.00	<ul style="list-style-type: none"> ▪ Support from top management through the approval of the Activity Design with corresponding budget requirements; issuance of Memo Order to all nominated participants ▪ Availability of funds and other resources ▪ Guidance from external consultant (Mr. Luther Bersales, TUV, Cebu) ▪ Facilitating RP like introducing simple 	<ul style="list-style-type: none"> ▪ Duration of the training was too short or limited thereby expected outputs were not all submitted on time or at the end of the activity ▪ Conflict of schedules of participants

CD Activity	Workshop on Bohol Environmental Risk Assessment (BERA)			
Objectives	<ul style="list-style-type: none"> ▪ To know and understand the possible environmental impacts from the activities and operations of each office ▪ To formulate the BERA of each office and draw up a Provincial BERA ▪ To know the requirements of applicable environmental laws in relation to the activities and operations of each office 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Departmental BERA (Bohol Environmental Risk Assessment) 			<p>processes or ways in determining environmental impacts or results</p> <ul style="list-style-type: none"> ▪ Active Environmental Management Representative (EMR) in the presence of Ms. Liza M. Quirog, SEEM Cluster Head ▪ Committed EMS-IC members 	

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Bohol Disaster Risk Reduction Management Program and Emergency Response Training Workshop			
Objectives	<ul style="list-style-type: none"> ▪ To train representative participants from all municipalities in Disaster Management Response and Mitigation, and give them enough knowledge to form and re-echo the same on the local level (municipality level) ▪ To assist the municipalities in setting up their own emergency response systems of communications and emergency response based in a centralized specifically equipped office, with trained personnel to respond to various emergencies from medical, natural disaster and even police matters 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Conducted on February 28 to March 1, 2011 at the La Roca Hotel, Tagbilaran City ▪ Attendees were municipal representatives, PNRC volunteers, Office of the Civil Defence, PIFARERDS, Professional Association of Diving Instructors (PADI), Mountaineering Federations of the Philippines (MFPI) ▪ Total number of participants – 160 	<ul style="list-style-type: none"> ▪ Operational Telephone and Radio Systems Integrated Emergency Response (TaRSIER) with volunteers and mobility support ▪ Established emergency number for TaRSIER (117) 	338,750.00	<ul style="list-style-type: none"> ▪ Initiative comes from top management specifically the hands-on involvement of the Office of the Provincial Administrator ▪ Positive response from the MLGUs and other invited participants ▪ Local Resource Persons from DILG and the Civil Defence were tapped to do a lecture on Disaster Management and Mitigation 	

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Seminar Workshop for the Accreditation of Constructor's Performance Evaluators System (CPES)			
Objectives	<ul style="list-style-type: none"> ▪ Gain knowledge and information about CPES ▪ Acquire the proper attitude and behaviour befitting as a Government Constructor's Performance Evaluators ▪ Apply effectively the CPES methodology in the monitoring and evaluation of the agency's infrastructure projects 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Conducted on December 13-15, 2011 at the Metro Center Hotel, Tagbilaran City ▪ Attendees were employees from the Provincial Engineer's Office, Provincial Planning & Development Office, Provincial General Services Office and Holy Name University (academe); mostly engineers and architects ▪ 29 participants from PGBh; 1 from academe (Holy Name University) ▪ 100% passed the accreditation examination 	<ul style="list-style-type: none"> ▪ PGBh Pool of CPEvaluators ▪ Creation and establishment of CPES-Implementing Unit lodged at the Provincial Engineer's Office 	165,825.80	<ul style="list-style-type: none"> ▪ Availability of funds ▪ Support from top management through the approval of the Activity Design with budgetary requirements; issuance of Memo Order to all qualified employees from PEO, PPDO, PGSO & HNU ▪ Quick response from HRMDO to secure approval of the Activity Design and Budget Proposal from the Governor's Office ▪ Selection of nominees went through the process of the Human Resource Development Committee or HRDC 	<ul style="list-style-type: none"> ▪ Binding of the CPES Modules, Guidelines & Answer Sheets were done by female staff; no available male to do the tasks of lifting and moving the binding machine due to the absence of the designated person for the binding ▪ Session started late because some of the participants came in late, thus activity flow was not properly followed ▪ Lack of training equipment e.g., LCD projector, digital camera ▪ Some component of Module 2 were not given

CD Activity	Seminar Workshop for the Accreditation of Constructor's Performance Evaluators System (CPES)			
Objectives	<ul style="list-style-type: none"> ▪ Gain knowledge and information about CPES ▪ Acquire the proper attitude and behaviour befitting as a Government Constructor's Performance Evaluators ▪ Apply effectively the CPES methodology in the monitoring and evaluation of the agency's infrastructure projects 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
conducted by DTI-Manila <ul style="list-style-type: none"> ▪ REAP by Team (5 Teams) 			<ul style="list-style-type: none"> ▪ HRMDO & PRMF coordinated with PDCB for the choice of RPs ▪ Expected participants were only 25; actual participants were 30 (one from the academe) ▪ Hand-outs and other materials for the activity were provided ahead of time by the RPs (Modules 1-5, CPES Guidelines, Answer Sheets for the Case Study) ▪ Participant's Training Kit together with the hand-outs, CDs and other materials were prepared ahead of time by the HRMDO-LDD and ready for distribution during the registration of the participants 	in advance by the RP, thus reproduction and distribution were late <ul style="list-style-type: none"> ▪ Prepared hand-outs and other materials were lacking in quantity because actual participants exceeded the expected participants ▪ One of the RPs did not arrive because she was not able to catch her flight in going to Bohol ▪ For the Site Visit (Practicum), departure of the participants to the municipalities of Loon and Calape was delayed because the fuel for the vehicle was not available, thus succeeding activities were also delayed

CD Activity	Seminar Workshop for the Accreditation of Constructor's Performance Evaluators System (CPES)			
Objectives	<ul style="list-style-type: none"> ▪ Gain knowledge and information about CPES ▪ Acquire the proper attitude and behaviour befitting as a Government Constructor's Performance Evaluators ▪ Apply effectively the CPES methodology in the monitoring and evaluation of the agency's infrastructure projects 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
			<ul style="list-style-type: none"> ▪ RPs were knowledgeable and accommodating to the participants especially during the examination ▪ Facilitative and supportive training staff from HRMDO ▪ Venue was conducive to learning; food was good 	<ul style="list-style-type: none"> ▪ For the Practicum, they visited two sites were they found out that the projects identified were almost to completion hence they were not able to fully apply the theories they learned during evaluation of projects ▪ REAP preparation was not thoroughly formulated due to lack of knowledge in crafting it
<p>REMARK: <i>This activity is not among the indentified CD priorities found in the HRMD Plan as this is supposed to be PRMF assisted intervention but PGBh found it very critical to road reforms, thus PGBh through the HRMDO took the initiative in conducting the CD and funds were made available.</i></p>				

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Values Enhancement Orientation Workshop for greater work performance (VOW)			
Objectives	<ul style="list-style-type: none"> ▪ Clarified participants' own operative values; ▪ Expressed commitment to advocate chosen values; ▪ Formulated an action plan to support their commitments as values advocates in their respective offices or departments; and ▪ Aligned personal values with organizational values 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Conducted on December 7-9, 2011 at Punta Bay, Maribojoc, Bohol ▪ Attendees were Administrative Officers and Administrative Aide ▪ Total number of participants – 24 ▪ Established Batch Officers from Mayor, Vice Mayor and Sectoral Representatives 	<ul style="list-style-type: none"> ▪ Participants were able to demonstrate as a role model to their subordinates through the development of individual and organization set of values with the end in view of providing quality service to its clientele, improved organizational performance, and increased quality of work life 	135,030.40	<ul style="list-style-type: none"> ▪ Support from top management through the approval of Activity Design including budgetary requirements, issuance of Memo Order to targeted participants ▪ Presence of RPs from CSC-Region 7 and Bohol-Field Office ▪ RPs displayed mastery of the topics being discussed ▪ RPs responded adequately to questions and queries from the participants ▪ Participants were participative and 	<ul style="list-style-type: none"> ▪ Some participants came in late during the sessions ▪ Expected participants were 35 but only 24 attended the activity ▪ The venue was very far from the City and there was no standby vehicle for emergency use especially during night time ▪ Some participants were not able to go home on the last day due to unavailability of transportation; and so

CD Activity	Values Enhancement Orientation Workshop for greater work performance (VOW)			
Objectives	<ul style="list-style-type: none"> ▪ Clarified participants' own operative values; ▪ Expressed commitment to advocate chosen values; ▪ Formulated an action plan to support their commitments as values advocates in their respective offices or departments; and ▪ Aligned personal values with organizational values 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
			attentive during the simulations <ul style="list-style-type: none"> ▪ The participants shared ideas, opinions and experiences to the group ▪ Presence of materials like the RA 6713 (8 Norms of Conduct) ▪ Instruction materials used were effective, and distributed to the participants ▪ Hand-outs per modules were reproduced and bound; ready for distribution to the participants ▪ Facilitative training staff 	with the RPs

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Refresher Course for Security and Custody of Inmates			
Objectives	<ul style="list-style-type: none"> To enhance the competencies of the BDJ personnel in performing their respective roles in the correctional government To promote firearm proficiency of all BDJ personnel 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> Conducted on August 13-14, 2011 (Batch 1) and August 20-21, 2011 (Batch 3) Attendees were all BDJ personnel There were almost 100 participants for the 2 batches 	<ul style="list-style-type: none"> "ZERO" escape in 2011 at Bohol District Jail (BDJ) 	85,200.00	<ul style="list-style-type: none"> Support from top management through the approval of the Activity Design with corresponding budget Issuance of Memo Order from the Office of the Governor for attendance and participation Support from the Bureau of Jail Management and Penology (BJMP) RP was from BJMP (J/SINSP Noel V Ybarsabal) Presence of lecturer on Moral Values Development by Fr. Lito Geangan 	<ul style="list-style-type: none"> Rainy weather

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Provincial Planning and Expenditure Management Workshop with inputs on JMC and PLPEM
Events	1) Plan and Budget Preparation Training Workshop 2) Office Expenditure Management Training Workshop 3) Institutional Reforms in the PGBh through Strengthened Planning and Budgeting Processes and Linkages

Objectives	<ol style="list-style-type: none"> 1) Plan and Budget Preparation Training Workshop <ul style="list-style-type: none"> ▪ To enhance knowledge of Department Heads, Assistant Department Heads and Administrative Officers on JMC No.1, PLPEM and Zero Budgeting principles and concepts ▪ To review multi-year plans in line with Annual Investment Plan (AIP) preparation ▪ To prepare Annual Budget for 2012 2) Office Expenditure Management Training Workshop <ul style="list-style-type: none"> ▪ To enhance understanding on the basics of Expenditure Management and its policies and procedures adopted by PGBh ▪ To inform common pitfalls on office claims and disbursements ▪ To establish measures on proper control and utilization of office funds and allocation measures within the office ▪ To define office budget and expenditure monitoring guidelines 3) Promoting Institutional Reforms in the PGBh through Strengthened Planning and Budgeting Processes and Linkages <ul style="list-style-type: none"> ▪ Gain additional information on planning and budgeting processes based on JMC No. 1, series of 2007 and PLPEM ▪ Understand better specific concepts on Project Evaluation and Development (PED) of NEDA and Organizational Performance Indicator Framework (OPIF) of DBM ▪ Appreciate the use and application of JMC, PLPEM, PED and OPIF on the ongoing budget preparation processes of the provincial government for FY2012 ▪ Review and asses 2011 Department/Office as well as Cluster Accomplishments, for the period January to August 2011, aligned with the HEAT Bohol Development Agenda and based on Work and Financial Plans and office expenditure against budget allocations and determine gaps and recommendations for improvements ▪ Prepare Organizational Performance Indicator Framework (OPIF) by development clusters, aligned with the HEAT Bohol vision which shall guide departments and offices in the preparation of their respective program and projects, plans and activities (PPAs) ▪ Identify key and critical PPAs per cluster aligned to the HEAT Bohol vision and responsive to OPIF ▪ Identify sample projects in the cluster to be applied with detailed project proposal preparations following PED guidelines ▪ Generate commitments and enthusiasm among MEB members in the implementation
Source of Funds	Provincial Roads Management Facility (PRMF)
Status	Completed

RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<p>1) Plan and Budget Preparation Training Workshop</p> <ul style="list-style-type: none"> ▪ Conducted on June 16-17, 2011 ▪ Attendees to the workshop were the Department Heads, Administrative Officers coming from the different PGBh offices ▪ Total number of participants – 58 ▪ Deepened understanding and common appreciation on the significance of JMC No. 1 and the relevance of PLPEM and Zero Budgeting <p>2) Office Expenditure Management Training Workshop</p> <ul style="list-style-type: none"> ▪ Conducted on June 22-23, 2011 ▪ Attendees to the workshop were Department Heads, Administrative Officers and Supply Officers from PGBh offices 	<ul style="list-style-type: none"> ▪ Preparation on more streamlined Departmental Annual Investment Plan (AIP) aligned with the PDPFP and ELA ▪ Multi-year activity-based budgeting ▪ Departmental Project Procurement Plans were produced aside from the Work and Financial Plan ▪ Improved Business Processes on office expenditure 	365346.70	<ul style="list-style-type: none"> ▪ PRs from DILG, PPDO and Department of Budget and Management (Region VII, Cebu City) ▪ PBMO provides regular mentoring and coaching to offices in preparation of their AIPs and WFPs ▪ Presence of SMEs from PPDO and PBMO ▪ RPs knowledgeable and well prepared on the assigned topics ▪ Helpful inputs from ELA and PDPFP 	<ul style="list-style-type: none"> ▪ Participants always going out, talking, not attentive, called to another meeting ▪ Time constraints; limited time for the RPs to elaborately and thoroughly impart and share more inputs on the topics being discussed ▪ Training team did not inform the participants on what to bring during the workshop like laptop, office documents to be used as reference ▪ Some of the participants were not involved in the topics being discussed; not the process owner or user of the said training, they were sent as representatives ▪ Some of the participants are not the one who will prepare their office's budget (AIP, WFP, PPMP, etc.)

<ul style="list-style-type: none"> ▪ Total number of participants – 60 ▪ Appreciated the value of Expenditure Management at the office level and the importance of required supporting documents in the processing of claims <p>3) Promoting Institutional Reforms in the PGBh through Strengthened Planning and Budgeting Processes and Linkages</p> <ul style="list-style-type: none"> ▪ Conducted on August 31-September 1, 2011 at the Alona Kew, Tawala, Panglao, Bohol ▪ Total number of participants: <ul style="list-style-type: none"> ○ Day 1 – 71 ○ Day 2 - 56 				
---	--	--	--	--

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	AutoCAD Equipment Purchase and Training			
Events	1) Basic GIS Training 2) GPS Cascading Orientation to Non-Road Offices			
Objectives	1) Basic GIS Training <ul style="list-style-type: none"> ▪ To orient the non-road sector on the use of GIS ▪ To demonstrate actual application of GIS 2) GPS Cascading Orientation to Non-Road Offices <ul style="list-style-type: none"> ▪ To orient the PEO staff (engineers) on the use of GPS unit and the GIS ▪ To demonstrate actual application of GPS and GIS use to roads management 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
1) Basic GIS Training <ul style="list-style-type: none"> ▪ Conducted on August 6-8, 2011 at the Water Paradise Resort, Tagbilaran City ▪ Total participants – 20 2) GPS Cascading Orientation to Non-Road Offices <ul style="list-style-type: none"> ▪ Conducted on July 6-8, 2011 at the JJ's Annex, Tagbilaran City ▪ Total participants: <ul style="list-style-type: none"> ○ Day 1 – 34 ○ Day 2 – 34 ○ Day 3 - 30 	<ul style="list-style-type: none"> ▪ Appreciated the GIS to engineering work ▪ Actual application of the GIS Plan ▪ Actual (hands-on) training on the GIS-need per office ▪ Appreciate the GPS and GIS to engineering work ▪ Actual (hands-on) training on data gathering using GPS to PRNDP roads (PRMF assisted) 	87,972.75		

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Training on Materials Testing and Quality Control			
Objectives	To improve the procedural aspect of QA/QC, materials sampling and testing			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Conducted on November 8-11, 2011 at the PEO Conference Room, PEO Bldg, New Capitol Site, Tagbilaran City ▪ Total Number of participants – 34 	<ul style="list-style-type: none"> ▪ Enhanced knowledge of the PEO personnel on materials and quality control (MQC) 	48,115.00		

Key Area: PERSONNEL DEVELOPMENT. Skilful, well-trained and competent personnel who can adequately implement plans and programs and deliver services of the PGBh to the satisfaction of the Boholano public.

CD Activity	Orientation to the e-NGAS and FITTSYS Programs			
Objectives	<ul style="list-style-type: none"> ▪ To update the different offices on the e-NGAS ▪ To orient and familiarize the different offices on FITTSYS 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Conducted on January 18-19, 2011 (2 batches) at the Bohol Plaza Resort, Dauis, Bohol ▪ Total number of participants: <ul style="list-style-type: none"> ○ Day 1 – 142 ○ Day 2 – 68 	<ul style="list-style-type: none"> ▪ Deepen appreciation and understanding of the e-NGAS and the role of PAccO ▪ Offices receptive of the FITTSYS 			

Key Area: HR SYSTEMS. Enhanced systems and mechanisms for recruitment, retention, recognition and retirement to fully unleash and harness the human potential for greater productivity

CD Activity	Development, approval, institutionalization and continuing improvements of HRMD Plan			
Desired Outcome	<ul style="list-style-type: none"> ▪ Approved 5-year HRMD Plan; achieved incentive targets ▪ Clear attainment of the Development Agenda of the Provincial Government of Bohol 			
Source of Funds	Provincial Government of Bohol			
Status	On-going			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Approval of HRMD Plan on April 2011 ▪ Launching of HRMD Plan on May 2011 ▪ Cascading of the Plan to PGBh Offices and Hospitals by the HRMD Planning Team and TDMT (Training and Development Management Team) from May to June 2011 	<ul style="list-style-type: none"> ▪ Implementation of CD activities per key areas to the different offices and hospitals <p>Key Areas:</p> <p>Organizational – 2 Personnel Development – 13 HR Systems – 6 Health & Wellness – 2 Capacity Development - 5</p>		<ul style="list-style-type: none"> ▪ Presence of SP Resolution No. 2011-107: Approving and Adopting the five-year HRMD Plan ▪ Support from top management through allocation of financial resources and issuance of Executive Order for the creation and establishment of the HRMD Planning Team ▪ Committed and supportive HRMD Planning Team and TDMT in the cascading of the HRMD Plan ▪ Presence of Implementation Plan to guide the cascading Teams 	<ul style="list-style-type: none"> ▪ Time constraints during the cascading ▪ No available transportation to cater the Team to the different offices and hospitals

Key Area: HR SYSTEMS. Enhanced systems and mechanisms for recruitment, retention, recognition and retirement to fully unleash and harness the human potential for greater productivity

CD Activity	Implementation of PGBh PMES-OPES (piloting the road sector offices)			
Desired Outcome	<ul style="list-style-type: none"> ▪ Objective rating followed ▪ Boost morale of PGBh workforce ▪ Increased productivity ▪ Improved performance 			
Source of Funds	Provincial Government of Bohol			
Status	On-going			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
Preliminary Activities conducted: 1) <i>PMES-OPES Refresher Course to PMES Team 21 on December 5-6, 2011 at Panda Tea, Tagbilaran City</i> 2) <i>PMES-OPES Cascading/ Roll-out to Road Sector Offices by PMES Team 21 on December 15-23, 2011</i> 3) <i>PMES-OPES Brainstorming Session with HRMDO Staff on January 30-31, 2012</i> 4) <i>PMES-OPES Review and Calibration Enhancement Workshop on February 16-</i>	<ul style="list-style-type: none"> ▪ Draft of the enhanced OPES Reference Table of Road Sector Offices submitted by the road sector offices ▪ Draft of the Bohol Integrated Performance Management System (BIPMS) was formulated ▪ Departmental Organizational Performance Indicators Framework (OPIF) piloting the Road Sector Offices was submitted by the different road sector offices for inclusion in the BIPMS 	145,084.25	<ul style="list-style-type: none"> ▪ Presence of approved PMES-OPES including OPES Reference Table by CSC on October 2009 ▪ Support from top management through the issuance of Memo Order to all nominated participants; approval of the Activity Designs including budget requirements ▪ Presence of trained PMES Team 21 ▪ Issuance of Executive Order (EO No. 2, series of 2012) for the new 	<ul style="list-style-type: none"> ▪ During the cascading, it was observed that most of the employees were not that attentive and focused on the discussion of the system, some were busy doing their tasks; it was conducted in the office ▪ Some pilot offices have not yet submitted their final output of the OPES Reference Table ▪ In some workshops, participants were not members or directly

CD Activity	Implementation of PGBh PMES-OPES (piloting the road sector offices)			
Desired Outcome	<ul style="list-style-type: none"> ▪ Objective rating followed ▪ Boost morale of PGBh workforce ▪ Increased productivity ▪ Improved performance 			
Source of Funds	Provincial Government of Bohol			
Status	On-going			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<p><i>17, 2011 at CPG Hall, Capitol Building, Tagbilaran City</i></p> <p>5) <i>PMES-OPES Roll-out Workshop Design Briefing and Review with the Calibration Committee and expanded MDT on February 29, 2012</i></p> <p>6) <i>PMES-OPES Roll-out Workshop on March 1-2, 2012</i></p> <p>7) <i>Workshop on Bohol Integrated Performance Management System on March 6-7, 2012</i></p>			<p>set of Calibration Committee and expanded Measurement Development Team (MDT)</p> <ul style="list-style-type: none"> ▪ Support from the Department Heads and employees during the cascading/roll-out ▪ Facilitative coaches from PRMF and PMES-OPES experts ▪ Minutes of Meeting of the MEB Meeting on February 25, 2011 approving the implementation of the PMES-OPES organization-wide 	involved in the implementation of the PMES-OPES

Key Area: HR SYSTEMS. Enhanced systems and mechanisms for recruitment, retention, recognition and retirement to fully unleash and harness the human potential for greater productivity

CD Activity	Enhancement of Guidelines and Implementation of Awards and Incentives “Gov. Edgar M. Chatto Model Employee Award”			
Objective	<ul style="list-style-type: none"> ▪ Best performers recognized and awarded ▪ Employees will be motivated to perform their assigned tasks 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Enhanced Gov. Edgar M. Chatto Model Employee Awards Guidelines (including types of awards to be given to deserving PGBh employees) approved by the Local Chief Executive and the CSC-Bohol Field Office 	<ul style="list-style-type: none"> ▪ 171 awardees from January to December, 2011 coming from the different PGBh offices 	427,794.50	<ul style="list-style-type: none"> ▪ Presence of Gov. Edgar M. Chatto Model Employee Award (original guidelines) ▪ Most of the participants were participative and attentive and gave suggestions leading to the enhancement and improvement of the existing guidelines ▪ Only three participants came in late ▪ Participants stayed in the venue until the activity was finished ▪ Facilitator facilitated well the activity and draw suggestions, recommendations, ideas from the participants 	

CD Activity	Enhancement of Guidelines and Implementation of Awards and Incentives “Gov. Edgar M. Chatto Model Employee Award”			
Objective	<ul style="list-style-type: none"> ▪ Best performers recognized and awarded ▪ Employees will be motivated to perform their assigned tasks 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
			<ul style="list-style-type: none"> ▪ Facilitator courteously responded to questions or queries of participants ▪ The entire activity ran smoothly ▪ Facilitators were knowledgeable of the topic he/she discussed ▪ Materials, equipment for the purpose were readily available before the activity proper ▪ The venue did not hinder the participants to attend as it was very accessible, it being within the city proper ▪ Many shared their experiences the way they evaluated their candidates or nominees 	

CD Activity	Development and implementation of Pre-Retirement Program “Salamat, Paalam” Program			
Objective	<ul style="list-style-type: none"> ▪ To recognize and award employee’s contribution and service to the Provincial Government of Bohol ▪ To assist the retiring employee prepare or plan for a new responsibility ▪ To capacitate the retiring employee on how to maintain financial self-sufficiency ▪ To help the retiree adapt to the non-economic facets of retirement living 			
Source of Funds	Provincial Government of Bohol			
Status	On-going			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Developed PGBh Pre-Retirement Program (concept paper) on November 21, 2011 and approved by the Local Chief Executive and CSC-Bohol Field Office ▪ “SALAMAT, PAALAM” Program for retiring PGBh officials and employees 	<ul style="list-style-type: none"> ▪ Program concept have been discussed at the LFC level and they are favourable ▪ The Program Proposal is now at the Sangguniang Panlalawigan on its 2nd reading as of March 16, 2012 		<ul style="list-style-type: none"> ▪ Strong support from LCE, CSC-Bohol Field Office, Local Finance Committee (LFC), PGBh Cluster Heads ▪ Equipment and materials for the purpose were readily available before the activity ▪ Employees involved in the writeshop have successfully developed the retirement program 	

Key Area: HR SYSTEMS. Enhanced systems and mechanisms for recruitment, retention, recognition and retirement to fully unleash and harness the human potential for greater productivity

CD Activity	Enhancement of Human Resource Information System (HRIS)			
Event	Orientation on the Human Resource Information System (HRIS)			
Objective	<ul style="list-style-type: none"> ▪ To orient all HRMDO Personnel on the use of the HRIS in the different HR functions such as in planning, recruitment, training and development, and processing of HR transactions ▪ To describe the step-by-step procedure in acquiring, encoding, storing, retrieving, and analyzing data from the system ▪ To have a better appreciation of the system through actual hands-on exercises of the participants ▪ To show how an effective HRIS facilities decision-making of top management 			
Source of Funds	Provincial Government of Bohol			
Status	On-going			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Conducted on February 21, 2012 at the CPG Hall, Capitol Building, Tagbilaran City ▪ Attendees comes from HRMDO and BICTU ▪ Total number of participants – 23 ▪ Identified additional modules to be included in the system: <ol style="list-style-type: none"> a) Monthly report on the Masterlist of Job Order Casuals per charging b) Document Tracking 	<ul style="list-style-type: none"> ▪ Enhanced and updating of HRIS like Personnel Profile, Leave Balances, Attendance to CD Activities by employees 	3,750.00	<ul style="list-style-type: none"> ▪ Presence of IT Consultant from PRMF (Mr. Ramon de los Reyes) ▪ Presence of RPs/SMEs from BICTU ▪ Participants were very attentive and participative. Concerned personnel were being tasked to function in relation to the use of the system ▪ BICTU personnel 	<ul style="list-style-type: none"> ▪ Started late because some of the BICTU personnel came in late due to other scheduled activity in their office ▪ Time was short to discuss further the important topics and modules for inclusion in the enhancement of the HRIS

CD Activity	Enhancement of Human Resource Information System (HRIS)			
Event	Orientation on the Human Resource Information System (HRIS)			
Objective	<ul style="list-style-type: none"> ▪ To orient all HRMDO Personnel on the use of the HRIS in the different HR functions such as in planning, recruitment, training and development, and processing of HR transactions ▪ To describe the step-by-step procedure in acquiring, encoding, storing, retrieving, and analyzing data from the system ▪ To have a better appreciation of the system through actual hands-on exercises of the participants ▪ To show how an effective HRIS facilities decision-making of top management 			
Source of Funds	Provincial Government of Bohol			
Status	On-going			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<p>Program to monitor and trace receiving and routing of documents</p> <p>c) Reactive Access to Records of Leaves of separated employees for the computation of benefits and that only the payroll system be tagged as passive</p> <p>d) List of Vacant Positions and List of Vacant Positions opened for hiring can be viewed in the system by all PGBh employees for reference and information</p>			<p>presented the actual use of the on-line system through the use of LCD projector to fully understand its usage and be familiar on the features of the system</p> <ul style="list-style-type: none"> ▪ The HRMDO Head was able to draw from the participants the critical data that needs to be integrated in the HRIS ▪ The PRMF consultant was able to clarify issues and concerns pertaining to the system 	

Key Area: HR SYSTEMS. Enhanced systems and mechanisms for recruitment, retention, recognition and retirement to fully unleash and harness the human potential for greater productivity

CD Activity	Enhancement of Recruitment System			
Objective	<ul style="list-style-type: none"> ▪ To be able to hire the best and most competent candidates for appointment ▪ To be able to established competent workforce, thereby increased productivity and improve organizational performance 			
Source of Funds	Provincial Government of Bohol			
Status	Completed			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Attendees were PSB Members and Secretariat ▪ Enhanced Personnel Selection Board (PSB) Policies and Procedures ▪ Issuance of Executive Order 02, series of 2011: “Prescribing the Rules, Policies and Guidelines in the Selection of Personnel of the Provincial Government of Bohol by the Personnel Selection Board and on other purposes” 	<ul style="list-style-type: none"> ▪ Sound and effective recruitment, selection and placement system 	5,000.00	<ul style="list-style-type: none"> ▪ Management support through the issuance of SP Ordinance for the PSB Composition and institutionalization of the enhanced PSB Policies and Procedure ▪ Presence of existing PSB policies and procedures ▪ Active and participative PSB Members 	

Key Area: HEALTH AND WELLNESS. Healthy and productive employees provided with improved programs and facilities for physical, mental, psycho-emotional and spiritual well-being and health.

CD Activity	Re-Implementation of HATAW			
Objective				
Source of Funds	Provincial Government of Bohol			
Status	On-going			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
<ul style="list-style-type: none"> ▪ Launched on September 2011 ▪ Participated by all PGBh employees ▪ Succeeding events are done every Wednesday at the Capitol Tennis Court 	<ul style="list-style-type: none"> ▪ Healthy PGBh employees 	none	<ul style="list-style-type: none"> ▪ Support from top management, department heads, employees ▪ Coordination with PGSO, CCAD ▪ Committed and participative employees ▪ Availability of HATAW trainor/instructor ▪ Availability of sound system for the use of hataw every Wednesday 	<ul style="list-style-type: none"> ▪ The designated venue is not appropriate or conducive venue for hataw; too open for the heat of the sun ▪ Not all employees coming from the capitol offices attended due to the laxity in the implementation of the hataw policy

Key Area: HEALTH AND WELLNESS. Healthy and productive employees provided with improved programs and facilities for physical, mental, psycho-emotional and spiritual well-being and health.

CD Activity	Continuous implementation of Annual Health and Wellness Program			
Objective	<ul style="list-style-type: none"> To have the officials and employees perform at their best and enable the Provincial Government of Bohol become a high capacity institution, customer service-oriented and committed to providing opportunities for healthy behaviours. 			
Source of Funds	Provincial Government of Bohol			
Status	On-going			
RESULTS		TOTAL COST	FACILITATING FACTOR	HINDERING FACTOR
OUTPUTS	OUTCOME			
Program/Activities: <i>a) Blood pressure taking every Monday in all offices</i> <i>b) Observance and monitoring of NO SMOKING AREA</i> <i>c) Annual Wellness Test (12 laboratory tests to include Urinalysis, CBC total Cholesterol, HDL Cholesterol, Triglycerides, LDL Cholesterol, BUN, BUA, Creatinine, SGPT, SGOT & FBS, X-ray, EGC</i>			<ul style="list-style-type: none"> Support from top management, department heads, employees Committed and participative employees Availability of funds Presence of Executive Order issued by the Local Chief Executive for the implementation of the program 	

Key Area: CAPACITY DEVELOPMENT. Highly capable employees with adequate work facilities productively contributing to the peak performance of the Provincial Government.

PPAs	LOCATION	ACTUAL COST	STATUS/REMARKS
1. Construction of Solid and Chemical Waste Treatment Facility	Talibon Hospital	1,805,000.00	On-going
2. Construction of Additional Wards	Jagna Hospital	2,618,130.00	On-going
3. Equipment and Facilities Upgrading Program	BLECS Office	200,300.00	<ul style="list-style-type: none"> ▪ Completed ▪ Radio Room was constructed from office savings ▪ A separate budget for the office is necessary
4. Development of Disaster Management System	BEMO		
5. Strengthening of Environmental Management System	BEMO	150,000.00	<p>Event: Environmental Management System Team Building and Planning Workshop on January 12-14, 2011</p> <ul style="list-style-type: none"> ▪ 43 participants ▪ Target participants were: EMS IC, EMS Internal Auditors, EMS Secretariat, EMS Monitoring Team, and Environmental Management Representatives (EMR)

			<p>Course Objectives:</p> <ul style="list-style-type: none"> ▪ <i>To be able to establish rapport between and among the key EMS players;</i> ▪ <i>To increase productivity;</i> ▪ <i>To be able to develop trust among ourselves and understand that working together as one will help accomplish more tasks at lesser costs;</i> ▪ <i>To foster enthusiasm, energy and focus in performing their tasks; and</i> ▪ <i>To provide motivation to increase commitment and cooperation to implement EMS plans and programs.</i>
--	--	--	---

SUMMARY of FACILITATING AND HINDERING FACTORS

The following are the facilitating factors consolidated from the Evaluation Reports of the CD activities conducted:

- Availability of funds both from internal and external sources
- Resource Persons coming from the different national agencies such as from the Department of Budget and Management (DBM), Civil Service Commission (Region VII and Bohol Field Offices), PENRO, Civil Defence
- Tapping PGBh Subject Matter Experts (SMEs) coming from BEMO, PEO, PPDO as Resource Persons
- Support from top management like issuance of memorandum order to nominated participants, Executive Order creating the PMES-OPES Calibration Committee and expanded MDT, approval of Activity Designs and Budget Requirements
- Presence of existing PGBh policies, HR systems like the Performance Management System, Merit Selection Plan, Training and Development Management System, Human Resource Information System used as references
- Presence of HRMD Plan, PRNDP, SFMP, ELA, PDPFP, draft of the Bohol Environmental Code used as references
- Shared effort of coordinating offices like HRMDO, BEMO, PPDO, PEO, Governor's Office
- Guidance from external consultants like Mr. Luther Bersales of TUV-Cebu, Mr. Ramon de los Reyes, IT Expert from PRMF
- Training materials and kits were provided to the participants
- Facilitative RPs like introducing simple processes and ways in determining environmental impacts and results
- Positive responses from invited guests/participants coming from the Civil Society Organizations, Municipal Local Government Units
- Coordination with other stakeholders like Philippine Domestic Construction Board (PDCB)
- Facilitative and supportive training staff

The following are the hindering factors consolidated from the Evaluation Reports of CD activities conducted:

- CD activities is not job-related or task-related to the nominated participants, for this reason they cannot ensure or guarantee application of learning/knowledge when they go back to their respective offices
- Late dissemination of Training Invitation or Memorandum Order for Attendance to Training
- Late arrival and non-appearance of Resource Person/s
- Unavailability of resources such as fuel, transportation causing the delay of the activity
- Lack of training equipment such as LCD projector, digital camera
- Over-lapping or conflict of schedules of nominated participants
- Late submission of required documents or pre-requisites in attendance to training
- Time constraints or limited time for sessions and workshops
- Unavailability of facilitator, documentor, venue (sometimes)
- Participants were not informed on what they need to bring for the workshop/seminar/training

The following are the recommendations consolidated from the Evaluation Reports of CD activities conducted:

- Target participants should be process owner or user of the type of training being conducted
- Re-activate HRDC to select the right participant to be sent to trainings
- Memorandum Order for Attendance to Training should indicate what the participant should bring for the workshop like laptops, office documents to be used as reference
- Coaching or mentoring from RP especially on the needed outputs of the workshop
- Allocate more time for workshops or simulations to internalize the process
- Nominated participants must have the knowledge and interest in the said CD Activity being conducted
- Proper scheduling of CD activities to minimize over-lapping of activities or conflict of schedules of nominated participants
- Advance information of CDs to be implemented like dissemination of Training Calendar to all offices for reference and guidance

Overall Recommendations for HRMDP M&E:

Capacity Development

- 1 *Conduct another round of staff and skills inventory (SSI).* This is to determine changes in the level of knowledge and skills of personnel since the first round of CD activities, and at the same time identify further capacity development needs and gaps particularly of those involved in the road sector.
- 2 *Conduct planned CD activities.* Review the planned CD activities based on the SSI results and prioritize these activities according to available resources. In particular CD activities planned for 2011 should be implemented within the first half of 2012. Sessions programmed for 2012 should like be reviewed and scheduled accordingly so as not to spill over to 2013.
- 3 Harmonize CD implementation of all PGBh offices – soft skills trainings and technical trainings
- 4 Proper coordination with HRMDO on the implementation of CD Activities from other offices
- 5 Streamline CD activities in the HRMD Plan and prioritize them according to organizational needs - “short-list so that it will not be a wish-list only”
- 6 Strengthen the Human Resource Development Committee (HRDC) so that right person will be sent to a CD activity
- 7 Submit Completion Report and Process Documentation two weeks after the conduct of activity for monitoring purposes
- 8 Conduct Monitoring and evaluation of CD activities every six months (January-June and July-December)

Monitoring and Evaluation

1. *Activate HRMDP Monitoring and Evaluation Team per E.O. No. 10, series of 2011*
2. *Revisit the HRMDP M&E frameworks.* Admittedly, the HRMDP and the other provincial development plans (ELA, PRNDP, SFMP) were prepared under time pressure. After a year's implementation and M&E experience, these should be revisited and updated, particularly the indicators and targets.
3. *Capacitate the HRMDP M & E Team.* The M&E experience in the last year remains a lot to be desired. The HRMDP M&E Team has to be activated; ideally, full-time M&E officers should be designated; the team have to be convened; frameworks, tools and guidelines have to be reviewed and refined. M&E should be mainstreamed across the PGBh with the M&E officers provided with a series of training on results-based M&E, including community impact M&E.
4. *Conduct field verification.* The M&E team should conduct regular site monitoring/field verification before writing the reports. As experienced, the M&E writing team immediately assumed the job without first going through the plan, no orientation on the plan and what to write in the M&E report.
5. *Include M&E tasks in the performance targets of designated personnel.* To give the necessary focus (time and resources) to M&E, M&E tasks should be incorporated in the individual and office performance evaluation targets of team members and an M&E component should be integrated in the plans and budget of all PGBh offices. Tasks, functions and expected outputs from each M&E officer should be clarified.
6. *Involve the private sector and civil society in M&E processes (E.O. No. 10, series of 2011).* This not only provides the M&E team valuable inputs from different perspectives, this also enables external partners to appreciate governance processes better, making feedbacking faster and enhancing convergence for greater impact.
7. *Formulate Re-Entry Action Plan (REAP) every after the conduct of CD for M&E purposes.* Further, identify what kind of CD activity needs REAP.
8. *Conduct REAP Progress reporting quarterly and consolidate every six months as a basis in the crafting of the semi-annual and annual M&E Report.*