



Republic of the Philippines
Department of Education

25 NOV 2016

DepEd ORDER
No. **71**, s. 2016

CREATION OF THE EDUCATION PROGRAMS DELIVERY UNIT

To: Undersecretaries
Assistant Secretaries
Bureau and Service Directors
Regional Secretary, ARMM
Regional Directors
Schools Division Superintendents
All Others Concerned

1. The Department of Education issues the enclosed policy entitled **Creation of the Education Programs Delivery Unit (EPDU)**. It aims to provide assistance in the implementation of plans and budget across all governance levels in the Department.
2. This Department Order implements a policy decision by DepEd's leadership to introduce decisive interventions to improve DepEd's program and operation delivery capacity.
3. All DepEd's existing rules and regulations that are inconsistent with policies, are hereby repealed, rescinded, or modified accordingly.
4. Immediate dissemination of and strict compliance with this Order is directed.


LEONOR MAGTOLIS BRIONES
Secretary

Encl.:
As stated

References:
DepEd Order Nos. 118, s. 2016 and 166, s. 2016

To be indicated in the Perpetual Index
under the following subjects:

BUDGET
BUREAUS AND OFFICES
POLICY
PROGRAMS

PROJECTS
RULES AND REGULATIONS
UNIT

CREATION OF THE EDUCATION PROGRAMS DELIVERY UNIT (EPDU)

I. RATIONALE

1.0 STRATEGIC REQUIREMENT. The strategic requirement for an Education Programs Delivery Unit (EPDU) is driven by significant changes in the context in which the Department of Education (DepEd) operates. This follows a policy decision by DepEd's leadership to implement decisive interventions to improve DepEd's program and operation delivery capacity.

1.1 Context. The Administration is committed to increase the Philippines' education budget to five percent of GDP by 2022 to align with international standards and to increase student achievement. This will represent even more substantial increases in DepEd budget over the coming years, which in turn demands that DepEd be able to demonstrate major improvements in the delivery of education results supported by robust fiscal competence and performance.

The substantial budget increases which DepEd experienced in recent years have placed major pressures on the Department's financial management policies, processes and systems. DepEd in the current situation needs to address bottlenecks, challenges, constraints and pressures in financial management. Without successful financial management reforms, DepEd will be unable to deliver the expected improvement in basic education services and student achievement despite unprecedented levels of funding, and to sustain stakeholder confidence and trust.

1.2 Executive Direction and Mandate. An urgent initial step is to provide additional capacity to support the implementation of programs and operations. A new unit will coordinate with the Planning and Finance Service on budget utilization to ensure the timely availability and delivery of education inputs for both formal and non-formal education. This new unit will be the *Education Programs Delivery Unit (EPDU)*. Elimination of underspending without resorting to constitutional violations will be an additional benefit of EPDU's success.

The establishment and implementation of the EPDU finds support from DBM Circular 2015-08 which directs each agency to establish its own "Full-time Delivery Unit". It is also founded on DepEd Memorandum Numbers 118 and 166, series of 2016, which direct the creation of a program/project delivery unit as part of the overall financial management reform agenda of the new Administration. The EPDU is empowered with the authority to convene Department stakeholders for technical, administrative and operational assistance.

1.3 EPDU Responsibilities. The EPDU will undertake the following responsibilities in close collaboration and coordination with operations and program management offices and staff, who retain overall accountability for delivery:

- Together with the Planning Service, set the Department's strategic direction on the delivery of the required results to fulfil the Department's vision and agenda;

- Help facilitate the delivery of the required results from the Department's portfolio of programs, operations and projects;
- Based on a continuous review of the performance of the Department's portfolio, assist the Secretary and the Executive Committee (ExeCom) in prioritizing programs, operations and projects for action to improve delivery;
- Conduct delivery performance reviews to identify bottlenecks and constraints which impede the smooth and timely execution of the Department's programs, operations and projects,
- Based on performance reviews and analysis, supervise the development of design and facilitate the implementation of delivery action plans of the prioritized programs, operations and projects to resolve the identified bottlenecks and constraints and speed-up results delivery,
- Intensify the analysis, monitoring and reporting of the performance of the Department's budget portfolio and status of delivery improvement plans to take early remedial action and prevent avoidable delays; and,
- Identify and apply good practice across all programs and operations by establishing a Department-wide Delivery Community of Practice.

1.4 EPDU Stakeholders. The Department-wide role of EPDU means that every office in DepEd is a stakeholder. Specific stakeholders will vary according to the focus and will be called upon from all offices of DepEd and concerned external partners. These include the following:

- Secretary;
- Executive Committee;
- Management Committee (ManCom);
- Central Office Services, Bureaus and Divisions;
- Operations including Regions, Divisions, Districts and Schools; and
- External delivery partners including other agencies utilizing transferred DepEd budget (i.e. DPWH for School-Building Program).

The collaboration and support of the program and operations managers and their teams will play a vital role in the success of EPDU work plan.

2.0 EPDU OPERATING MODEL. The operating model for EPDU comprises the leadership and governance arrangements, organizational structure, values and ways of working, processes and outputs, routine and work plan and performance framework.

2.1 EPDU Leadership and Governance. The EPDU shall be under the leadership of the Secretary of Education with the routine control and supervision exercised by the Undersecretary for Finance - Budget and Performance Monitoring. EPDU will make full use of existing governance arrangements to minimize the creation of new formal and reporting structures.

- ExeCom and ManCom. The EPDU will update the ExeCom on a monthly basis, and in collaboration with the Undersecretary for Operations, the ManCom.

The purpose of reporting to ExeCom and ManCom is to update on the status of implementation of DepEd's Budget/Program

portfolio and on the identified actions to resolve bottlenecks and constraints impeding delivery, and to seek their decision and direction on identified open issues. EPDU will also provide status updates to other DepEd stakeholder groups and meetings as needed.

- Program and Operations Management. The EPDU working routine will be based on close collaboration with program and operations managers and their teams on a coordinating basis. Program and operations managers remain accountable under their regular arrangements for the timely implementation and delivery of formal and non-formal education services. The priority focus of this working relationship between the program and operations managers and EPDU is the joint resolution of bottlenecks and constraints impeding delivery of the required results.
- Support from Specialist Services. EPDU will also work with a Technical Expert Group comprising representatives (Director level position or the equivalent) from Planning, Finance, Procurement and Legal Services and other offices as needed. The Technical Expert Group will provide additional problem-solving expertise from their respective functions to support the timely resolution of bottlenecks and constraints in their respective specialist areas.

2.2 EPDU Organizational Structure. The EPDU will be organized in the structure shown in Annex, Figure 1 comprising the EPDU Director with three complementary teams of 1) portfolio and process management, 2) data collection, reporting and analysis, and 3) communications and engagement. The interim structure will be established using a combination of permanent, temporary and coordinating arrangements and will evolve according to Departmental needs and challenges.

2.3 EPDU Team Tasks.

- EPDU Director. The Finance Service- Budget and Performance Monitoring (BPM) Director will take on the responsibilities of the post. The Director's tasks include:
 - Establishment of EPDU including staff recruitment, development of procedures, and capacity development;
 - Through the ExeCom, set the Department's strategic direction for delivery of the required results to fulfill the Department's vision and agenda;
 - Lead the engagement with stakeholders within DepEd and external agencies,
 - Direct the portfolio management, delivery review, action plan implementation, monitoring and reporting and sharing of learning;
 - Lead the reporting updates to ExeCom and ManCom including items for direction and resolution,

- Identify and undertake additional initiatives which will enhance the effectiveness of EPDU and DepEd's overall delivery capacity; and
 - Other tasks as may be assigned.

- Portfolio and Process Management. The Portfolio and Process Management team will be the focal team for the overall portfolio of programs and services to be delivered from DepEd's Maintenance and Other Operating Expenses (MOOE) and Capital Outlay (CO) budget. The team will work in close collaboration with program and operations counterparts to identify bottlenecks and constraints that impede delivery, and implement solutions. The team's tasks include:
 - Analyze the performance of the Department's portfolio to prioritize programs, operations and projects for action to improve delivery improvement;
 - Engage with program and operations managers and external partners to secure their support for EPDU activities;
 - Lead delivery performance reviews with program and operations teams;
 - Develop improvements and delivery action plan implementation with program and operations teams and specialists input;
 - Coordinate input from other EPDU teams including data analytics, communications and engagement;
 - Monitor delivery of the required results from the overall portfolio in coordination with stakeholders, and with specialist assigned each to MOOE and CO;
 - Monitor the overall progress of delivery action plans to resolve issues;
 - Identify and share good practices and lessons learned to improve delivery capacity; and,
 - Other tasks as may be assigned.

- Data Collection, Reporting and Analysis. The Data Collection, Reporting and Analysis team will be the focal team for the collection, consolidation and analysis of both overall portfolio data and individual program and process data. The team's tasks include:
 - Collect data from available sources to produce status of overall portfolio and individual programs and operations;
 - Validate collected data to ensure the highest level of data integrity;
 - Manage collected data repositories to ensure real-time availability;
 - Conduct detailed analysis of programs and operations to generate actionable insights to inform process improvements, delivery action plans and program design;
 - Identify data gaps and recommend actions to resolve;
 - Utilize data visualization techniques to add presentation and understanding including data dashboards, charts and tables, maps, data for info-graphics;

- Support EPDU teams and stakeholders with data analysis expertise;
 - Identify and share good practices and lessons learned to improve delivery capacity; and,
 - Other tasks as may be assigned.
- Communications and Engagement. The Communications and Engagement team will:
 - Undertake routine engagement with program, operations and specialist stakeholders to sustain their support for EPDU;
 - Create and manage Delivery Community of Practice comprising program, operations and specialist representatives from Central Office, Regional Offices and Division Offices;
 - Provide communications support for the implementation of delivery action plans to sustain adoption and success of changes;
 - Communicate the DepEd delivery agenda and status during DepEd and other stakeholder events;
 - Lead the promotion of good delivery practices and lessons learned to improve delivery capacity among stakeholders; and,
 - Other tasks as may be assigned.

2.4 EPDU Process and Outputs. The assigned responsibilities within the EPDU process will be implemented through six main steps as shown in Figure 2 in the Annex. Detailed internal working procedures will be developed by EPDU to guide the conduct of each process.

The six process steps will be further described in a separate EPDU issuance. It is intended to produce various outputs which are enumerated in Table 1. These outputs will evolve as the EPDU progresses, gains experience and as the demands of the Department's portfolio change over time.

Table 1: EPDU Outputs

Process Step	Output	Schedule
1. Strategic Direction for Delivery	<ul style="list-style-type: none"> ▪ MOOE and CO utilization priorities 	Annual
2. Manage Portfolio Results	<ul style="list-style-type: none"> ▪ Portfolio Assignments by ExeCom Lead ▪ Portfolio share by organizational office ▪ Portfolio share by funds release ▪ Portfolio share by procurement method 	Annual Annual Annual
3. Prioritize Delivery Reviews	<ul style="list-style-type: none"> ▪ Programs and operations for review ▪ Programs and operations at delivery risk 	Quarterly

Process Step	Output	Schedule
4. Review Delivery Performance	<ul style="list-style-type: none"> ▪ Delivery Performance Review Report 	End of review
5. Implement Delivery Action Plan	<ul style="list-style-type: none"> ▪ Delivery Action Plan (prioritized programs only) ▪ Delivery Action Plan Status Report 	Quarterly 10 day cycle
6. Monitoring, Reporting and Learning	<ul style="list-style-type: none"> ▪ EPDU factsheet ▪ EPDU Performance Framework ▪ Portfolio Delivery Update on Results Status, Good Practices and Lessons Learned ▪ Program Specific Communications 	Permanent Monthly Quarterly As needed

2.5 EPDU Implementation Stages. The EPDU will be implemented through two main stages, namely the Initial Operating Capability and the Full Operating Capability. This recognizes that it will take time to complete the initial round of analysis and review of all DepEd’s portfolio of programs which will be basis for the development of the EPDU’s effective team competence.

The main stages comprise:

- Approval of the concept in principle by the ExeCom on October 27, 2016.
- Initial recruitment of personnel.
- Initial Operating Capability. The period of initial capability development in EPDU will be from launch to March 31, 2017. During this period, the priority will be establishing the status of DepEd’s overall portfolio of programs, completing the first cycle of delivery program review and action plan implementation, and reviewing the delivery readiness of the 2017 portfolio.
- Full Operating Capability. Full operating capability will be developed during the remainder of 2017. This will include continuing the management of DepEd’s program portfolio, expanding the delivery review and action plan implementation into other programs including field operations, and completing the recruitment of all staff upon reconfirmation of the approval for the permanent establishment of the EPDU.

2.6 EPDU Recruitment and Staffing. Recruitment of staff into positions in the EPDU Organizational Structure will align with the implementation stages. This DO serves as the authority to fill the identified roles required to establish the Initial Operating Capability of the EPDU. The remaining personnel will be recruited upon reconfirmation of the approval for the permanent establishment of the EPDU within DepEd’s regular organization structure and plantilla positions in the staffing pattern.

3.0 The approved EPDU organizational structure and process are presented as an Annex to this Department Order.

4.0 The Administrative Service shall assist in the physical placement of personnel, records, equipment and other facilities, and determine the appropriate office space allocation for the EPDU.

5.0 Effectivity. This Department Order shall take effect immediately.

II. ANNEX

1.0 EPDU Concept. The challenge to efficiently and effectively turn policy into practice, and practice into results, is a persistent one for all governments and departments. The focus on delivery and improving delivery systems has led to the adoption of delivery units in a number of countries.

The purpose of establishing a delivery unit is to develop a single focus to produce “better results quicker” through a combination of: 1) disciplined portfolio, program and project management; 2) rigorous strategy and performance management; 3) continuous improvement of process management; and 4) sustained gains through change management techniques.

For delivery units to be effective, they should have the understanding, capability and authority to intervene to make change and improvements at appropriate points in the delivery systems. Delivery units therefore should be a distinct unit with a mandate to monitor the implementation of programs and projects and assist the Secretary and the ExeCom to:

- Focus on improving results as guided by outcomes in a limited number of priority areas;
- Identify and share good practices for application across all areas;
- Unblock obstacles when monitoring shows that progress is off track; and,
- Build deeper understanding and capability for strengthening the systems/processes.

Within DepEd, improving the delivery capacity and practices is a whole-team effort and a substantial management challenge requiring urgent and decisive interventions. EPDU will play the lead in a coordinating and facilitating role, but primary accountability for delivery remains with operations and program management. Operations and program management staff are required to work in close collaboration and coordination with EPDU to achieve the urgently needed improvements to the current situation.

The EPDU concept comprises:

- An integrated and multi-skilled team
- Guided by performance data to set targets to resolve issues and drive rapid improvements
- Through the establishment and integration of trusted relationships to maximize collaboration with efficient working routines
- To sustain reforms/changes and improved results.

Figure 1: EPDU Organizational Structure

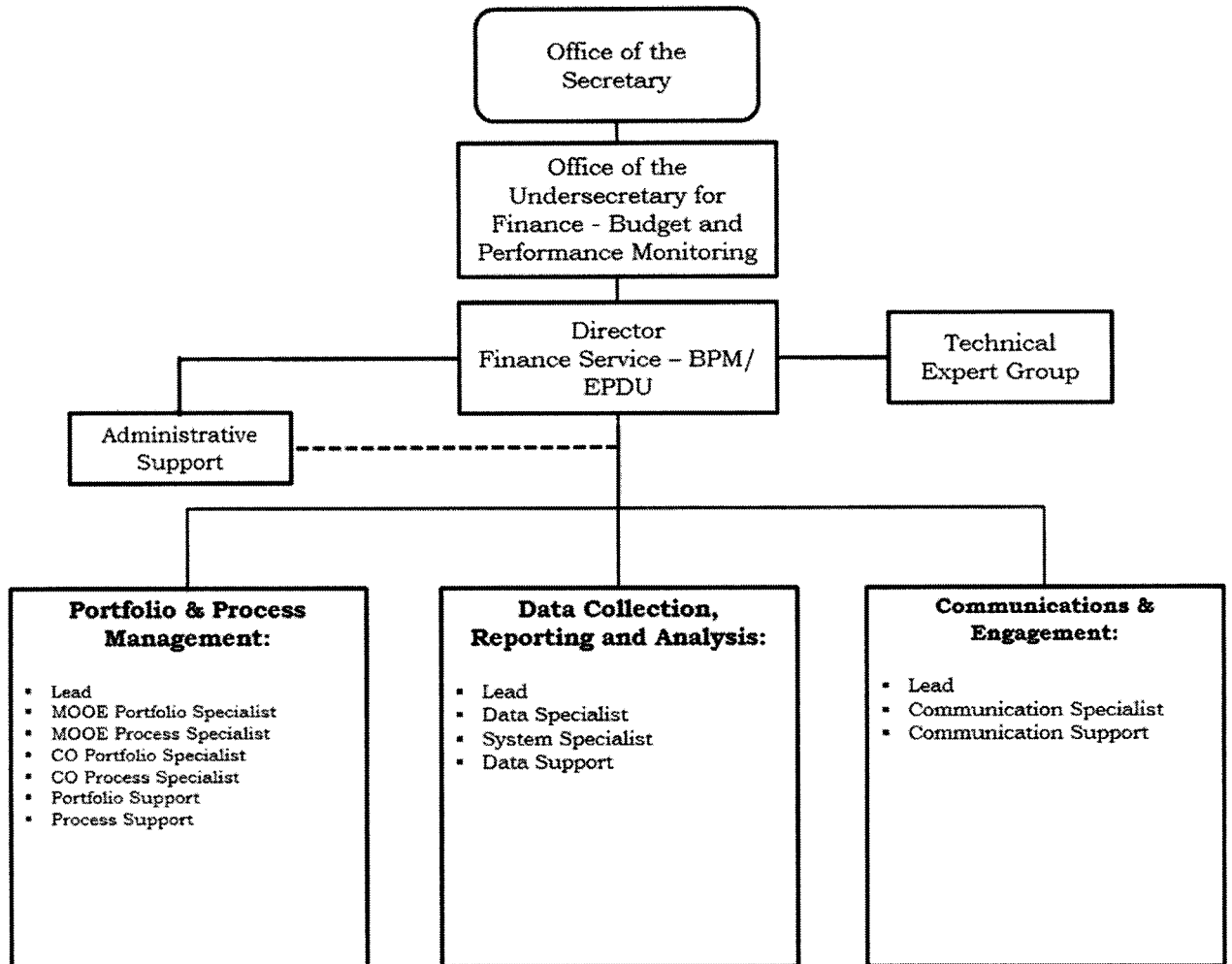


Figure 2: EPDU Process

