Department of Social Welfare and Development
Policy Development and Planning Bureau
Operations Manual Writeshop
June 5-9, 2016
Ridgewood Residence Hotel, Baguio City

Executive Summary

The Policy Development and Planning Bureau (PDPB) is the Department's lead Office in the formulation of policies and plans, as well as in monitoring and evaluating programs that are focused principally on social protection. PDPB is composed of the following four divisions: (1) Planning Division (PD), (2) Policy and Research Division (PRD), (3) External Affairs Division (EAD) and (4) Monitoring and Evaluation Division (MED).

Recognizing the need to harmonize the procedures and outputs to identify the points of complementation and the interoperability of the divisions, the PDPB conducted a three-day write shop in order to develop the business process maps (BPMs) for each of the Bureau's Key Results Area (KRA) and to draft the PDPB Operations Manual (PDPB-OM). This was conducted in Ridgewood Hotel and Residences in Baguio last June 05-09, 2016. Mr. Louie M. Destacamento and Dr. Editha Venus – Maslang served as the over-all facilitators. The Monitoring and Evaluation Division, Mr. Aljo Quintans and Ms. Millete Santos, served as the over-all secretariat of the activity. Asec. Noel Macalalad of the Policy and Plans Group (PPG) also joined the activity to serve as the resource person.

In order to standardize the formats of the BPMs, Dir. Rhodora Alday led the discussion to decide on the standard formats of the PDPB BPMs.

The following were the agreements during the activity:

Agreements during the Session on Standardization

Topic	Issues/Discussion	Agreements
Title		The title should start with a noun, i.e. *Management of Research Contracts.*
Swim Lanes	Should there be separate swim lanes for each of the PDPB division?	The standard swim lane will be "PDPB".
	Should the MANCOM and EXECOM be separated?	It depends on the documents to be produced, hence, there is no need for this to be standardized.
	What should be the hierarchy of the swim lanes?	PDPB should be the first swim lane as the business process owner.

In EAD's case, if the direction emanates from different organizations such as ASEAN, the arrow should point to them as the "start". |

Formulating the process		Starts with an active verb, i.e., *Endorses the guidelines…*
	What is the guideline in formulating the process for decision points?	Use verbs in past tense and denoted as questions, i.e., *Approved?*
Lay-outing	What should be used, the vertical or the horizontal lay-out? Asec. Macalalad discussed that the *horizontal lay-out* emphasized the process while the *vertical lay-out* emphasized the roles and responsibilities. Rather than providing the phases of development, drill down the individual phases to provide an easy overview of the whole process in bite-sized package. The individual phase will have hyperlinks that can be clicked. When clicked, it will show the whole and fleshed-out picture of the phases of the processes. In this drilled down and chunked out phases, the end signified the *end of the phase.*	The horizontal lay-out will be used to flesh out the details of the BPMs and the phases of implementation. Prepare the following: 1. A whole fleshed-out picture of the BPMs, where interrelations with other BPMs and specific phases of development of the BPMs are apparent 2. Chunked-out phases of the processes such as the preparatory, cascading, and implementation processes 3. A summary flowchart of each of the BPMs

Next Steps and Schedules

Next Steps	**1. MED will consolidate the bureau-wide relations diagram.** **2. The narrative will focus on explaining the three processes: 1) Plan Formulation, 2) Policy Development, and 3) Monitoring and Evaluation. The several BPMs of the bureau will be integrated and mapped out in this bureau-wide relations diagram.** **3. Each division will write the narratives of the BPMs first. The writer of the integrated narrative shall be decided upon by the group.**

Schedules	1. Finish the enhanced Division BPMs, write-ups, and glossary of terms. Enhanced Division BPMs are expected on 20 June 2016.
	2. Finish the newly identified BPMs with agreed submission to MED on 27 June 2016. PD to complete submission of their Division BPMs on 04 July 2016.
	3. Submit the write-ups of the three major KRAs on 08 July 2016. The following are the identified focal persons: - Ms. Leaño will write the Plan formulation - Ms. Francisco will write the Policy development - Ms. Santos will write the Monitoring & Evaluation
	4. Endorse draft PDPB-OM to pool of writers for vetting on 15 July 2016.
	5. Conduct meeting for final vetting scheduled on 19 July 2016 at the PDPB Conference Room.
	6. Submit final PDPB-OM to the Director on 27 July 2016.
Request for Authority to render overtime	Ms. Tio will prepare the *Request for Authority to render Overtime.* Weekdays – Min of 2 hours Weekends – Max to 10 hours

Division	To-Do BPMs
Admin	• Business Correspondence/ Records Management • Financial Transactions • Procurement Process • Personnel Management • Supplies and Equipment (Properties) Management

PRD	• Policy Formulation
	    o Development of Policy Notes
	    o Development of Position Papers
	• Formulation of the 6-Year Policy Agenda
	• Mainstreaming of Social Protection
	• Formulation of the 6-Year Research Agenda
	• Conduct of Researches
	• Monitoring of SWD Policies
	• Provision of Secretariat Support (e.g., MANCOM)

EAD	• Preparation of Country Paper/Statement • Preparation of Position Papers and Inputs to International Documents • Development of Project Proposal for ASEAN/APEC Funding • Provision of Technical Support to Regional/International Bodies • Hosting of International Activities (e.g., Seminars) • Strengthening Secretariat Support to PHASCC

PD	• Development of the 6-Year Sectoral Plans
	• Development of the Annual Accomplishment Reports
	• Development of the DSWD Corporate Plan
	o Formulation of the DSWD Strategy Map
	• Formulation of the Medium Term Expenditure Plan
	• Formulation of the Annual Thrusts and Priorities
	• Monitoring of the Corporate Plan
	o Annual Budget Proposal
	• Formulation of MFO Plans
	• Implementation of MFO Plans
	• Implementation of the Work and Financial Plan
	• Provision of Secretariat Support
	o Sectoral TWG
	o SG 3 TWG
	• Formulation of the SPDR
MED	• Formulation of the DSWD Results Framework
	• Risk Management
	• Formulation of the DSWD M&E Plan
	• Formulation of the DSWD Assessment Report
	• Sharing of Good Practices
	• Results and Strategy Review
	• Formulation of the 6-Year Evaluation Agenda
	• Conduct of Evaluation Studies
	• Development of the PDPB Capacity Building Plan
	• Implementation of the PDPB Capacity Building Plan
	• Provision of Technical Assistance
	• Preparation of the Office and Individual Performance Contracts
	• Preparation of the PDPB Work and Financial Plan

Background of the Activity:

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The participants of the activity were the following:

Table 1. **List of Participants**

Name	Position/Designation
Assistant Secretary Noel M. Macalalad	OAS-PPG
Dir. Rhodora G. Alday	Director, PDPB
Ms. Hannah Giray-Carcido	Division Chief, EAD
Mr. Felix M. Armeña	Division Chief, EAD
Mr. Aljo Quintans	Division Chief, MED
Ms. Marivic Uy-Vergara	Planning Officer IV, PRD
Ms. Rizza Jane Francisco – Azucena	Social Welfare Officer III, PRD
Ms. Millette R. Santos	Statistician III, MED
Mr. Louie M. Destacamento	Organizational Development Specialist III, MED
Ms. Ma. Carmela H. Dongga-as	Social Welfare Officer III, EAD
Ms. Agnes Lorenzana	Planning Officer III, PD
Ms. Divine Kristine Leaño	Planning Officer II, PD
Ms. Annabelle B. Tio	Administrative Assistant III, Admin
Mr. John Angelo Duplon	Administrative Assistant III, Admin
Dr. Editha Venus – Maslang	Facilitator
Ms. Mary Herbel B. Santiago	Documenter

DAY 1

Opening Remarks

To formally open the activity, Dir. Rhodora Alday, OIC- Director IV of PDPB, provided the opening remarks in order to frame the importance of the formulation of the PDPB Operations Manual. According to her, the PDPB Operations Manual will enable the Bureau to clearly define and delineate the functions of each division. The manual will also help smoothen operations of the Bureau.

Activity Objectives and Overview

To set the expectations of the participants, Mr. Aljo Quintans, Division Chief of MED briefly discussed the objectives and the flow of the three-day activity. To reiterate, the primary purpose of the write shop was to facilitate the development of the PDPB-OM. This document will contain all policies, systems and processes undertaken by the Bureau.

Structured Learning Exercises

Teambuilding Activities

In order to build the team, a series of structured learning exercises has been conducted. The group played the Hula Pass, the Helium Hoop, and the Trust Fall. Some of the key learnings from the exercises included the following:

- Strategy and plans were important.
- The role of the first in the group was critical because it provided the model for the team. It set a precedence that can help to ensure the efficient transfer of structure or technology from one member of the team to another.
- Sometimes, the team will doubt the new technologies or instructions. In spite of encountering specific hindrances, the team committed to finishing the assigned task.
- Developing communication was important.
- The responsibility for others, trust, dealing with failures, helping those who fall, innovation, etc. were learned.
- There was a need to acknowledge the staff's possible contribution in failing to do the required deliverable. There was also a need to acknowledge the staff's interdependence with each other that required sincere trust from each other.
- The diversity of people can be an asset where the unique and comparative advantages of each one can be used to create a proactive and responsive bureau that the Operations Manual can help create.
- There was a need to strengthen the internal systems, structures, and processes before DSWD can declare that it was globally competitive. Because there were flawed systems, culture, and structures, there were flawed values that had been tolerated. The operations manual can help strengthen the systems and structures inside the organization.

Discussing the Inputs Gathered from the We Web

After the team building activities, the participants provided inputs and comments on each division through the *We Web*.

World Café

To process the inputs written in the *We Web,* participants were grouped according to their divisions which were the PD, PRD, EAD, MED, PDPB ManCom and ExeCom. The inputs pertaining to each division were given to the representatives. Using the World Café methodology, the divisions moved from one table to the next to converse with the representatives from the other divisions and to clarify the meaning of the inputs that had been written.

At the end of the activity, the following insights had been gathered:

Table 2. **Insights from the We Web activity**

What went well?	- The conversation provided an opportunity to discuss and to clarify the inputs written in the *We Web*. - In clarifying the issues, participants were given the chance to reflect on what needs to be done in order to improve the processes in PDPB such as the conduct of brown-bag sessions so that all the staff will be familiar with the business processes, etc.
What are the common concerns?	- The common concerns among staff that Dir. Alday noted included the proper way of communicating with each other and the unclear relationships of the functions of each division. - Mr. Quintans also noted that participants were concerned about the link and delineation of business processes. Staff were constant in asking where and when the staff should converge. - Mr. Armeña added that there was also a need to fix the internal operations such as the assignments and scheduling of activities, etc.
What questions still need to be clarified?	- There was a need to clarify the internal operations such as work assignments, among others. - There was a need to define and clarify the functions and delineation of roles of each division.
How do you feel now?	- Participants were hopeful, excited, and looking forward to the future.

Dr. Maslang plotted the inputs and briefly discussed the following business process categories: *transformational, transactional,* and *decision-making* business processes.

Table 3. **Business Process Categories**

Transformational refers to specific inputs that are reshaped to outputs resulting to physical or virtual (systems development) changes.	**Transactional** refers to interactions of different input parties to accomplish and to generate specific outcomes.	**Decision-making** refers to the accomplishment of different input parties to make decisions.
• Decision-making • Different input parties accomplish to make decisions	• Sectoral data management • Reporting systems • Integration of regional agreements or commitments to DSWD strategic plans • Tools & instruments • Indicator development • Career pathing	• Team work • Internal working relations • Interfacing/Working relations • Interlink of sector concerns – regional to national levels • Handling of non-performing staff • Inter-division collaboration/coordination • Results of evaluation studies; research outputs • Feedback loop • Updates on regional concerns

Business Process Mapping

Mr. Destacamento provided a brief discussion of Business Process Mapping. Serving as the culmination of the series of preparatory activities in order to prepare the PDPB Operations Manual, the three-day writeshop was an important venue to review and to refine the draft business process maps of the divisions. The business process maps were the integral part of the PDPB Operations Manual that aimed to "foster and apply a *bureau-wide mindset* while planning and performing the functions of the division/unit" and to "avoid compartmentalized work planning and implementation."

Figure 1. Operations Manual

OPERATIONS MANUAL

- Incorporate business process
- Use of a common template; uniform format
- Should also present how the department priorities are translated into bureau/ division/unit work plans
- Combine M&E and Planning divisions' outputs as possible OM model
- PDPB to define its niche & desired societal impact; clarify bureau-wide organizational and program framework before division/ unit framework
- Identify major stakeholders; business process mapping
- Linkages between/ among divisions and units towards achieving the bureau goals
- Include historical development of the Bureau

POLICY DEVELOPMENT AND PLANNING BUREAU **BUSINESS**
OPERATIONS MANUAL : PROCESS MAPPING

Figure 2. Business Process Map

A well constructed process map is a powerful tool that can contribute towards key strategic and operational benefits such as:

- Work simplification
- Increased productivity
- Reduced operating costs
- Increased quality
- Improved customer service

LOWER COSTS · REDUCED RISKS · SIMPLIFIED OPERATIONS · PRODUCT SAFETY · GREATER BRAND PROTECTION · BUSINESS PROCESS MANAGEMENT · IMPROVE PREDICTABILITY · ENHANCED PROCESS CONSISTENCY · SUPERIOR QUALITY

POLICY DEVELOPMENT AND PLANNING BUREAU **BUSINESS**
OPERATIONS MANUAL : PROCESS MAPPING

Figure 3 Business Process

DEFINITION

A **business process** is a collection of *related, structured activities or tasks* that *produce a specific service or product* (serve a particular goal) *for a particular customer or customers.*

POLICY DEVELOPMENT AND PLANNING BUREAU **BUSINESS**
OPERATIONS MANUAL : PROCESS MAPPING

Presentation of the Business Process Maps (BPMs)
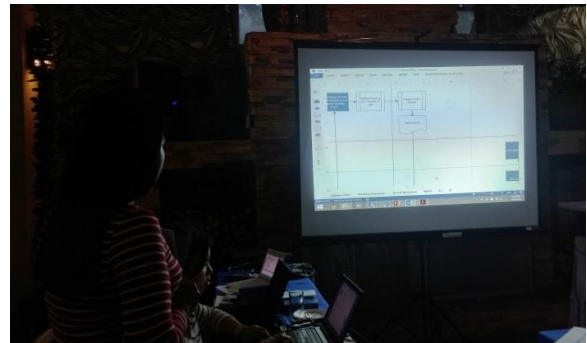
Each division of PDPB presented their draft business process maps.

Table 4. **Issues/Discussions during the Presentation of BPMs**

Topic	Issues/Discussion	Response/Agreement
Research Contract Management (PRD)	In the bidding phase, add the evaluation and assessment of PDPB in evaluating and assessing the contracts of consultants/ consultancy firms.	
	There should be a "yes" or "no" portion for the decision points.	
	There was no BPM for the actual conduct of researches. The research contract management was only the first portion of the research business process.	Prepare a BPM for the conduct of researches.

Topic	Issues/Discussion	Response/Agreement
Policy Formulation Business Process (PRD)	Ms. Francisco pointed out that PRD found the role delineation within PDPB unclear.	
	The DLLO was not part of the BPM.	
	The Offices/Bureaus/Services (OBS) were not part of the BPM. Mr. Destacamento added that the beginning and end of the participation of OBS should be clear in the swim lanes.	Noted. Ms. Francisco replied that the assumption was that OBS will also undergo consultations and dialogues but the output will be the policy agenda.
	The symbol for the three sub-processes [(1) Existing law or policy, 2) International Convention/Treaties, 3) CorPlan & Thrusts and Priorities] should be that of *documents.*	Noted.
	Mr. Quintans asked the role of the results of the researches in the beginning of policy development.	Ms. Francisco replied that results of researches could be added as documents for policy desk review.
	Clarify which of the decision points will result to consultation dialogues.	It was possible that a decision can be made after undergoing processes.
	Should the approval of the decision points be sought first before the prioritization? Provide arrows to clarify the relationships.	The processes could be simultaneous. It was possible that PRD will first identify the policy groups. It was also possible that the process will follow a straight path (categorize/organize policy concerns -> identification of policy gaps/decision points -> decision points). The line will be clarified.
	Mr. Quintans asked if it was necessary to wait for the decision points if there was a policy agenda already. If the decision points should be first, the boxes below should be transposed after the decision points. But if the process was simultaneous, the decision points should be linked to the processes.	
	Dir. Alday noted that **policy analysis & review** and **policy agenda** were mixed in this BPM. Clarify and separate the two processes.	Noted.
	Ms. Francisco pointed out that both had implementation phases and M&E. How will it be shown in the phases of policy	Dir. Alday replied that it was okay that both have implementation phases and M&E

Topic	Issues/Discussion	Response/Agreement
	development? Ms. Leaño noted that this BPM has three outputs: the position papers, policy review, and policy agenda. If the social welfare issues were pinned down, these three will be clearer.	since these were two separate documents.
Mainstreaming Social Protection (SP) (PRD)	What is the end? Will it end in PDPB, after the conduct of national and regional summit on SP? Does the CO mean "PDPB"? Where is the monitoring of the SP initiatives of the LGUs? Does it end in the regional office? Where is the monitoring of the SP Plan? There is a need to add the 1) cascading of SP initiatives of the LGUs to the DSWD and 2) SP monitoring of the LGUs and reporting to the DSWD.	The end is the buy-in of LGUs. However, since LGUs are devolved, the end in PDPB is the "conduct of national and regional summit on SP". It does not only mean PDPB. It can also refer to other OBSUs.

Topic	Issues/Discussion	Response/Agreement
Gender and Development (GAD) Mainstreaming (PD)		Ms. Kristine Leaño clarified that there is a need to make swim lanes so as to indicate the responsible OBS.
	What does the technical working group (TWG) do?	If the score in the GAD index is low, the TWG provides technical assistance (TA) through PDPB representatives or the TWG is convened to assist.
	Is the PDPB the secretariat of GAD or is it in charge of mainstreaming GAD?	
	What are the processes of preparing GAD plans before implementation? How can it be prepared if TA is needed before it can be done?	There is a need to prepare BPMs for GAD Plan monitoring and GAD TA.
	What is the process of submission or dissemination of GAD documents to external stakeholders?	GAD Plan and accomplishment is being submitted to the Philippine Council of Women (PCW).
	What are the criteria for good practices that are implicit in the indicators?	PD will make the criteria for good practices.
DSWD Corporate Plan (CorPlan) Development Process (PD)		Ms. Agnes Lorenzana explained that the BPM reflects what actually happened. It has yet to reflect the validation workshop and the revisions that happened.
	Reflect the remaining activities where the ExeCom and ManCom provide inputs and the Secretary for final approval.	
	Provide the process of meeting the CorPlan core group.	Noted and this will be added.
	The inputs should go back to PDPB, hence, arrows should circulate back to PDPB.	
	The BPM should illustrate the ideal business process of crafting the Corporate Plan instead of merely describing what happened during the crafting of the CorPlan.	
	Specify the offices/bureaus/services/units in the swim lanes.	
	Add the assessment of the previous	

Topic	Issues/Discussion	Response/Agreement
	Corporate Plan. Dir. Alday added that the M&E of the Corporate Plan should be added. She also said that the Corporate Plan of the Department should be taken into consideration in developing the policy agenda.	
Formulation of the DSWD Results Framework (ORF) (MED)	Include CorPlan as one of the major document that will shape the Organizational Results Framework (ORF). Which process in the ORF will the Planning Division be involved? Will PD be involved when cascading the ORF? Ms. Leaño noted that there are similarities between the documents that are being given to the regional offices. What is the complementation of the MFOs and CorPlan especially when the PREXC comes? A plan to monitor the CorPlan has not been developed. A CorPlan cascading business process should be developed.	Planning is involved in the validation and consultation workshops. Yes. Mr. Quintans replied that it is possible to cascade the ORF and CorPlan together. This can be clarified in the PDPB BPM on Plan Formulation.
Risk Management (MED)	The BPM does not reflect what has been discussed by MED. The BPM will be reviewed and revised.	All the OBS will conduct an assessment. PDPB will provide technical assistance during the conduct of risk assessment.

Topic	Issues/Discussion	Response/Agreement
Formulation of DSWD Monitoring & Evaluation (M&E) Plan (MED)	The M&E Plan is being done annually with Undersecretary Florita Villar as the signatory. Mr. Destacamento added that all plans should reflect communication plans so that the Social Marketing Service will know where they can help. It is also possible to delegate the function of an information officer to one staff in the Bureau. The staff will help craft the Bureau's communication plan and implement the indicated activities.	The key messages should come from PDPB. Ms. Francisco pointed out that not all plans should be part of the communication plan. For example, it is possible to provide a Communication Plan for legislative policies. However, the others don't need to be part of the Communication Plan.
DSWD MFO Plan Formulation and Development (PD)	Revise the BPM for the Development of MFO Plan to include swim lanes.	
DSWD Sectoral Plan Development Process (PD)	Revise the BPM for the Development of Sectoral Plan to include swim lanes. In the *end*, the process for developing sectoral plans should cycle back to the assessment of the previous plan. What is the role of the sectoral plan if there are interagency councils for sectors? Create another business process maps for children and PWD sectors because they only contribute to inter-agency national plans. It can be added because the outputs are also reports. The engagement to external stakeholders of the sectors that DSWD is heading (Family and SC) is not reflected in the BPM.	DSWD is the lead agency for the Senior Citizens and Family Sectors. Regarding the other sectors, there is a need to monitor DSWD's contribution to the inter-agency sectoral plans.
Formulation of the 6-Year DSWD Research Agenda (PRD)	Add the formulation of the regional research agenda. Start with the review of the previous research agenda. The research agenda	

Topic	Issues/Discussion	Response/Agreement
	should be based on the corporate plan.	
	What is the function of research? It was observed that the PDPB-Research Unit has focused on managing research contracts rather than the conduct of actual researches.	Dir. Alday explained that the researches should be a mix of in-house researches and contracted researches.
		The BPMs for the Research, Policy and Evaluation Agenda should be uniform. Use the BPM for the Development of the Evaluation Agenda as the guide.
Formulation of the 5-year Evaluation Agenda (MED)	The CorPlan is for six years but the evaluation agenda is for five years.	This will be standardized. The Evaluation Agenda will follow the timeline of CorPlan.
	Should the Corplan, policy, research, and evaluation agenda follow one standardized process?	The BPMs for the Research, Policy and Evaluation Agenda should be uniform. Use the BPM for the Development of the Evaluation Agenda as the guide.
Development of Capacity Building Plan on M&E (MED)	All the processes in PDPB should have capacity building as its key result area (KRA). The Capacity Building Plan BPM is made for MED but this can be adapted as the PDPB Capacity Building Plan.	
	Ms. Francisco inquired about the interfacing with the Capacity Building Bureau (CBB). CBB should be part of the BPM because capacity building is their function.	Mr. Quintans replied that the first engagement is with CBB because it provides the templates and TNA form. However, to date, the development of ladderized trainings on specialized skills such as M&E is being done be the process owners.
	Who are the participants?	The participants are from the PDPB, OBS and FOs.
	If the participants are from FOs, CBB should be a part of this since CBB has claims on external stakeholders.	For specialized trainings, CBB serves as conduits; they do monitoring. PDPB should provide trainings for focused capacity building for PDPB specializations such as M&E.
	Who will make the capacity building plan?	The IDCB focals should be the one to prepare the capacity building plan.

Topic	Issues/Discussion	Response/Agreement
Agency's Budget Preparation Process (PD)	Add the approval of the bicameral legislative commission.	
	Is there a separate BPM for Annual Thrust and Priorities?	The process should come from CorPlan.
	Are there studies as to the reasons why the budget was disapproved?	The role of the Department Legislative Liaison Office is very critical because the programs/projects that aligns with the agenda of the administration has the greatest probability of approval.
	What will be the process of assessing the budget to ensure that the next budget appropriation will suffice based on the Department's accomplishments?	Asec. Noel Macalalad discussed that the budgeting process will change next year. The Department of Budget and Management (DBM) will look at the DSWD's ability to utilize the budget. The URBME will be one of the basis for giving the budget. The validated results based on targets on the ground will influence the budget that DBM will give. As of now, the DSWD is still on track. DBM is also experimenting to not use a ceiling. Instead, the ceiling will be the projected influx and the fiscal space will be based on the amount of available money. There will also be cluster priorities. Ceilings will be generated based on the priorities. The alignment of the budget on the thrusts and agenda of the President will also be looked at. Federalism might also change the budgeting process.
Formulation of the DSWD Assessment Report (MED)	Add the process where after giving it to the Secretary, it will be disseminated to the Management Committee in order to vet the recommendations.	
Results and Strategy Review (MED)	Revise the Results and Strategy Review BPM.	
	To what does this BPM connect to?	It is connected to the Results Framework.

Topic	Issues/Discussion	Response/Agreement
	Every 5 years, the MTEP will conclude. Include this to the documents that need updating.	
DSWD Tracking of MFO Plan Implementation (PD)	The BPM shows the flow of the documents rather than the plan implementation. Revise the BPM.	
Conduct of Evaluation Studies (MED)	Ms. Francisco inquired about the basis in hiring the consultant. How will the staff know when to hire a consultant or when to conduct an in-house evaluation? Research and evaluation shared similarities.	The basis of hiring the consultant will depend on the design of the study. Write the criteria, requirements, and conditions to determine if there is a need to hire a consultant or conduct an in-house evaluation.
Preparation of Country Paper/Statement (EAD)	Revise the format and transpose the flow of the process maps because it begins at the end. Ms. Marivic Vergara asked if EAD is expected to do the country paper for PDPB. In finalizing the document, is it the task of the PDPB? Who is in-charge of the technical support for officials participating in international seminars?	 Ms. Carmela Donga-as replied that the EAD *ensures* that the country paper will be produced. If the document is high-level, EAD sometimes engage the Department of Foreign Affairs (DFA). It depends on the lead agencies and the topic of the document. EAD also conducts inter-agency meetings to discuss the country papers. The task will go to the newly-created Technical Secretariat Support Unit (TSSU) headed by Usec. Villar. EAD will focus on preparing country papers.
Preparation of Position Papers & Inputs to International (EAD)	Revise the format and transpose the flow of the process maps because it begins at the end. If there is a conflict between the positions of the legal division and PDPB, how should it be reconciled? Is there an internal discussion regarding the conflicting positions?	 Ms. Hannah Garcido replied that if there are conflicting opinions, EAD will convey that to the Office of the Secretary (OSEC). OSEC will decide on what position to take on.

Topic	Issues/Discussion	Response/Agreement
Project Proposal Development for funding (EAD).	The Technical Working Group (TWG) should be convened. Delete the "Yes or No" portion. Revise the BPM.	
Project Proposal Implementation (EAD)	Add another lane for financial processes. Why is it that only EAD has the project proposal implementation?	This project proposal implementation is specific to the ASEAN SOMSWD, i.e., the Research on Active Ageing.
	This is similar to the work done by the Technical Assistance Unit (TAU) since they also monitor funding.	The projects to be implemented that EAD handles are based on the commitment of the previous representatives of DSWD in ASEN Strategy Framework. The projects are limited to regional and ASEAN development partners that usually come from Japan, China, or APEC. It does not encompass the projects funded by World Bank or ADB.
	The BPM does not show where the funding comes from.	Add that these projects were anchored in the ASEAN Strategy framework or requested by ASEAN.
	Is it possible to implement projects that were not anchored in the Strategy Framework?	No. If it hasn't been committed, it will not be implemented.
	Other divisions also have BMPs for the implementation of project proposals? How will it be standardized?	It can't be standardized. If the funding comes from the Government of the Philippines (GOP), it can be standardized. If the funding comes from development partners, the process will change.
Processing of Research Requests (PRD)	The final report should not be for filing. The final report with recommendations should be endorsed. There should be action plans on the research requests. Include the monitoring of the research results utilization. Revise the BPM.	
Sharing of Good Practices (MED)	Revise, enhance, and finalize the BPM.	Revise to be the BPM for *PDPB Sharing of Good Practices.*

Topic	Issues/Discussion	Response/Agreement
Implementation of the Capacity Building Plan on M&E (MED)	Ms. Garcido asked if there was a mechanism to ensure that trainers were using the knowledge that was being taught.	Add a post-activity that will monitor the results of the capacity building activity and if there is an action plan to utilize the learnings.
Provision of Technical Assistance (TA) (MED)	The TA plan is based in the CB Plan. Thus, TA areas are identified based on that plan.	
	Was the TA in the form of training?	Not necessarily. Some TAs were in the form of coaching or mentoring.
	Will the TA be accepted if it wasn't part of the TA plan? Will it also contain the TA for other PDPB concerns such as in planning, research, etc.	No. It should be part of the plan.
	Will it be the TA plan of M&E or the PDPB TA Plan?	Revise the BPM to be based on the needs of the Bureau, i.e., BPM for PDPB's TA Provision
	Mr. Armeña asked if the PDPB ticketing system can be added. In this system, questions can be submitted that were limited to the subject matters that pertain to PDPB. For now, the PD was starting to use this. There will be an administrator. The questions can be referred to in the TA plan.	
	The CorPlan BPM should include a cascading phase for. During cascading, it can be clarified as to how the ticketing system can be utilized by the FOs/OBSs.	
	In relation to the CB Plan, the field offices were complaining about simultaneous activities that requested for the same Planning Officers. How can this be reconciled?	
DSWD PDPB-PD Flow of Correspondence (PD)	There should be a swim lane for the Admin staff assigned to the division.	
	The technical staff will act on the correspondence. The Division Chief will approve the correspondence and provide instructions on what should be done to the documents. The Director will give direction on what to do with the documents.	
	Ms. Donga-as commented that the PD	

Topic	Issues/Discussion	Response/Agreement
	should not put this BPM under their division and let it be part of the BPMs of admin.	
Receiving of Documents (Admin)	Consolidate under the BPM for the data tracking system.	
	If the documents had to go through to the admin of the division every step of the way, will it slow the process?	Ms. Tio replied that it was necessary to ensure that the documents were properly tracked.
	Cut the process by letting the Division Chief to be the one to provide the final draft to the admin. If the DC had other directions such as in packaging, he/she can give them directly to the Admin staff. The technical staff will submit the drafts directly to the DC.	
	Include the process of scanning the incoming and outgoing documents. The scanned copy should be emailed to the director, division chiefs, and staff concerned.	
	All the documents should go first to Dir. Alday's office. If Dir. Alday was not available, they will go to the Officer-in-charge (OIC).	
	Ensure that the receipt of the documents was acknowledged.	
	The Admin staff of the division should provide feedback on the status of the document.	
	Is the data tracking system not accessible to the technical staff?	Yes. The access to the DTS was limited to the admin staff only because IMB only provided 5 slots to access the DTS.

Topic	Issues/Discussion	Response/Agreement
Records Management (Admin)	This BPM should be connected to the *Receiving of Documents* BPM. Dir. Alday noted that the technical staff should determine if the file or document is for filing or for disposal. Admin is in-charge of the procurement process. Should BPMs for Work and Financial Planning and OPC/IPC be created?	Yes. Make WFP, procurement process and OPC/IPC BPMs.
SWEMC Payment (Admin)	The *Minutes of the Activity* will be the only document that will come from the technical staff. The admin already had access to the other documents such as the *attendance sheet,* the *notice of meeting,* and *project proposals.* Consolidate all the processes which pertains to vouchers. Reimbursements and disbursements are the responsibilities of the Admin.	
Legislative Folders Preparation (Admin)	This will not be part of the Operations Manual.	

Processing/Summary of the Discussion on BPMs
At the end of the day, the facilitator provided prompts to further improve the BPMs. She posed the following questions:

1. What were the criteria of a model BPM?
- The development of the phases and swim lanes should be clear.
- The flowchart symbols should be followed.
- The standardized templates should be developed for activities that follow the same business processes.

2. The interfacing of PDPB divisions had not been highlighted.
- The panel could decide if the interfacing will be disaggregated per division or the connection will only be reflected in the write-up.
- Should the BPMs provide the swim lane as *PDPB* or should baby swim lanes for each division be provided?
- The BPM should be simple and clear. The disaggregation of the function per division could be reflected in the write-up instead.

Assistant Secretary Noel Macalalad of the Office of the Undersecretary for Policy and Plans group (OUS – PPG) commented that there should be an awareness that these processes will evolve to become a decision support. It should clearly lead towards the way of processing information that can help the leaders do a decisive and up-to-date decision making.

DAY 2

Inputs on BPM Refinements

Asec. Noel Macalalad provided inputs to refing the BPMs

To further improve and refine the business process maps of the Bureau, Assistant Secretary Macalalad provided inputs and suggestions. He recognized the complexity of doing the Operations Manual (OM) because it followed a tedious process. In lieu of that, he discussed that the *process flowchart* could be an alternative since it was easier to use. It was easier to create and responsive to change. He noted that PDPB followed a bottom-up approach in crafting the BPMs. He emphasized the importance of understanding the value creation process of the product or service of the organization. The BPMs will operationalize teamwork and work collaboration needed for the value creation process.

He also advocated the usage of *Visio* in crafting BPMs because it can show clearly what should be done in order to create the value in bite-sized details. Visio also took away the complexity of the process so that the process was easy to understand.

Session on Standardization

Building on the discussion that happened the day before, the need to standardize the formats of the BPMS had been recognized. Thus, Dir. Alday led the discussion to decide on the standard formats of PDPBs BPM formats.

Table 5. **Agreements during the Session on Standardization**

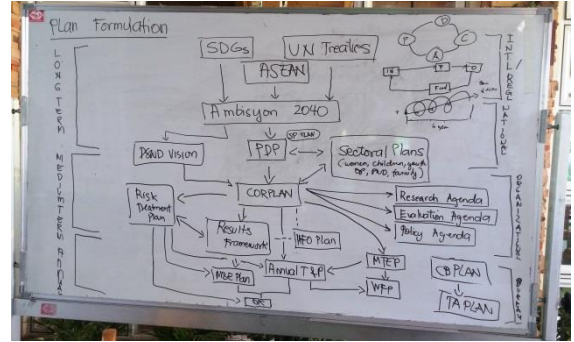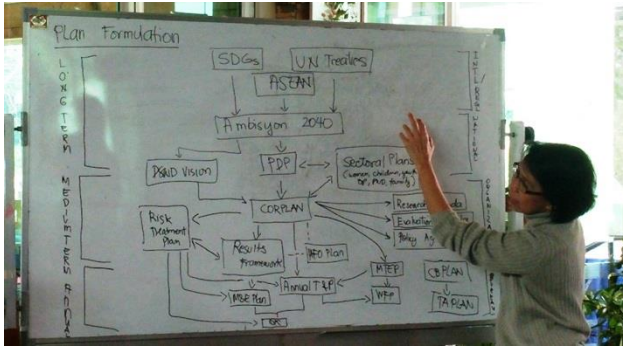| Topic	Issues/Discussion	Agreements
Title		The title should start with a noun, i.e. *Management of Research Contracts.*
Swim Lanes	Should there be separate swim lanes for each of the PDPB division?	The standard swim lane will be "PDPB".
	Should the MANCOM and EXECOM be separated?	It depends on the documents to be produced, hence, there is no need for this to be standardized.
	What should be the hierarchy of the swim lanes?	PDPB should be the first swim lane as the business process owner. In EAD's case, if the direction emanates from different organizations such as

Topic	Issues/Discussion	Agreements
		ASEAN, the arrow should point to them as the "start".
Formulating the process		Starts with an active verb, i.e., *Endorses the guidelines…*
	What is the guideline in formulating the process for decision points?	Use verbs in past tense and denoted as questions, i.e., *Approved?*
Lay-outing	What should be used, the vertical or the horizontal lay-out? Asec. Macalalad discussed that the *horizontal lay-out* emphasized the process while the *vertical lay-out* emphasized the roles and responsibilities. Rather than providing the phases of development, drill down the individual phases to provide an easy overview of the whole process in bite-sized package. The individual phase will have hyperlinks that can be clicked. When clicked, it will show the whole and fleshed-out picture of the phases of the processes. In this drilled down and chunked out phases, the end signified the *end of the phase.*	The horizontal lay-out will be used to flesh out the details of the BPMs and the phases of implementation. Prepare the following: 1. A whole fleshed-out picture of the BPMs, where interrelations with other BPMs and specific phases of development of the BPMs are apparent 2. Chunked-out phases of the processes such as the preparatory, cascading, and implementation processes 3. A summary flowchart of each of the BPMs

**Development of BPMs per PDPB Key Results Area**

To show the interfacing and interrelations of the BPMs of the different divisions and how they contribute to the achievement of the PDPB KRAs, participants were grouped into three to develop the Relations Diagrams of the PDPB KRAs. They were grouped into the *Policy Development, Plan Formulation,* and *Monitoring and Evaluation.*
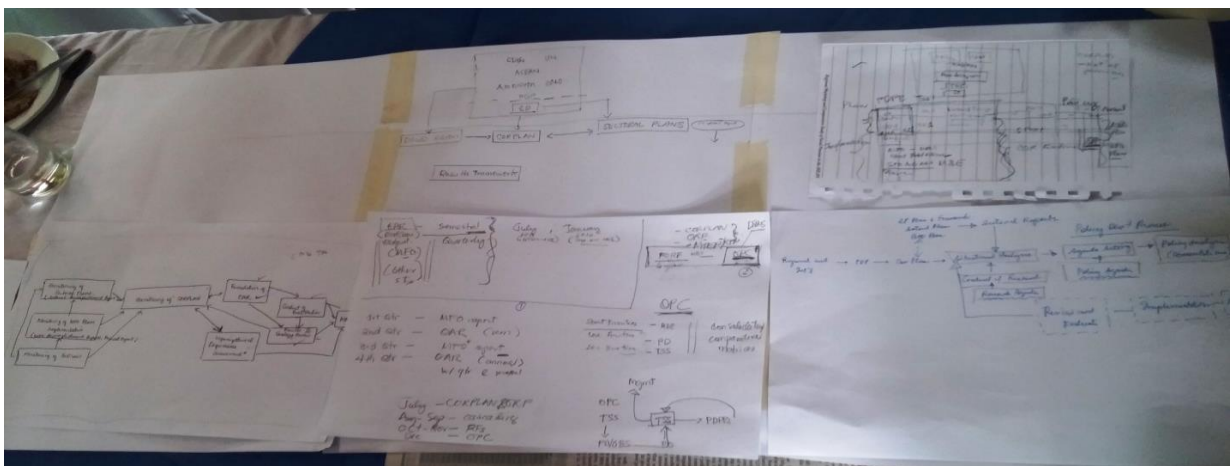

Workshop Output #1: Policy Development

Workshop Output #2: Plan Formulation
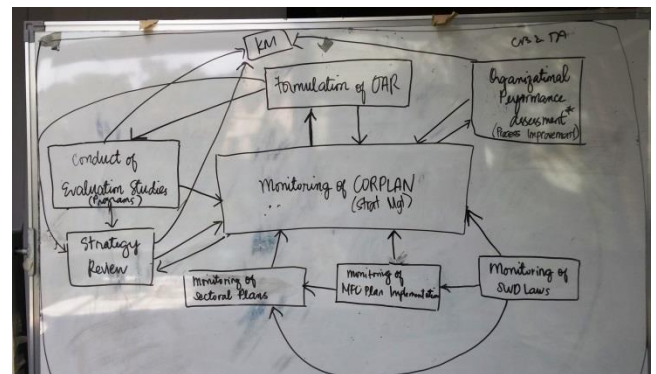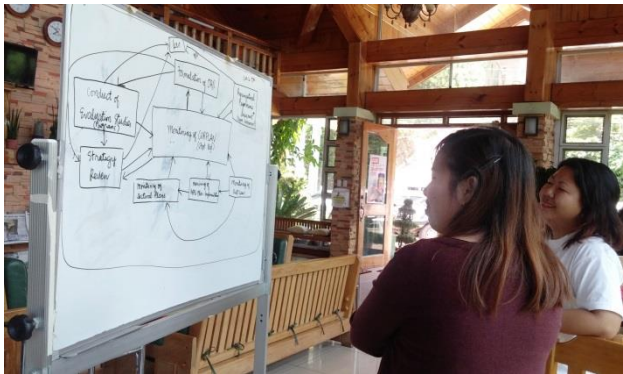
Workshop Output #3: Monitoring and Evaluation

Workshop Output #4 Bureau-wide Relations Diagrams of the Three KRA

Table 6. Developing Relations Diagrams

Topic	Issues/Discussion	Response/Agreement
Policy Development Process	Ms. Vergara commented that the amendment of bills should also be added, not just the development of new bills.	
	Who were the clients of PDPB? Who were the internal and external stakeholders? How should the policies related to organizational concerns be reflected?	The proposed policy recommendations and program enhancements could be utilized by the OBS and external partners. It will be internal first via policy recommendations and program enhancements through OBS before these policies could be utilized by external partners.
	Ms. Leaño cited the example of the advocacy of GAD about mobile work. How can this advocacy influence the policy in the organization?	Utilize the HR of the Department that will result to the desired changes.
	Add who should accept the policy recommendations.	
	Mr. Quintans noted that all the *existing BPMs* should be put into 1 picture. The intention was to clarify the interrelations of the plans.	For example, the BPMs of the *Development of Policy Notes*, *Utilization of Research Results*, and the *Conduct of Research results* (PRDs) will be plotted in the relations diagram of the **Policy Development Process.**
	Dir. Alday noted that the *Secretary's Directives* could be deleted because they were merely reiteration of PDPB's mandate.	
	Add the *utilization of research results* that will be part of the *Conduct of Researches* BPM.	
	What was the interfacing of the processes of planning, policy, and M&E? Which one was first, policy or plans?	Dir. Alday noted that the plan could be first because this was where the national context of policies came from.
	Policy note was an output so there was no need for a separate BPM. It was already part of the policy development process.	
	The BPM for *Contract Management* should be	

Topic	Issues/Discussion	Response/Agreement
	deleted. It should be subsumed under the *Conduct of Researches BPM.*	
Plan Formulation	Add the OPC/IPC, DSWD Vision, and SP Plan inside the PDPB. Who will make the SP Plan? The *Policy Development* should be reflected in the diagram to showcase the interfacing between the two major processes. The conduct of researches will be under the *policy development.* After *policy development,* provide the *monitoring and evaluation.*	The development of the SP Plan should be an inter-agency undertaking.
Monitoring and Evaluation (M&E)	Add the *Organizational Performance Assessment.* Make a BPM on monitoring of SWD laws. Was the monitoring of SWD laws on the level of PRD enough? Mr. Quintans added that M&E should not only be linked in CorPlan. The Evaluation Studies should also be linked to the Evaluation Agenda. M&E should be superimposed on Plan Formulation.	Ms. Vergara noted that it was enough. The problem was the buy-ins of LGUs.
Complementation of the PDPB-Related Documents	The pool of writers embarked on the harmonization of the following planning-related documents required by the Bureau from the Field Offices: • Overall Results Framework • M&E Plan • Assessment Report • MFO Plan • MFO Accomplishment Report • Office Performance Contract For the plans, given that the ORF will be containing all indicators included in the MFOs, it can suffice as the overall six-year plan whereas the annual breakdowns will be included in the MFOs. For the monitoring/reporting of accomplishments, for the period where in M&E Plans and Assessment Reports will be available, there will be no need to request for	

Topic	Issues/Discussion	Response/Agreement
	the quarterly MFO accomplishment reports. The indicators in the ORF will be used as the minimum requirements/indicators in the crafting of the OPC.	
Other Matters	Asec. Macalalad suggested the usage of the cyclical process to show the spiraling action that moves towards the attainment of the organizational vision. It will be a close-loop process that will provide the Input-> Output -> Feedback -> Input to complete the system. It will show incremental improvement over time. He also pointed out the importance of the gathered data on the ground through the URBME to be used in crafting the Philippine Development Plan (PDP).	The suggestion was positively accepted by the group.

Agreements:
1. MED will consolidate the bureau-wide relations diagram.
2. The narrative will focus on explaining the three processes: 1) Plan Development, 2) Policy Formulation, and 3) Monitoring and Evaluation. The several BPMs of the Bureau will be integrated and mapped out in this bureau-wide relations diagram.
3. Each division will write the narratives of the BPMs first. The writer of the integrated narrative shall be decided upon by the group.

DAY 3

Checkpoint of BPMS
To ensure that the inputs to improve and to develop the BPMs had been absorbed successfully by the participants, a checkpoint of BPMs was conducted. This was facilitated by Mr. Armeña, the Division Chief of the Planning Division.

Table 7. **Checkpoint of BPMs**

Topic	Issues/Discussion	Response/Agreement
EAD	Specify the title of the project proposal. The title gave off the assumption that this will be the BPM for the development of the project proposal for the whole of PDPB.	The title will read as *"Development of Project Proposal for ASEAN/APEC Funding".*
	Dr. Maslang cautioned against providing the source of funding in the BPM. This will limit the source of funding to the funding agencies specified in the BPM.	The generic BPM that PRD, PD, and MED will use will be titled the *"Development of PDPB Project Proposals."*

Topic	Issues/Discussion	Response/Agreement
	Ms. Lorenzana asked the function of the TSSU in the development of project proposals.	TSSU is part of the OUS-PPG. TSS was only in charge of coordination.
	Ms. Vergara noted that there was a connection in the development of the project proposal and implementation, how can this be shown?	Provide the following: 1. A summary flowchart to present the process in bite-sized package. 2. Provide the drilled-down BPM that will show the phases of implementation. 3. Provide the mapped-out BPM that will make the relations of processes easy to see for the technical staffs.
	Ms. Francisco noted that DSWD had several stakeholders. How can it be ensured that the processes will be understood by external stakeholders in the same manner?	Mr. Armeña recommended to define the *external stakeholders.* Does it refer to "OBS of DSWD outside of PDPB" or "external stakeholders outside of DSWD"? Define the processes that are for consultation or for vetting.
	Should the BPMs be vetted by other stakeholders such as TSSU?	Mr. Armeña said that the Terms of Reference (TOR) of the TSSU should be reviewed to understand their specific roles. He related that Undersecretary Villar defined the function of TSSU as something that goes beyond doing administrative tasks.
	Mr. Armeña commented that the word "receives and forwards (documents)" did not reflect the value that was added as the document moved from a different OBS to PDPB or from the staffs to division chiefs/directors.	Use the word "*review*". Define the scope of review and what should be reviewed or looked at. For example, should the *content* be reviewed?
Admin	What will be the phases of the *Receiving of Documents* BPM? Mr. Armeña recommended the title to read as *Management of Correspondences.* He pointed out that there were two manners of disseminating the documents, via electronic and physical (hard copy) dissemination. All the documents will be scanned and will be part of the data tracking system. The limitation was that	The phases are **incoming,** *the process that describes the part where PDPB acts of the correspondence (action)*, and **outgoing**. *Filing* is part of the *outgoing* phase.

Topic	Issues/Discussion	Response/Agreement
	there were no scanners in PDPB. Instead of using *"receive documents",* add *"record …".* Thus, it will become "receives and records …"	
PRD	The _____ BPM provided picture of persons to denote that the process links with and consults with other stakeholders.	Pictures should not be provided to ensure that BPMs follow a standardized format/
	Use the active verb such as "*conducts …".*	
	Where are the decision points?	Ms. Vergara answered that the decision lies with the committee or the SSSP.
	Where is the monitoring of the SPDR?	
PD	Make one BPM for the sectors (Children, PWD, Youth) where DSWD contributes to the national sectoral plan. Make another BPM for the *family* and *senior citizens sector.* Should children and youth sector be combined?	Mr. Armeña noted DSWD used the lens of programs in assessing the sectoral contributions, child and youth sector can be combined. Age-disaggregation will show in the details.
	Mr. Destacamento pointed out that there is a need for the customer approach in developing the BPMs if the Bureau wanted to pass the ISO certification. He noticed that the processes seemed to satisfy the Execom/Mancom. There is a need to focus on customers such as the satisfaction of LGUs or FOs.	PDPB also supports operations, hence the agreement to his comment. However, this initiative of coming up with the PDPB-OM is just the beginning. Eventually, the Bureau can be more customer-oriented, and by extension, the content of the OM.
	Mr. Destacamento asked about definition of the technical terms since policy should be developing the dictionary.	Mr. Armeña noted that PDPB representative didn't take the responsibility because it was supposed to be IDG's function. Define the PDPB related terms in the OM. The division assigned to the BPMs shall define the terms.
	Ms. Vergara asked about the accomplishments of the FOs that get returned. Did it only contain comments? Were they expected to resubmit the whole document?	Ms. Leaño clarified that the document to be returned will only focus on clarifying the unclear and vague items as PD checks the accomplishments against its alignment with the mother plan.
	Ms. Santos asked if it is possible to have uniform	Ms. Leaño replied that the process

Topic	Issues/Discussion	Response/Agreement
	BPMs for all the sectors?	could be the same but the outputs will be different for each. What can be standardized are the common processes of the three BPMs. Mr. Armeña noted that sectoral BPMs should be created separately first. Then, review it and see if it can be standardized.

Next Steps:

The remaining work to be done included the following:
1. Enhance the Division BPMs.
2. Consolidates the write-ups.
3. Submit the draft OM for final vetting.
4. Submission the final PDPB OM.

Table 8. Next Steps and Schedules

Next Steps	1. MED will consolidate the bureau-wide relations diagram. 2. The narrative will focus on explaining the three processes: 1) Plan Formulation, 2) Policy Development, and 3) Monitoring and Evaluation. The several BPMs of the bureau will be integrated and mapped out in this bureau-wide relations diagram. 3. Each division will write the narratives of the BPMs first. The writer of the integrated narrative shall be decided upon by the group.

Schedules	1. Finish the enhanced Division BPMs, write-ups, and glossary of terms. Enhanced Division BPMs are expected on 20 June 2016.
	
	2. Finish the newly identified BPMs with agreed submission to MED on 27 June 2016. PD to complete submission of their Division BPMs on 04 July 2016.
	
	3. Submit the write-ups of the three major KRAs on 08 July 2016. The following are the identified focal persons:
	   - Ms. Leaño will write the Plan formulation
	   - Ms. Francisco will write the Policy development
	   - Ms. Santos will write the Monitoring & Evaluation
	
	4. Endorse draft PDPB-OM to pool of writers for vetting on 15 July 2016.
	
	5. Conduct meeting for final vetting scheduled on 19 July 2016 at the PDPB Conference Room.
	
	6. Submit final PDPB-OM to the Director on 27 July 2016.

Request for Authority to render overtime	Ms. Tio will prepare the *Request for Authority to render Overtime.* Weekdays – Min of 2 hours Weekends – Max to 10 hours

Division	To-Do BPMs
Admin	• Business Correspondence/ Records Management • Financial Transactions • Procurement Process • Personnel Management • Supplies and Equipment (Properties) Management

PRD	• Policy Formulation
	    o Development of Policy Notes
	    o Development of Position Papers
	• Formulation of the 6-Year Policy Agenda
	• Mainstreaming of Social Protection
	• Formulation of the 6-Year Research Agenda
	• Conduct of Researches
	• Monitoring of SWD Policies
	• Provision of Secretariat Support (e.g., MANCOM)

EAD	• Preparation of Country Paper/Statement • Preparation of Position Papers and Inputs to International Documents • Development of Project Proposal for ASEAN/APEC Funding • Provision of Technical Support to Regional/International Bodies • Hosting of International Activities (e.g., Seminars) • Strengthening Secretariat Support to PHASCC

PD	• Development of the 6-Year Sectoral Plans
	• Development of the Annual Accomplishment Reports
	• Development of the DSWD Corporate Plan
	    o Formulation of the DSWD Strategy Map
	• Formulation of the Medium Term Expenditure Plan
	• Formulation of the Annual Thrusts and Priorities
	• Monitoring of the Corporate Plan
	    o Annual Budget Proposal
	• Formulation of MFO Plans
	• Implementation of MFO Plans
	• Implementation of the Work and Financial Plan
	• Provision of Secretariat Support
	    o Sectoral TWG
	    o SG 3 TWG
	• Formulation of the SPDR

Division	To-Do BPMs
MED	• Formulation of the DSWD Results Framework
	• Risk Management
	• Formulation of the DSWD M&E Plan
	• Formulation of the DSWD Assessment Report
	• Sharing of Good Practices
	• Results and Strategy Review
	• Formulation of the 6-Year Evaluation Agenda
	• Conduct of Evaluation Studies
	• Development of the PDPB Capacity Building Plan
	• Implementation of the PDPB Capacity Building Plan
	• Provision of Technical Assistance
	• Preparation of the Office and Individual Performance Contracts
	• Preparation of the PDPB Work and Financial Plan

Closing Remarks

Mr. Armeña thanked everyone for their effort in refining the BPMs of each divisions and officially closed the activity. ###