



MEMORANDUM CIRCULAR

NO. 07

Series of 2008

**SUBJECT : ENHANCED TERMS OF REFERENCE (TOR) FOR THE
CONDUCT OF THE DSWD NATIONAL MANAGEMENT
DEVELOPMENT CONFERENCE (NMDC)**

I. RATIONALE

As the country's lead agency in social welfare and development (SWD), the Department has to meet challenges head on, so as to ably carry out its mandate to protect and promote the rights and welfare of the poor, the vulnerable and the disadvantaged sectors of society. Similarly, it has to keep up its niche among the top performing government organizations based on public approval surveys. These underlying intents serve as momentum to decisively take in hand every sustained and concerted effort for the advancement of organizational operation and management performance.

Towards attainment of the said intentions, one prime strategy is Organizational Development (OD) – the course of action through which the Department continuously build on and strengthen its capability in order to effectively and efficiently fulfill its vision, mission and goals. Accordingly, OD heightens organizational competency in the performance of the Department's steering and rowing roles.

Fittingly, Management Development (MD) is another strategy complementing OD. It is an undertaking aimed at the improvement of the competency of officials to manage SWD operations, taking into account critical skills in planning, organizing, leading, controlling and coordinating resources. Hence, MD increases leadership competency.

In operationalizing such strategies, units that constitute the Department's functional structure fundamentally take part. Along these lines, there should be broader and more representative avenues for the development of organizational and leadership competencies, via the OD and MD paradigms. For one, the Department has adopted the holding of the National Management Development Conference (NMDC) as one of its organization and management development interventions.

The conduct of the NMDC has been a valuable mechanism to communicate policies and resolve operational and administrative issues or concerns; therefore, it needs to be strengthened. To start off, the NMDC's Terms of Reference are hereby enhanced to clearly define its nature and purpose of establishment and to prolifically manage its activities.

II. THE NATURE OF THE NATIONAL MANAGEMENT DEVELOPMENT CONFERENCE

The NMDC serves as a forum for discussion, consultation, consensus building and decision making on policies, plans, issues and resources pertaining to the operations of the Department.¹ It is also a setting for the upgrading of knowledge, as well as for the sharing of experiences and best practices on the implementation of policies, programs, projects and activities among managers.

The conduct of the NMDC provides opportunity for top and middle level managers to present openly, discuss mutually and resolve collectively emergent SWD issues or concerns, whether nationwide or region-wide in coverage and effect. Corollary to that, the recommendations, agreements and/or decisions emanating from the conference shall be operationalized through the crafting and issuance of appropriate policies or guidelines to be initiated by the unit/s concerned.²

III. GENERAL POLICIES

Founded on the nature and purpose of its creation, the NMDC shall have the following general policies:

- A. The officials, who are listed herein as regular participants of the conference, shall ensure their attendance, observe decorum and actively participate in the discussions;
- B. In the conference, participants shall maintain a consultative and collegial interaction during deliberations. Forthright and open exchange of views shall be encouraged at all times;
- C. Based on the agenda of the conference, officials concerned and their respective units shall prepare discussion papers and relevant supporting documents for presentation and distribution;
- D. When deemed timely and appropriate, certain matters agreed or decided upon shall be translated into policy statements or directions by the Secretary and thereafter, executed by the officials concerned and their respective units;
- E. As directed by the Secretary and/or the designated Executive Officer of the conference, *ad hoc* committees or task forces shall be organized to act

¹ DSWD Corporate Plan 2006 - 2015

² As a standard procedure, the action documents emanating from the results of the NMDC shall pass through the Management Committee (MANCOM) for further deliberation. The Executive Committee (EXECOM), as the highest policy-making body in the Department, shall have the final decision to adopt policies and other guidelines designed to boost up organizational operation and management performance.

on emergent issues or concerns and other activities requiring collaborative effort;

- F. Pertinent decisions or agreements reached and recommendations made during the conference shall be disseminated by officials to their staff for guidance or appropriate action; and
- G. All actions and follow-through activities resulting from the recommendations made and decisions or agreements reached in the conference, shall be implemented and monitored by the officials and staff concerned as required from their respective units.

IV. COMPOSITION

A. The NMDC Participants

The NMDC shall be participated in by the following officials of the Department:

- Secretary
- Undersecretaries
- Assistant Secretaries
- Bureau Directors
- Service Directors
- Regional Directors
- Heads of Special Projects' Offices
- Heads of Attached Agencies
- Head Executive Assistant

Under certain conditions and when authorized, a representative who should not be lower than a division chief, can attend the NMDC in behalf of an official who may be on approved leave, authorized travel or delegated with a special assignment by the Secretary or by a Cluster Head.

B. The NMDC Presiding Officer

The Secretary, as the highest official of the Department, shall preside over the conference or in his/her absence, the designated Officer-in-Charge.

In the absence of the Secretary, the Officer-in-Charge shall refer to the Executive Committee (EXECOM), for final decision, agreement or recommendation, matters raised during the conference which critically affect the Department's operation.

C. The NMDC Executive Officer

The head of the Policy and Programs Group shall be the NMDC Executive Officer, who shall have the following responsibilities:

1. Coordinate with the Secretary and/or with the Heads of other Clusters (Operations and Capacity Building Group and General Administration

- and Support Services Group), to facilitate arrangements for conference-related matters of high importance and urgency;
2. Supervise the tasks, activities and desired outputs of the NMDC Secretariat;
 3. Manage the flow of activities during the conference; and
 4. Transmit and monitor execution of all decisions, agreements, recommendations and follow-through activities resulting from the conference, based on the set manner and timelines.

D. The NMDC Secretariat

1. Composition

The Secretariat of the NMDC shall be composed of representatives from the three clusters of the Department, to wit: Policy and Programs Group (PPG), Operations and Capacity Building Group (OCBG) and General Administration and Support Services Group (GASSG).

The Director of the Policy Development and Planning Bureau shall head the Secretariat, consisting of two (2) groups, viz.: Technical Group and Administrative Group:

Composition of the Technical Group:

Two (2) technical staff from the Policy Development and Planning Bureau

One (1) technical staff from the Operations and Capacity Building Group

One (1) technical staff from the General Administration and Support Services Group

Composition of the Administrative Group:

One (1) staff from the Administrative Service

One (1) staff from the Financial Management Service

2. Responsibilities

The Technical Group of the NMDC Secretariat shall:

- a. Prepare project proposal for the conduct of the conference, detailing needs, funding requirements and source;
- b. Collect, review or deliberate on suggested topics and prepare the agenda of the conference as anchored on the instructions of the Executive Officer and in consultation with other officials concerned;
- c. Record/document discussions, cull out emergent policy issues or concerns and prepare summary of recommendations, agreements and/or decisions for distribution at the end of the conference;
- d. Monitor and prepare reports on actions taken and the status of implementation of agreements or decisions and follow-through activities;

- e. Ensure completed staff work with regard to the agenda items for discussion;
- f. Assist presentors during visual presentations; and
- g. Act as repository of all documents emanating from the conference.

The Administrative Group of the NMDC Secretariat shall:

- a. Facilitate procurement of goods and services related to the conduct of the conference;
- b. Facilitate transfer of funds to the DSWD Field Office concerned, in case the conference will be held in one of the regions;
- c. Take charge of the transportation requirements, board and lodging, physical arrangement and registration of conference participants;
- d. Collate and distribute reference materials, conference kits and tokens; and
- e. Take charge of post-conference administrative activities *i.e.* liquidation of expenditures.

Should the NMDC be held at a venue in any other region (save for the National Capital Region or Metro Manila), the Field Office concerned through its designated staff, shall provide support to the Administrative Group.

V. PROTOCOLS

Protocols are hereby set on the following components and activities in the conduct of the National Management Development Conference, for compliance by or guidance of participants:

A. Pre-Conference

1. Agenda

All participants of the NMDC shall be enjoined to identify or suggest agenda items, in consultation with the Heads of Clusters.

In identifying and suggesting topics for discussion, the participants are encouraged to focus on program, organizational and/or administrative policies or issues and concerns for decision or resolution, as well as those on the review and setting up of thrusts and priorities of the Department.

The submission of agenda items to the Technical Group of the NMDC Secretariat shall be done one (1) month before the schedule of the conference. The draft agenda shall be circulated to the Heads of Clusters, for comments or concurrence.

Furthermore, the categorization of agenda items may be effected according to four major groups of themes/concerns, viz.: Policy and Programs; Operations and Capacity Building; General Administration and Support Services; and Attached Agencies.

The final agenda shall be circulated to the NMDC members one (1) week before the schedule of the conference.

2. Presentor/Discussant

There shall be presentors/discussants of agenda items to be taken up in the NMDC, as may be designated by the cluster heads. The responsibilities of presentors/discussants are as follows:

- a. Prepare visual presentation;
- b. Reproduce and package presentation documents and other reference materials for distribution;
- c. Coordinate with the NMDC Secretariat for the presentation flow; and
- d. Carry out other relevant tasks.

3. Presentation/Discussion Documents

Documents prepared (*i.e.* outlines, summaries, guide notes or talking points) corresponding to the agenda items for presentation and/or discussion, should be submitted to the Technical Group of the Secretariat ten (10) days before the schedule of the conference. The same documents shall then be circulated to the participants, allowing them to have sufficient time to peruse and prepare their inputs.

Other reference materials for distribution should be submitted to the Administrative Group of the Secretariat, five working (5) days before the schedule of the conference.

B. During the Conference

1. Presentation and Discussion

Sufficient time shall be allotted to those items presented for discussion/deliberation. It is encouraged that any reaction, clarification or inquiry from participants be done after the presentation.

As to agenda items or documents purely for information or update and reference, presentation shall be limited to ten (10) minutes.

2. Quorum and Voting

An attendance of fifty percent (50%) plus one (1) of all the regular participants of the conference shall constitute a quorum.

All decisions in the NMDC shall be reached by consensus. In cases when voting is needed, each participant is entitled to one (1) vote. A simple majority or fifty percent (50%) plus one (1) of those in attendance, is required for any motion to be carried out.

However, when an official (a regular participant of the NMDC) is not present in the conference, his/her representative may vote only when designated as Officer-in-Charge of the unit concerned, with inherent and delegated functions.

3. Delineation of Tasks

During the conference, officials concerned should take note of the tasking or details on the delineation of tasks derived from decisions, agreements and recommendations.

Tasking or delineation of tasks shall however be circulated on the last day of the conference.

C. Post-Conference/Follow-Through

1. Feedback

Participants shall provide feedback to their respective units on the highlights of the conference. In order to carry out such system of feedback, the proceedings of the conference shall be transmitted to the participants two (2) weeks thereafter.

2. Monitoring/Updating

The Executive Officer may call for meetings with units concerned to monitor deliverables or desired outputs and to update actions taken in compliance with the decisions, agreements and recommendations resulting from the conference.

D. Frequency, Schedule and Venue of Meetings

The NMDC shall be held twice a year: midyear and yearend. The midyear and yearend conferences are slated in June and December respectively, or may be earlier.

The Secretary and/or the EXECOM shall decide upon or provide directives relating to the venue and final schedule of conferences. Should there be finality on the exact location and dates, an announcement shall be done fifteen (15) working days beforehand.


VI. SOURCE OF FUNDS

The Department shall allocate funds for the costs of requirements or expenditures in undertaking the NMDC, under the budget of the Policy Development and Planning Bureau.

VII. EFFECTIVITY

This Memorandum Circular takes effect immediately, amends Administrative Order No. 121, series of 2002, and revokes other issuances contrary hereto.

Issued in Quezon City, this 22nd day of May 2008.


ESPERANZA I. CABRAL, M.D.
Secretary
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gnd *MP*

