MEMORANDUM CIRCULAR NO. 23
SERIES OF 2003

SUBJECT: ADOPTION OF THE DSWD ORGANIZATIONAL COMPETENCIES

The Department of Social Welfare and Development (DSWD) is the Government’s lead agency for social welfare and development. In August, 2002, DSWD put together its Rationalization and Streamlining Plan (RSP), a comprehensive document that attempts to put into motion the various departmental initiatives that would help actualize its mission, vision, and enhanced strategic thrusts. The RSP reaffirms DSWD’s commitment to excellence in the fulfillment of its dual role as lead policy formulator, advocate and monitor of national policies, plans and programs and standards on social welfare and development, and as a direct service provider.

DSWD recognizes that underpinning its ability to fulfill its vision, mission and strategic thrusts is the maintenance of a functional organizational structure and the nurturance of professional and support staff who are adequately prepared to take on the changing demands and challenges facing DSWD. In January 2003, the DSWD embarked on the pilot testing of the Career Development and Management System (CDMS), which is an organized, formalized, planned process of striking a healthy balance between individual career needs and organizational workforce requirements. The CDMS involves mutual support, careful planning, consistent implementation and objective monitoring.

An essential component of the CDMS is the articulation of the DSWD Organizational Competencies. These are the unique factors that are fundamental to DSWD and its success. They enable the DSWD to fulfill its mandate, mission and vision. They also serve as indicators of DSWD’s overall organizational quality which, in turn, guides prospective and/or current employees in their decision on whether it is their employer of choice.

To validate these Organizational Competencies, the DSWD embarked on an extensive consultation with its officials, employees, Field Offices and external stakeholders.

For the guidance and information of the DSWD, its personnel, attached agencies and intermediaries, which include local government units, non-
governmental organizations and people’s organizations, the following Organizational Competencies are hereby adopted:

1. **SWD POLICY DEVELOPMENT**

   The Department effectively plays a leadership role in moving the Government’s SWD policy agenda forward from conceptualization to legislation, implementation and evaluation. Using the most reliable tools and data sources for policy research, development, and communication, the Department proactively identifies local and global trends that might impact on the development of public policies affecting, and/or the delivery of programs and services to, the country’s vulnerable populations; analyzes the results of environmental scans and research data; and communicates them, in meaningful form, to relevant stakeholders.

2. **STANDARDS DEVELOPMENT**

   In consultation with its stakeholders and in recognition of universally accepted norms of quality service and program delivery, the Department establishes standards for compliance by its own projects, centers and institutions, as well as its intermediaries and other sectors of civil society. In developing standards, the Department is constantly guided by principles of professional accountability, personal and professional ethics, protection of the public, and empowerment of the disadvantaged. The Department engages its stakeholders in dialogue over the development of appropriate standards, educates them on the necessity of adherence, and monitors compliance.

3. **ADVOCACY ON BEHALF OF VULNERABLE SECTORS**

   The Department consistently demonstrates a total concern for the protection and empowerment of the vulnerable sectors of the population. The Department’s programs and services have a clear advocacy orientation, supported by a comprehensive and functional public education program. The Department proactively influences the Legislative Agenda, as well as its network of stakeholders, towards the development of policies, services and programs that enhance the protection and the empowerment of the country’s most vulnerable sectors. A system
of effective evaluation of programs and services for vulnerable populations is in place.

4. NETWORKING AND PARTNERSHIPS

The Department works closely with its intermediaries and stakeholders towards the enhancement of their mutual capabilities to deliver people-empowering programs and services. The Department actively promotes among its networks and partners technical assistance and resource augmentation (TARA), program collaboration, policy consultation, and information sharing.

5. DIRECT SERVICE DELIVERY/TRANSFER OF TECHNOLOGY

The Department develops and implements pilot projects that are deemed urgent for, and/or crucial to, the amelioration of certain social problems. Employing competent staff and the best available program technology to deliver the required program processes, the Department uses such pilot programs as social laboratories structured for meaningful observation and study. The Department ensures that all pilot projects adhere to at least the minimum standards of efficiency, accountability, and excellence expected of other programs in the community. The Department contributes to the growth of the professional field of SWD by sharing, with its network of intermediaries and stakeholders, the "best practice" lessons learned from its programs and services. The Department facilitates the timely phase-out of its pilot community-based programs to another agency.

6. ORGANIZATIONAL DEVELOPMENT

The Department is unequivocally focused on its vision, mission, and mandate. Fully cognizant of environmental factors that impact on the development of policies, as well as the delivery of services and programs, affecting vulnerable populations, the Department adopts a state-of-the-art management information system and progressive administrative processes that help to maintain or improve its capacity to respond to current and emerging challenges. It employs competent staff to carry out its mandate, nurturing them towards a sense of personal pride and professional fulfillment under an atmosphere that is just,
sensitive, humane, accountable, transparent, and responsible. The Department reinforces its image as a leader in steering and rowing functions by responding quickly and effectively in crisis situations, by excelling in the stewardship of its human, financial and material resources, and by strategically positioning itself as an agency of excellence in the field of SWD.

For further clarification and explanation of the organizational competencies, an annotated version is hereby attached and shall be made an integral part of this Circular.

This Circular takes effect immediately and supersedes, amends or modifies previous issuances inconsistent herewith. Copies of this Circular shall be disseminated to all the bureaus, services, and offices at the Central Office, Field Offices and attached DSWD agencies.

Issued in Quezon City, this 27th day of June 2003.

CORAZON JULIANO-SOLIMAN
Secretary, DSWD

A CERTIFIED COPY:

RENA TO F. GILERA
Records Officer III
### SWD Policy Development

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<td><strong>SWD Organizational Competencies</strong></td>
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- Research, internal and external, and expertise in policy development and social welfare. SWD knowledge and understanding of research and compliance with existing policies (both internal and external).
  - This calls for an institutional capability to analyze existing policies (both internal and external) and ensure their alignment with research needs. SWD requires a research mindset and understanding of the relevance of research to development.
  - SWD requires more urgent attention from relevant stakeholders.
  - The concept of "evaluation" includes the process of monitoring research activities.
  - SWD is a specialized field whose basic concepts and principles are relevant to the Philippine context.
  - SWD focuses on monitoring research activities.

- SWD seeks to enhance the government's role in providing policy advice, policy research, development, and recommendation of actions. The Department's civil servants play a leadership role in moving the government's SWD policy agenda forward from conceptualization to implementation and education, using the most reliable tools and data sources for the development of policy.

- Although DSWD's target groups are the country's vulnerable populations, the concept of "evaluation" includes the process of monitoring research activities.
  - SWD seeks to enhance the government's role in providing policy advice, policy research, development, and recommendation of actions. The Department's civil servants play a leadership role in moving the government's SWD policy agenda forward from conceptualization to implementation and education, using the most reliable tools and data sources for the development of policy.

- Although DSWD's target groups are the country's vulnerable populations, the concept of "evaluation" includes the process of monitoring research activities.
development, implementation, and monitoring, in particular.

A major challenge is how to encourage LCGs and other implementing agencies to comply with SWD standards of practice.

Board exam

Annotated

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and monitors compliance, educates them on the necessity of adherence, and establishes a development of applicable standards, over the development of applicable standards, and empowerment of the stakeholders. The Department engages its stakeholders in dialogue and empowerment of the stakeholders. The Department engages its stakeholders in dialogue and empowerment of the stakeholders.

The Department is consistently guided by the principles of professional accountability, personal congruence by its core projects, centers, and its stakeholders. The Department establishes standards for quality service and program delivery, the recognition of universities of accredited norms of academic standards, and in recognition of universities of accredited norms of academic standards.
Promotion and Compliance Monitoring

Initially embedded in these fields are the processes of standards development, quality assurance, and their involvement. This organizational complex calls for internal expertise in the volunteer to ensure that no standards are compromised. As a result of volunteers to perform certain functions in some of its programs, the department might need to revise its policies and procedures affecting employees. It is recognized that, in particular circumstances, DSWD employees...
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| The Department needs to enhance its public education capability, particularly the General Public—with regard to those success stories. It does not seem to have done enough to educate its stakeholders—especially parents, caregivers, and children. However, 

- DSWD has a lot of proactive programs that have been cited by vulnerable populations. 

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<td>Programs and services for vulnerable populations. A system of effective education of empowerment of the country’s most vulnerable that enhance the protection and the well-being of its stakeholders, towards the productive influence the Legislative Agenda, as supported by a comprehensive and functional services have a clear advocacy orientation and advocate for the protection and advocacy on behalf of vulnerable sectors. The Department consistently demonstrates a compelling statement on behalf of vulnerable sectors.</td>
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Network of information about "best practice" models.

A functional MIS program enables DSWD to be linked to a global
information system. Best practice models and the latest developments
in SWD practice in the Philippines.

There is a need for a regularly held forum for the exchange of
information sharing.

Program coordination, policy consultation, and
assistance and resource coordination (TPRAS).

DELIVER people-empowering programs and
enhancement of their mutual capabilities to
intermediate and stakeholders towards the
Department works closely with its

Networking and Partnerships

Annalition

Competency Statement
and sustained by the intended recipients.

The ordinary manner of a pilot program to a community-based agency
organizes before finally phasing out a particular service.

DSWD considers the organizational components of the receiving
successability, and
its operation because of funding problems. This raises the issue of service.

In many cases, DSWD is prepared to phase out a particular
and its monitoring sub-component.

"Meaningful observation and study" includes the process of evaluation
managed by DSWD's regional offices because it is so mandated by law.

It is recognized that the existing centers and institutions are still being

^programs to another agency.

^timely phase-out of its pilot community-based

and services. The Department recognizes the

best practice" lessons learned from its programs

network of intermediaries and stakeholders. The

Department contributes to the growth of the

expected of other programs in the community.

efficiency, accountability, and excellence

adequate to at least the minimum standards of

The Department ensures that all pilot projects

STRICTED FOR MEANINGFUL OBSERVATION AND STUDY.

uses such pilot programs as social laboratories

required program process. The Department

best evaluation program methodology to deliver the

problems; employing comprehensive short and the

circular to the utilization of certain social

projects that are deemed urgent for, and/or

The Department develops and implements pilot

TECHNOLOGY

DIRECT SERVICE DELIVERY/TRANSFER OF

Annotation

Competency Statement
### Organizational Development

<table>
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<tr>
<td>An organization that values excellence in the field of SDW.</td>
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<td>Can assess itself, its strategies, and its operations and continually improve its processes and performance.</td>
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<td>Focuses on building a culture of learning, innovation, and continuous improvement.</td>
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<td>Support the development of a strong, diverse, and inclusive workforce.</td>
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<td>Engages employees in meaningful work that aligns with its mission and values.</td>
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<td>Recognizes and rewards excellence in performance.</td>
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<td>Demonstrates a commitment to ethical and legal standards.</td>
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<td>Establishes clear goals and measures of success.</td>
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<td>Provides opportunities for professional growth and development.</td>
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### Anomalies

- DSWD's commitment to continue addressing employees' career development.
- The career-planning model and the broader career development and mobility potential requirements affect employees' decisions.
- The career-planning model requires significant adjustments.
- The same approach is not suitable for all employees.
- The DSWD's information system (MIS) is critical in managing employee information and maintaining accurate records.
- The IT infrastructure of the Department's management system is crucial.
- SWEP continues to support a more comprehensive and proactive approach to developing policies and procedures that address the needs of individuals.
- DSWD policies and procedures reflect its unwavering respect for the dignity and human rights of individuals.

### Concerns

- The support systems required by staff vary according to their circumstances.
- The regions require a sustained program of crisis management for staff, while the support systems required by staff vary according to their circumstances.
- DSWD staff in some regions do not have access to adequate training programs.
- DSWD staff in some regions do not have access to adequate training programs and services.
- The other regions might be focusing on developing crisis intervention skills.
- This leads to severe difficulties meeting the academic requirements of certain jobs in the program. (e.g., those requiring at least a Master's degree in the field of education is not on the academic requirements of certain jobs in the program).
The competency statement of the Department to create permanent staffing positions are contingent on adequate government funding. The Department commits itself to regular or periodic review of its policies and procedures. It also commits itself to a continuing education, orientation and/or training for all staff.