

## TERMS OF REFERENCE

### I. Project Summary

1. Project Proponent : Policy and Program Support
  2. Program Title : DOLE CY 2014 Operational Planning Process (OPP)
  3. Program Classification : Local
  4. Venue : Occupational Safety and Health Center (OSHC), Diliman, Quezon City
  5. Duration : 14-16 January 2014
  6. Participants : DOLE Senior Officials, Heads and Deputies of Attached Agencies, and Heads of Bureaus, Services, Regional Offices, Cluster TWGs, Technical Staff, Secretariat
  7. Total Estimated Cost : ₱638,000.00  
(For DOLE-Wide Inter-Cluster Planning Event only)
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Secretary

## **Decent Work: Sustaining Gains and Addressing Gaps**

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- I. Rationale.** This Terms of Reference outlines the DOLE CY 2014 Operational Planning Process (OPP). It describes the method and the manner by which all DOLE Reporting Units (RUs) will re-calibrate their 2014 Physical & Financial Plans.

The OPP is designed to ensure that the RUs 2014 Organizational Performance Commitment Reports (OPCRs) are developed in a rational and accountable manner; that RUs take into consideration a broad range of views; and that it represents best practices in governance and that new policy and program initiatives are in line with the DOLE Planning Tool strategic objectives.

- II. Scope.** This Terms of Reference focuses only on the planning aspects of the OPP process management. The content will provide guidance to all participating DOLE RUs on expected outputs, timelines, program design and reporting frameworks.

For clarity, this OPP **does not apply** to the other requisite and equally important planning framework processes (e.g. PBB, CSC, PMS, etc.) that are regularly or intermittently required.

- III. Guiding Principles in Policy and Program Design.** Throughout the OPP, the RUs will execute its discretion on what policy or programs it will pursue. The manner by which this discretion is exercised will depend on a number of contextual factors.

That is, the OPCR indicators to be enrolled are expected to comply with the following imperatives, viz.:

- (1) Reinforces conformance to Seal of Good Housekeeping;
- (2) Aligns with Planning Tool priorities;
- (3) Supports Decent Work gains and addresses gaps;
- (4) Improves labor market efficiencies and/or competitiveness;
- (5) Utilizes convergent or collaborative platforms;
- (6) Builds economic resiliency of individuals and/or communities especially that of Yolanda affected areas;
- (7) Leverage technology for enterprise transformation both for local workers and OFWs; and
- (8) Draws on the bottom-up approach to select local priorities.

In all cases, the operational planning process will strive to be transparent, efficient and effective as possible.

**IV. DOLE Reporting Units.** This guidance is intended to assist DOLE Reporting Units in preparing their OPCRS and consequently their Planning Tool Reports. The Reporting Units include the following:

(8)	OSEC	(35)	POLOs
01 - 03	Offices of the Undersecretaries		<b>Asia and the Pacific</b>
04 - 06	Offices of the Assistant Secretaries	48	Australia
07	IAS	49	Brunei Darussalam
08	NRCO	50	Hong Kong
(6)	<b>BUREAUS</b>	51	Korea
09	BLES	52	Kaohsiung
10	BLE	53	Kuala Lumpur
11	BLR	54	Macau
12	BWSC	55	Singapore
13	BWC	56	Taichung
14	ILAB	57	Taipei
(6)	<b>SERVICES</b>	58	Tokyo
15	AS		<b>Europe</b>
16	FMS	59	Cyprus
17	HRDS	60	Geneva
18	LCO	61	Greece
19	LS	62	London
20	PS	63	Madrid
(16)	<b>REGIONAL OFFICES</b>	64	Milan
21	NCR	65	Rome
22	CAR		<b>Middle East</b>
23	RO 1	66	Abu Dhabi
24	RO 2	67	AlKhubar
25	RO 3	68	Bahrain
26	RO 4A	69	Dubai
27	RO 4B	70	Israel
28	RO 5	71	Jeddah
29	RO 6	72	Jordan
30	RO 7	73	Lebanon
31	RO 8	74	Kuwait
32	RO 9	75	Libya
33	RO 10	76	Oman
34	RO 11	77	Qatar
35	RO 12	78	Riyadh
36	Caraga	79	Syria
(11)	<b>ATTACHED AGENCIES</b>		<b>North America</b>
37	ECC	80	Washington
38	ILS	81	Toronto
39	NCMB	82	Vancouver
40	NLRC		
41	NMP		
42	NLRC		
43	OSHC		
44	OWWA		
45	POEA		
46	PRC		
47	TESDA		

**V. DOLE RUs Reporting Structure.** For purposes of supervision of the RUs operational planning process, the RUs are accordingly clustered as follows: viz.:

Cluster		Reporting Units	Officer-in-Charge
1	Senior Officials	Offices of the Undersecretaries & Asst. Secretaries, LCO, IAS	Secretary Baldoz
2	Employment Luzon ROs	BLE, ILAB, NRCO, PRC, NMP, TESDA, POEA, OWWA, All POLOs NCR, CAR, 1, 2, 3, 4, 5	USEC Cruz
3	Labor Relations Mindanao ROs Internal Affairs	LS, BLR, NLRC, NCMB, NLRC 10, 11, 12, 13, CARAGA AS, FMS, HRDS	USEC Chato
4	Social Protection Visayas ROs Policy & ProgramSupport	BWSC, BWC, OSHC, ECC, NWPC 6,7,8,9 PS, BLES, ILS	USEC Lagunzad USEC Lagunzad

**VI. Input Documents Required.** All Reporting Units are advised to reference the following documents deemed vital and necessary to sufficiently inform the operational planning process, viz.:

Input Documents	
1	2013-2016 Planning Tool
2	Organizational Performance Indicator Framework
3	National Budget Circular 532
4	2014 National Expenditure Program
5	2013 DOLE Report of Accomplishment (as aggregated by PS)
6	2014 DOLE Physical & Financial Plan (as aggregated by PS)
7	2013 OPCR (of Reporting Unit)
8	2014 Budget Execution Documents (of Reporting Unit)

**VII. Output Documents Expected.** The process is expected to result in the production of the following reports:

Accountable Units	No. of Reports	Type of Report Output
Reporting Units	80	2013 Accomplishment Report
	80	Proposed 2014 OPCR
	80	Proposed 2014-2016 Planning Tool enrollments as applicable
Cluster	80	Validated 2013 Accomplishment Report
	80	Validated 2014 RUs OPCR
	80	Validated 2014-2016 RUs Planning Tool enrollments as applicable
Planning Service	01	Aggregated 2013 Report of Accomplishment
	01	Aggregated 2014 RUs Final OPCR as validated
	01	Aggregated 2014-2016 Final Planning Tool enrollments as validated
Senior Officials	01	Approved 2013 Annual Report
	80	Approved 2014 RUs OPCR
	01	Approved 2014-2016 DOLE Planning Tool as recalibrated

**VIII. Eight -Step Process.** To complete the process, the tasks responsible units have to take are outlined with their corresponding objectives including the document outputs expected to be produced.

<b>Step 1: RUs Assessment</b>					
Planning Level	Objectives	Document Output/s Expected			
		Reporting Units	Planning Service	Cluster	SOM
Reporting Unit	For RUs to craft the ff reports, viz.: > 2013 Highlights of Accomplishments > Proposed 2014 OPCR > Proposed 2014-2016 Planning Tool as applicable	(1) 2013 Accomplishment Highlights  (2) Proposed 2014 OPCR  (3) Proposed 2014-2016 Planning Tool as applicable			

<b>Step 2: 1<sup>st</sup> Stage Consultation: Cluster</b>					
Planning Level	Objectives	Document Output/s Expected			
		Reporting Units	Planning Service	Cluster	SOM
Cluster Level Action	For RUs , to validate with Clusters as regards the ff., viz: >2013 Accomplishment Highlights >Proposed 2014 OPCR >Proposed 2014-2016 Planning Tool as applicable			(1) Validated 2013 Accomplishment Report  (2) Validated 2014 OPCR  (2) Validated 2014-2016 Planning Tool as applicable	

<b>Step 3: 2<sup>nd</sup> Stage Consultation: Convergence</b>					
Planning Level	Objectives	Document Output/s Expected			
		Reporting Units	PS	Cluster	SOM
Program Managers/SOM Level Action	For Program Managers of Convergence Programs to confer with partner agencies to discuss 2014 Action Agenda	(1) Proposed OPCR enrollments for Convergence Programs  (2) Proposed Planning Tool enrollments for Convergence Programs			(1) Cabinet concurrence to Convergent Programs

<b>Step 4: 3<sup>rd</sup> Stage Consultation: DOLE-Wide Inter-Cluster</b>					
Planning Level	Objectives	Document Output/s Expected			
		RUs	PS	Cluster	SOM
Inter-Cluster/SOM Level Action	For Clusters , to resolve OPCR/Planning Tool issues relative to (1) Policy/Strategy (2) Performance Measurement (3) Capacity and other issues raised in Cluster Consultations as may be the case			(1) Issues Identification and Assessment  (2) Draft Policy/Program Recommendations for SOM action	(1) Preliminary Guidance on Issues

**Step 5: Planning Service Aggregation**

Planning Level	Objectives	Document Output/s Expected			
		Reporting Units	Planning Service	Cluster	SOM
Planning Service Level Action	For Planning Service, to aggregate Inter-Cluster Issues/ Recommendations for SOM Resolution		Aggregate Draft Policy/Program Recommendations for SOM action		

**Step 6: SOM2014 Policy and Program Guidance**

Planning Level	Objectives	Document Output/s Expected			
		RUs	PS	Cluster	SOM
SOM Level Action	For SOM, To issue directives/ guidance as to 2014 Policy and Program priorities				SOM 2014 Policy & Program Guidance

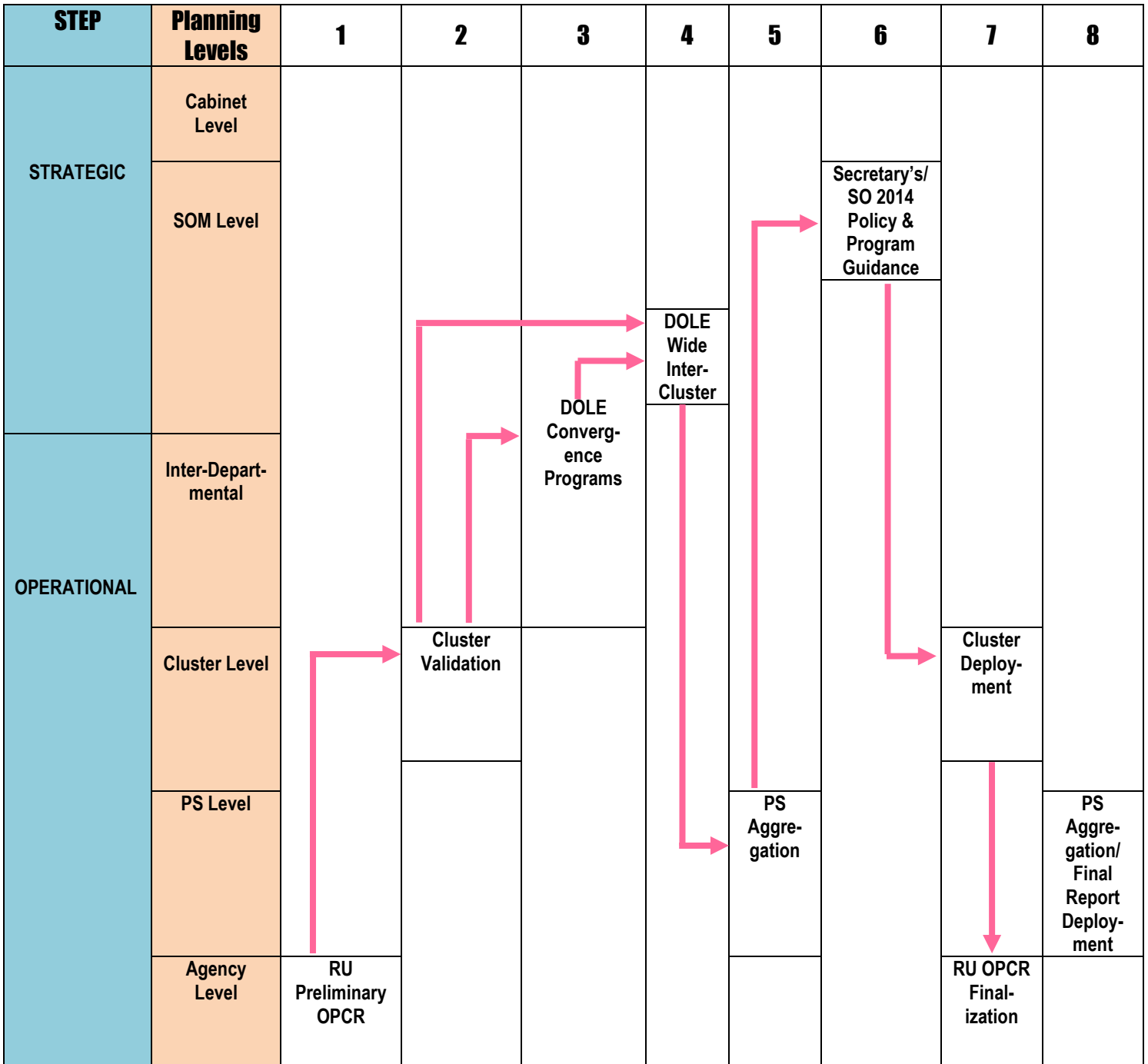
**Step 7: 4<sup>th</sup> Stage Consultation: Cluster**

Planning Level	Objectives	Document Output/s Expected			
		Reporting Units	PS	Cluster	SOM
Cluster Level Action	For Cluster Chairs, to ensure that SOM 2014 Policy & Program Guidance are embedded in RUs level Reports			(1)Final 2014 OPCR (2)Final 2014-2016 Planning Tool as applicable	

**Step 8: Planning Service Aggregation/Report Deployment**

Planning Level	Objectives	Document Output/s Expected			
		RUs	Planning Service	Cluster	SOM
Planning Service Level Action	For Planning Service, to aggregate final reports of all RUs and all Clusters		Aggregate 1. 2103 Report of Accomplishment 2. 2014 Plan of Action as per OPCR 3. 2014 Planning Tool as recalibrated		

**Figure 1. OPP 8-Step Process**



**IX. Timelines.** The OPP timelines to be observed are outlined as follows:

Step	Activity	Activities Completed By :
Step 1	Reporting Unit's Assessment	December 20
Step 2	1 <sup>st</sup> Stage Consultation: Cluster	December 21 - January 6
Step 3	2 <sup>nd</sup> Stage Consultation : Convergence	Jan. 6-10
Step 4	3 <sup>rd</sup> Stage Consultation: Inter-Cluster	January 14-16
Step 5	Planning Service Aggregation	January 22
Step 6	SOM 2014 Policy & Program Guidance	January 24
Step 7	4 <sup>th</sup> Stage Consultation: Cluster	January 29
Step 8	Planning Service Aggregation	January 30

**X. Participants(For DOLE-Wide Inter-Cluster Planning Event only)**

The activity shall be a 3-day exercise and will be participated in by the Senior Officials and heads of agencies/offices as follows:

1. Office of the Secretary	-	7
2. Attached Agencies	-	22
3. Bureaus and Services	-	12
4. Regional Offices	-	16
5. Heads/Member of Cluster TWG	-	6
6. Technical Staff	-	39
7. Technical/Administrative/ Secretariat Support (PS, FMS, AS)	-	26

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**TOTAL128**

**XI. Budget Requirements<sup>1</sup>(For DOLE-Wide Inter-Cluster Planning Event only)**

Particulars	No. of pax/day	Cost Estimate
Food / Venue		
Participants	1,200	₱460,000.00
Drivers	50	90,000.00
Office Supplies		30,000.00
Contingency (10%)		58,000.00
TOTAL		<b>₱638,000.00</b>

All expenses incurred relative to the exercise shall be chargeable to the funds of respective offices subject to the existing accounting and auditing rules and regulations.

<sup>1</sup>Transportation and accommodation expenses are not included in the proposal, the same shall be chargeable against the participating agency/office funds.