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Process Evaluation of the Deployment of Service Attachés or Representatives of Certain Government Agencies

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DISCUSSION PAPER SERIES NO. 2022-54

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*Julio S. Amador III, Maria Gisela B. Orinion,
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Process Evaluation of the Deployment of Service Attachés
or Representatives of Certain Government Agencies

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PHILIPPINE INSTITUTE FOR DEVELOPMENT STUDIES

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Abstract

This Study on *Process Evaluation of the Deployment of Service Attachés or Representatives of Certain Government Agencies* evaluates the deployment processes of service attachés of eight (8) government agencies¹. It reviews the current systems, frameworks and criteria in place for the deployment of service attachés at the relevant Partner Agencies and the Department of Foreign Affairs that are based on laws and policies (i.e., agency-specific and interagency). Further, it reviews the monitoring and evaluation systems in place that have captured the measurable outputs and performance of the deployed service attachés. Findings validate that the processes involved in the deployment of service attachés are based on policies [i.e. Department Orders, Administrative Orders (AO) and Joint Circulars] of the concerned Partner Agencies and are governed by legal bases [i.e., Executive Order (EO) 292², EO 74, series of 1993, and the Philippine Foreign Service Act of 1991 or Republic Act (RA) 7157]. While Laws³ and policies⁴ for a *uniform rules and regulations on assignments at Foreign Service Posts (FSP)*⁵ exist, Partner Agencies have varying degrees of policy consistencies (i.e., creation of a selection committee for recruitment of service attachés, roster or rotation pool, etc.) and discrepancies in the implementation of their own policies (i.e., length of stay at FSPs). On the other hand, the monitoring and evaluation systems of the Partner Agencies proved to be a challenge to obtain. While some of the government agencies' home service units confirmed the existence and submission of performance and evaluation reports by service attachés or Heads of Post, actual samples of these said reports were not received. Thus, this Study opens further research on the examination of the service attachés' performance and evaluation reports, a review of its content, and an analysis of their outputs vis-à-vis the government agencies' budget costs.

Keywords: budget, foreign service, performance evaluation, service attachés

¹ Throughout this paper, these 8 government agencies will be referred to as Partner Agency or Partner Agencies. Partner Agency is *any department or government agency that has a designated representative in the Foreign Service* as per Joint Circular Joint Circular No. 01-2015: *Guidelines on the Assignment of Representative of Partner Agencies to Philippine Foreign Service Posts*. The Research Team will use the same terminology throughout the rest of this paper.

² Administrative Code of 1987, specifically Book IV / Title I / Chapter 8: Attachés and Representatives

³ EO 292 Section 28 for a *Uniform Rules for Attaché's services*

⁴ Joint Circular No. 01-2015: *Guidelines on the Assignment of Representative of Partner Agencies to Philippine Foreign Service Posts*

⁵ Joint Circular No. 01-2015, Section 2-Objectives 1.

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Table of Acronyms

AO	Administrative Order
ARS	Amador Research Services
ASEAN	Association of Southeast Asian Nations
ASWAtt	Assistant Social Welfare Attachés
ATN	Assistance-to Nationals
BISS	Bureau of International Social Services
BMB	Budget Management Bureau
CESPES	Career Executive Service Performance Evaluation System
CSC	Civil Service Commission
DA	Department of Agriculture
DA-IAD	DA's International Affairs Division
DA-OSEC	DA Office of the Secretary
DBM	Department of Budget and Management
DFA	Department of Foreign Affairs
DFA-HRMO	DFA Human Resource Management Office
DMW	Department of Migrant Workers
DND	Department of National Defense
DO	Department Order
DOF	Department of Finance
DOLE	Department of Labor and Employment
DOT	Department of Tourism
DSWD	Department of Social Welfare and Development
DTI	Department of Trade and Industry
EO	Executive Order
FASC	Foreign Agriculture Service Corps

FLOIS	Foreign Labor Information System
FSP	Foreign Service Posts
FTSC	Foreign Trade Service Corps
HOP	Head of Posts
ILAB	International Labor Affairs Bureau
IPCR	Individual Performance Commitment and Review
IRR	Implementing Rules and Regulations
ISSO	International Social Services Office
KII	Key Informant Interviews
MWO	Migrant Workers Office
NMP	National Maritime Polytechnic
NCMF	National Commission on Muslim Filipinos
OFW	Overseas Filipino Worker
OPhilDAFA	Office of the Philippine Defense and Armed Forces Attaché
OSWA	Office of the Social Welfare Attaché
OUMWA	Office of the Undersecretary for Migrant Workers' Affairs
OVA	Office of Veterans Affairs
OWWA	Overseas Workers' Welfare Administration
PAR	Performance Appraisal Report
PIDS	Philippine Institute of Development Studies
POEA	Philippine Overseas Employment Administration
POLO	Philippine Overseas Labor Offices
PVAO	Philippine Veterans Affairs Office
RA	Republic Act
SFA	Secretary of Foreign Affairs

SWAtt

Social Welfare Attachés

SPMS

Strategic Performance Management System

UN

United Nations

Process Evaluation of the Deployment of Service Attachés or Representatives of Certain Government Agencies

**Julio S. Amador III⁶, Maria Gisela B. Orinion⁷, Mary Ann L. Del Rosario⁸,
and Jill V. Bacasmas⁹**

I. Introduction

The Department of Foreign Affairs (DFA) is the lead agency mandated to advise and assist the President in planning, organizing, directing, coordinating, and evaluating the total national effort in the field of foreign relations. Its main functions are to maintain and develop the country's representation with foreign governments, provide Philippine representation in international and regional organizations, such as the United Nations (UN) and the Association of Southeast Asian Nations (ASEAN), and promote trade, investments, tourism and other economic relations with other countries, in cooperation with other government agencies. The role of the Foreign Service is critical as it represents the country's interests in an international environment and it bridges the gap of understanding and cooperation. In addition, it serves as “agents of export promotion” thereby contributing directly to economic growth (Rose, 2007). Studies find a positive and significant effect of economic diplomacy on international economic flows (Moons & van Bergeijk, 2016).

With the internationalization of trade and industry, cross-cutting sector challenges such as labor, human rights, technology, and climate change, and with the threats of geopolitical issues, the Foreign Service has evolved to include sector specialists such as defense, labor, trade, social welfare, and agriculture. This multi-department approach is required to fulfill the three pillars of Philippine foreign policy: (1) preservation and enhancement of national security, (2) the promotion and attainment of economic security, and (3) the protection of the rights and promotion of the welfare and interest of Filipinos overseas. While the DFA is mandated by law to establish, operate and maintain Foreign Service Posts (FSPs) to carry out the Philippine Foreign Service, several government agencies other than the DFA are deploying service attachés wherein substantial public funds are being provided to sustain its operations.

Per the Department of Budget and Management's (DBM) Government Manpower Information System¹⁰, there are about **2,777** authorized positions under the **Foreign Relations Service**¹¹ in the following **eight (8)** government agencies¹²

⁶ Lead consultant for the project. CEO of Amador Research Services, Interim President of the Foundation for the National Interest and founder of the FACTS Asia Inc.

⁷ Senior Researcher. Independent consultant in investigations, procurement and operations. Worked at various international organizations, i.e. Asian Development Bank, World Health Organization (WHO) Western Pacific Regional Office, WHO Representative in the Philippines, British Embassy Manila, Baker & McKenzie International Law firm, etc.

⁸ Junior Researcher. Masters in Business Administration, Candidate in Kyoto University. Former Senior Economic Development Specialist at the National Economic and Development Authority.

⁹ Junior Researcher. Technical Assistant in United Nations Drugs and Crime, Manila. Former Program Officer of Philippine Competition Commission.

¹⁰ Data as of 1 September 2021 generated by the DBM – Information and Communications Technology Systems Service

¹¹ The Foreign Relations Service is one of the 20 occupational services in the Position Classification Plan of the Philippine government. This Service includes occupations concerned with the planning, formulation, administration, coordination and implementation of the country's foreign policy and the conduct of relations with foreign countries and international organizations; protecting and advancing economic, commercial and political interests of the country; and rendering consular services. It also includes occupations covered with attaché services. (*Index of Occupational Services, Occupational Groups, Classes and Salary Grades issued under Budget Circular No. 2018-4 dated 16 October 2018*)

¹² Excluding the DFA's Foreign Service Institute since its existing Foreign Affairs Research Specialist positions are not deployed to any foreign post, per information from the DBM's Budget and Management Bureau (BMB) – D as of 8 November 2021.

Table 1. Attachés per Department with corresponding budget allocation

Agency	No. of Positions	Estimated Budget (in PhP) ¹³	
		FY 2020	FY 2021
A. Regular Attaché			
1. DFA – Office of the Secretary (OSEC)	2,637	14,304,317,000	9,861,016,000
Subtotal, A	2,637 (95%)	14,304,317,000	9,861,016,000
B. Service Attachés/Representatives			
2. Department of Agriculture (DA) – OSEC	19	92,571,000	92,571,000
3. Department of Finance (DOF) – OSEC	4	5,081,000	5,081,000
4. Department of the Interior and Local Government (DILG) – National Commission on Muslim Filipinos (NCMF)	1	8,555,894	0
5. Department of Labor and Employment (DOLE) – OSEC	72	1,558,774,000	1,555,536,000
6. Department of National Defense* (DND) – Philippine Veterans Affairs Office Proper (PVAO)	1	11,601,732	6,896,085
7. Department of Tourism (DOT) – OSEC	10	319,971,000	377,680,000
8. Department of Trade and Industry (DTI) – OSEC	33	235,015,473	246,822,163
9. Department of Social Welfare and Development (DSWD) - OSEC ¹⁴	12	56,820,000	61,000,000
Subtotal, B	152 (5%)	2,288,390,099	2,345,586,248
TOTAL	2,789	16,592,707,099	12,206,602,248

Source: Department of Budget and Management

Hence, a total estimated amount of **PhP 16.593 billion** and **PhP 12.207 billion** were allotted in financial years 2020 and 2021, respectively, for the operations of the FSPs and the deployment of attachés. This data shows an increase of 2.49% from 2020 to 2021 in the estimated budget of service attachés from Partner Agencies. This total does not include DND yet as information on the number of their Service Attachés and budget allocation is not yet available. For DFA regular attachés, on the other hand, there is a decrease of 31.06% from 2020 to 2021.

The Philippine Government continues to improve its public financial management system particularly by instituting budget reform initiatives such as performance-informed budgeting and annual cash-based budgeting. As such, it has become necessary to implement effective resources allocation by ensuring that these resources are linked to delivering measurable outcomes. While measurable outcomes are difficult to quantify given the nature of the work of the Foreign Service, looking into the relevancy and responsiveness of the implementing

¹³ Per data provided by the agencies concerned on varying dates between 2 and 9 November 2021, through the BMBs handling them.

¹⁴ Additional row added to reflect the data and paragraph included in DBM's TOR: "In addition, the Department of Social Welfare and Development deployed 12 Social Welfare Officer IV positions with a corresponding budget of PhP 56.850 M for FY 2020 and PhP 61 M for FY 2021. A total estimated amount of PhP 16.593 B and PhP 12.207 B have been allotted in FY 2020 and FY 2021, respectively, for the operations of the Foreign Service posts and the deployment of attachés."

frameworks and processes is another evaluation approach to ensure effective resource allocation.

This Study provides clarity on the framework behind the establishment and operation of FSPs and undertakes a process evaluation of the recruitment, selection, designation, deployment, and performance evaluation of the service attachés of the eight Partner Agencies concerned. It looks into the objectives or purpose for the deployment of the service attachés, the interlinkages of the processes given the existence of FSPs, and the DFA, as the authorized clearing agency for the deployment of service attachés. The Study seeks to provide inputs on the gaps or challenges in the process of deploying service attachés, best practices, and recommendations on how to further improve or streamline parts of the process.

1.1 Statement of the Problem

This Study builds on a similar effort developed in 2013 by the Philippine Institute for Development Studies (PIDS) that assessed the FSPs of the DFA and service attachés of other agencies.¹⁵ Findings of the 2013 study highlighted the need to:

- a) rationalize the criteria for opening and closing posts, including, the streamlining and upscaling thereof; and
- b) quantify the contributions of each agency with regard to the three (3) pillars of foreign policy (i.e., preservation and enhancement of national security, promotion and attainment of economic security, and protection of the rights and promotion of the welfare and interest of Filipinos overseas).¹⁶ Collectively, the Heads of Post (HOPs) and the different attachés should undertake a study to quantify the respective value addition of their work in specific stages of the value chain of foreign policy vis-à-vis the value addition of the attachés.¹⁷

Further, the 2013 study recommended that the existing criteria being used by the DFA, i.e., the three (3) pillars of Philippine foreign policy and the considerations for the establishment of posts abroad (e.g., considerable number of Filipino citizens) as provided under the Philippine Foreign Service Act of 1991, should include intangibles critical to the political, economic and socio-cultural security of the country, and potential benefits that may arise from well-designed programs targeting specific markets or issues.¹⁸

The study notes, however, the difficulty in quantifying the activities of the posts related to economic diplomacy, political/military diplomacy, and cultural diplomacy and image building are difficult to quantify. Such difficulty may be due to the following reasons: (1) there are many actors involved in building diplomacy and it is not easy to determine which can be attributed to the FSPs vis-à-vis other attachés; (2) most outcomes are intangibles and public goods, and the activities contributing to these outcomes are not clearly delineated, not to mention that outcomes take longer duration to be realized; and (3) the right data are not captured, or historical data and information collected are not analyzed to determine trends and forecast potential opportunities.¹⁹

¹⁵ [Towards Optimal Budget Resource Utilization at the Department of Foreign Affairs: Focus on Foreign Service Posts and the International Commitment Funds \(A Zero-Based Budgeting Attempt\)](https://www.dbm.gov.ph/index.php/fiscal-program/172-reports/761-2012-zero-based-budgeting-studies), a study by Dr. Federico M. Macaranas et al. that was commissioned by the DBM in 2012; available in the DBM website (<https://www.dbm.gov.ph/index.php/fiscal-program/172-reports/761-2012-zero-based-budgeting-studies>)

¹⁶ Ibid, 4

¹⁷ Ibid, 48

¹⁸ Ibid, 50

¹⁹ Ibid, 31

As an offshoot of the 2013 study on the DFA, this Study examines the policy frameworks, systems, and procedures currently in place for the compliance of Partner Agencies deploying representatives/service attachés overseas. Understanding the process is a key step in assessing the components for its implementation, the rationale for the service attachés' deployment as linked to DFA's objectives, and the justification for the costs associated with their deployment. Thus, the implications of this Study are significant given that it may inform initiatives to improve the deployment process of the DFA and Partner Agencies. Further, it may assist DBM to better understand the budget justification of Partner Agencies in terms of their performance outcomes.

1.2 Research Objectives

This Study's primary objective is to evaluate the deployment processes of the service attachés of the eight (8) Partner Agencies concerned, which would provide policy inputs during the annual national budget preparation phase at the level of both the requesting (Partner) agency concerned and the DBM as the oversight agency.

Specifically, this Study aims to undertake a process evaluation of the designation and deployment of the service attachés of Partner Agencies concerned, including the process on the authorization and clearance from the DFA thereon as provided by law, and their interlinkages given the existence of FSPs.

At the end of this Study, the authors aim to have achieved the following objectives:

- 1.2.1 Determine if there are current systems, frameworks, or criteria in place at the DFA and the relevant government agencies have legal and policy bases that are responsive to the objectives and performance outcomes stated in the establishment of foreign posts and deployment of service attachés; and
- 1.2.2 Determine if there are monitoring and evaluation systems in place that capture measurable outputs and performance of the deployed service attachés, and these justify the costs incurred on the part of the government.

1.3 Research Questions

The authors converted the objectives into research questions to capture two main components of the deployment process and further aid in identifying the areas or sections for development of policy recommendations.

At the end of this Study, the authors seek to answer the following research questions:

Creation of Foreign Services Posts and Deployment

1. Does the DFA have a framework on the establishment and operation of Service Attachés Offices within FSPs?
 - a. Do FSPs have an existing legal framework that determines the need of a certain service attachés in their post?
 - b. Does it cover the service attachés of Partner Agencies concerned given that the deployment thereof requires prior clearance from the DFA Secretary?
 - c. Do agencies deploying service attachés have their own legal bases or framework for the purpose? For government agencies, i.e. DTI, which requires secondary clearance prior to the DFA Secretary, does it have its own specialized framework for deployment of service attachés?
2. What are the factors that would merit the designation and deployment of these service attachés?
 - a. Does the DFA Secretary follow a criteria, or requirement to allow and clear the deployment of service attachés? If yes, what is/are the criteria? If none, what factors were previously considered to allow deployment?
 - b. Does the DFA have a monitoring and evaluation mechanism that is consistently implemented and updated to accommodate factors that contribute to changes or developments?

Performance Monitoring and Evaluation

3. Do service attachés fulfill their mandates as intended? Is there an existing framework, set of criteria and assumptions, and data that can be used to identify and quantify the specific contributions of service attachés in FSPs?
4. Is data on the impact of the service attachés to the post or its mission available in each post? Have the agencies concerned been able to achieve the objectives of deploying attachés?
5. How was the budget requirement for a service attaché being set by agencies? What is the rationale or justifications behind the difference in the cost spent for each service attachés compared to other departments as well as regular attachés of DFA? How are outputs, outcomes and impact achieved by the service attachés being measured to justify the costs incurred by the government for their deployment and operations?

Additional Research Questions

The Study likewise addresses the following additional research questions based on the outcome of the research objectives:

1. Is the process consistent, regardless of the location of the service attaché post? If not, what factors contribute to exceptions? What are the exceptions?

2. How do the roles of the service attachés overlap or intersect with regular attachés or locally engaged staff?
3. Which positions have been prioritized or deployed more? What factors contributed to its priority?
4. In special cases, which positions were deployed on an ad hoc basis? What factors contributed to allow clearance of ad hoc deployment?

1.4 Key Stakeholders

This Study involves the following key stakeholders:

1.4.1 The DFA, particularly leaders and decision makers, (i.e. relevant Undersecretaries/Assistant Secretaries) including:

- a. HOPs
- b. Retired Ambassadors
- c. Regular attachés

1.4.2 The Partner Agencies, particularly leaders and decision makers, (i.e. relevant Undersecretaries and Heads of Division or Department), Service attachés (Current and Retired) and Human Resources/Administrative Department of the following:

- a. DA
- b. DOF
- c. DILG-NCMF
- d. DOLE
- e. DND and PVAO
- f. DOT
- g. DTI
- h. DSWD

1.5 Significance of the Study

This Study provides evidence to support DFA's policy formulation and DBM's budget preparation to improve the recruitment, selection, and deployment processes in the government.

1.6 Scope and Limitations

This Study covers the related laws and policies that are publicly available and other relevant issuances shared by the concerned Partner Agencies. However, It may not cover recent legal and policy developments of the newly established department, the Department of Migrant Workers²⁰ (DMW) which will impact the operations of DFA, DOLE and DSWD.

²⁰ In April 2022, the DMW's Act was approved that would have an impact in the operations of DSWD, DOLE and the Office of the Undersecretary for Migrant Workers (OUMWA) of DFA. The authors gathered public information on the Department of

The authors endeavored to include in this Study a brief summary of the initial policies pertaining to the DMW. However, any recent updates beyond the Study's time period may not have been captured in this Study.

Moreover, while the present Study's initial objectives sought to examine the relationship between budget for the deployment of service attachés and policy outcomes, the authors could not arrive at a valid assessment due to lack of comparable data across all eight (8) agencies.

II. Review of the Related Literature

The authors gathered literature for this Study on topics concerning budget effectiveness and efficiency of the Foreign Service in the Philippines; reviews of institutional processes of deployment and performance management of certain service attachés in other countries; and the effectiveness of the use of mixed methods of research and process evaluation that led to the improvement of a government process.

Macaranas (2013) examined how the government can optimize scarce resources in relation to the operations of existing FSPs, creation of FSPs, and management and utilization of the International Commitment Funds. Through interviews and desk research, the study found that FSPs personnel face issues of misallocation of human resources, mismatched competencies and multiple cross-functional workloads that affect productivity and, therefore, resource utilization of the DFA. The report also noted the need to revisit the criteria for opening and closing of posts as intangible factors such as economic potential were not given weight in the criteria at the same level as tangible quantitative factors. It also recommended to streamline the number of personnel in certain posts without reducing the benefits and services provided to its clients.

A few studies on public sector productivity in other jurisdictions have examined the institutional arrangements and processes for the deployment of foreign service attachés. Abrar, et al. (2014) conducted a related study on Indian, Sri Lankan, and Bangladeshi labor attachés deployed in the United Arab Emirates and Qatar, Malaysia, and Malaysia. The paper evaluated the recruitment and training procedures adopted by the three sending governments with respect to labor attachés. It also considered the functions of labor attachés, as defined by both national law and international convention, and examined the challenges faced by labor attaché offices in terms of providing services to migrants such as inadequate capacity, limited resources, and policy incoherence. The paper provided insights into their constituents' perceptions of labor attaché offices and offered policy recommendations aimed at improving the services rendered by labor attachés in destination countries.

Moreover, Nurgaduh, et al. (2020) looked into the performance management and stakeholder perception of the Defense Attaché Office of the Indonesian Embassy in Thailand. Through purposive sampling and data collection through interviews, observation, and documentation of the day-to-day operations of the Defense Attaché Office, the researchers analyzed the responsibilities and functions of attachés, as well as the factors and variables shaping the views of defense attachés' stakeholders.

Migrant Workers but noted possible changes at the time of conclusion of this paper due to the ongoing transition of offices and current changes in operations within the government agencies.

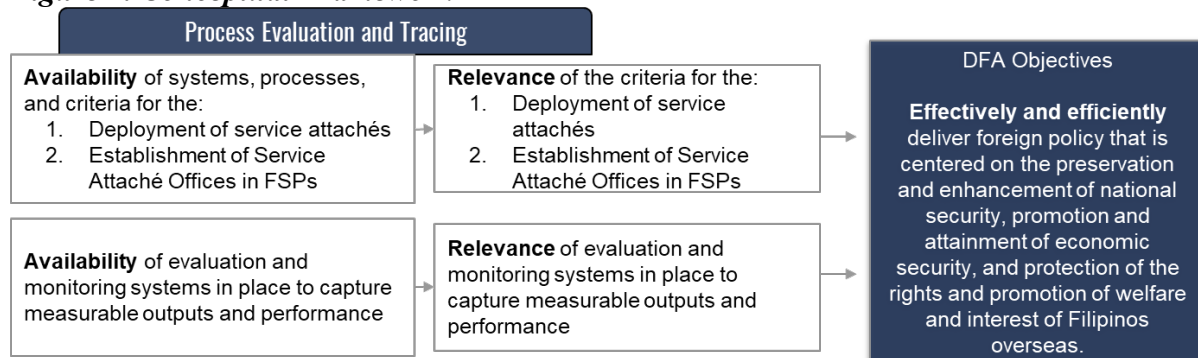
Kizlari and Valenza (2021) undertook a comparative analysis of the ecosystem in which cultural attachés are embedded with evidence from Italy, Netherlands, and Sweden. Using a framework developed by Kizlari and Fouseki (2018), the researchers analyze how the state expresses agency through five touchpoints; namely, funding, agenda setting, evaluation, hierarchy and appointment power. Undertaken through snowball sampling methodology and interviews with selected informants, their paper likewise examines policies, financing models, and reporting mechanisms of cultural attachés in these European countries.

In a research focused on the health sector in the Philippines, Abrigo et. al (2021) conducted a process evaluation of implementation processes of the Health Resources for Health deployment program of the Department of Health. The process evaluation assessed the program’s design and logic, and documented its implementation compared to its intended design. Through a mix method approach, utilizing desk research, key informant interviews, focus group discussions, and surveys, the researchers uncovered design and implementation issues such as the broad targeting of areas for deployment and improving benefits and compensation for health workers.

III. Conceptual Framework

The conceptual framework below illustrates how the achievement of the research objectives, which will be determined through process evaluation and tracing as research methods, impacts DFA objectives of delivering an effective and efficient foreign policy.

Figure 1. Conceptual Framework



Source: Authors

IV. Methodology

4.1 Research Design and Methods

The authors used a qualitative research design, examining different government agencies with varying processes and objectives. This method afforded the authors great flexibility to dig deeper into complex issues highlighted in the data collection (Maxwell, 2012; Mohan, 2012). Research methods employed includes process evaluation and process tracing.

Process evaluation, commonly used in assessing development programs or projects, determines whether program activities have been implemented as intended and resulted in certain outputs (CDC, n.d). Process evaluations are useful in studying programs that have multiple outcomes or solve complex problems, as well as interventions that include a number of interacting components operating in different ways (Government of UK, 2018). Process evaluation can

address operational challenges or risks and proposes recommendations to issues that might lead to the program's or the project's inefficiency or ineffectiveness. This framework of analysis provided evidence to the process tracing method.

Relatedly, process tracing is a qualitative research method for drawing descriptive and causal inference from evidence (Collier, 2011). For this Study, causal linkages can be traced on the effect of availability (or unavailability) of a framework to the achievement of agency outcomes with more nuanced or contextual data than that afforded by quantitative studies (Collier, 2011). This is an alternative given the challenge of data collection on intangible traditional outputs of the DFA, such as in economic diplomacy and security (Macaranas, 2013). This method also takes advantage of prior knowledge such as conceptual framework, patterns and relationships linking two variables or phenomena (Collier, 2011).

The authors examined the two main research objectives discussed above through process evaluation and process tracing. Reviews of the related laws, policies and components of the deployment processes in place were assessed through process evaluation. Through process tracing, the authors linked some nuances between the existing agency-specific issuances against the laws and its interlinkages with DFA's objectives. In addition, the authors endeavored to examine the interlinkages of the quality of deployment systems or frameworks, the service attachés' performance, and the allocated budget costs for the service attachés.

V. Data Collection Methods and Design

The authors used a mixed method data collection, conducted both primary and secondary data collection through desk research, key informant interviews, focus group discussions, purposive sampling and case studies. Triangulation of data collection is crucial to ensure internal validity of the Study. This was done by cross-referencing analytical results to validate certain trends or findings. This has been known to reduce participant bias especially in studies that utilize self-reported data.

5.1 Desk research

The desk research covered policies, programs and activities related to the designation and deployment of the service attachés of Partner agencies concerned, including available statistics and annual reports, for process mapping and profiling of the different positions. The sources aimed to be examined includes, but are not limited to, the following:

1. International Conventions
 - a. Vienna Convention on Consular Relations
 - b. Vienna Convention on Diplomatic Relations
2. Republic Acts (RA) and its Implementing Rules and Regulations
 - a. Philippine Foreign Service Act
 - b. DFA Department Order 19A-095
3. Executive Orders (EO), Department Orders, Office Circulars/Memorandum,
 - a. EO No. 292, Administrative Code of 1987²¹
 - b. EO No. 74 series of 1993, One Country Team Approach
 - c. Joint Circular No. 01-2015 - Guidelines on the Assignment of Representative of Partner Agencies to Philippine Foreign Service Posts

²¹ Book IV / Title I / Chapter 8: Attachés and Representatives

4. DFA Quality Policy and DFA Citizen's Charter 2021 1st edition
5. DFA Annual Reports for Years 2014, 2015 and 2016, including reports of Embassies/Consulates
6. Annual Reports of Agencies with Service attachés
7. Performance Evaluation Forms - Strategic Performance Management Systems (SPMS) of Service attachés
8. Accomplishment Reports of deployed service attachés
9. Selection Committee Minutes/Resolutions

5.2 Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs)

The authors conducted KIIs with stakeholders to understand the deployment processes, performance evaluation systems, and verify documentations. On the other hand, FGDs with appointed service attachés and home service units were conducted to collect a variety of nuanced and contextual data on the recruitment, selection, deployment, designation processes, performance evaluation systems and challenges encountered, if any.

5.3 Purposive sampling

The authors utilized purposive sampling as the research design requires participants who are able to provide nuanced and in-depth information of the study. Thus, the authors intentionally selected stakeholders who had firsthand experience in handling Foreign Service attachés and in the recruitment, selection, deployment and evaluation processes. Participants of purposive sampling included selected current, and retired HOPs, as well as service attachés and agency officials nominated by the Partner Agency.

5.4 Case Studies

The authors used case studies on the deployment of service attachés of certain government agencies. It provided insights into past challenges and best practices in the deployment of service attachés.

5.5 Coordination with Stakeholders

The authors coordinated with stakeholders to ensure access to available data related to service attachés (i.e., Issuances, Circulars, Performance Management System, Performance Review Forms of service attachés, and Foreign Service posts plan on the need of service attachés, if available). Endorsement letters from DBM were also requested to facilitate the transfer of documents, provision of focal persons and schedule interviews with stakeholders. Further, the authors adhered to the government agencies' requirements (i.e., research protocols, data privacy) to ensure smooth compliance with institutional policies.

5.6 Use of Questionnaires

The authors developed three (3) sets of questionnaires tailored to (i) retired and current HOPs, (ii) service attachés, and (iii) home service units of the concerned agencies. For the retired and current HOPs, the authors highlighted inquiries on current and past experiences dealing with the acceptance, monitoring, and performance of service attachés. Similarly, the authors inquired with the service attachés on their experience with the recruitment, selection, deployment and evaluation processes including their reporting structure. Lastly, the authors inquired with home service units on budget and evaluation systems in place and to validate any

other processes and systems gathered from the HOPs, service attachés and review of documents. Recordings and transcriptions were collected in compliance with the data privacy act and confidentiality uses and to contribute to the qualitative research design of this study.

VI. Data Collection Results

The summary of data collected from Partner Agencies as of July 6, 2022 as a result of this Annex III - Comparative Table of Policies(detailed in Section 5.1), and case studies (Section 5.4) prepared based on the interviews conducted and questionnaire responses received by the authors. It also indicates which agencies were not covered by the policy digest and case studies due to challenges encountered in data collection (see Remarks column). To the extent possible and allowable, the authors also covered the DMW in the policy digest.

Table 2: Data collection results from the Partner Agencies

Agency	Desk Research (Policy Digest)	KII (Interviews / Questionnaire)		Remarks
		Home Office	Service Attache	
DFA	✓	✓		Interview with Current and Retired Ambassadors. Received responses from DFA HRMO
DA	✓	✓	✓	
DOF	✓	✓		Questionnaire for Home Service unit answered by Service Attaches
DOLE	✓	✓		Pending submission of responses to questionnaire from ILAB
DSWD	✓*			Pending submission of response to questionnaires.
PVAO	✓		✓	
DILG-NMFC	✓			
Transition Committee for DMW	✓*			DFA-OMWA's pending submission of response to questionnaires. DOLE-ILAB declined to provide information citing DMW is yet to be constituted.
DND (Central Office)		✓**		Advance copy of responses received on 4 July 2022.
DOT				Pending submission of response to questionnaires. DOT assigned office currently undergoing transition process.
DTI				DTI requested for a clarificatory meeting with DBM. Yet to be convened.

Notes:

*Based on publicly available policies/information. No input yet from agencies concerned.

**Advance copy of responses received on 4 July 2022.

Source: Authors compilation from desk research and interviews.

VII. Policy Digests

A comprehensive desk review of relevant international, national laws, policies and issuances gathered online and received from the eight (8) Partner Agencies were summarized. Further, the authors created a comparison table (**Annex III**) of the agencies' policies to view the consistency of the language and the details of their regulations or processes.

7.1. International Conventions

International treaties set the framework for the establishment of FSPs which may either be a diplomatic or a consular mission. The Vienna Convention on Diplomatic Relations (1961) and the Vienna Convention on Consular Relations (1963) outline the general functions of foreign missions, process of accreditation of diplomatic and consular officials, privileges and immunities enjoyed in the receiving State, and obligations of sending States relative to the arrival and departure of members of the mission.

- a. **Vienna Convention on Diplomatic Relations (1961) (Appendix 1)** - As defined under the Vienna Convention on Diplomatic Relations, Foreign Service Attachés forming part of a diplomatic mission and performing such functions are recognized as “members of

the mission,” “members of the staff of the mission,” and “members of the administrative and technical staff.” As such, they are bound by specific provisions under the Convention; to wit:

i. **Definitions:** Article 1 —

“For the purpose of the present Convention, the following expressions shall have the meanings hereunder assigned to them: (a) The “head of the mission” is the person charged by the sending State with the duty of acting in that capacity; (b) The “members of the mission” are the head of the mission and the members of the staff of the mission; (c) The “members of the staff of the mission” are the members of the diplomatic staff, of the administrative and technical staff and of the service staff of the mission; (d) The “members of the diplomatic staff” are the members of the staff of the mission having diplomatic rank; (e) A “diplomatic agent” is the head of the mission or a member of the diplomatic staff of the mission; (f) The “members of the administrative and technical staff” are the members of the staff of the mission employed in the administrative and technical service of the mission;”

ii. **Mutual Consent:** Article 2 —

“The establishment of diplomatic relations between States, and of permanent diplomatic missions, takes place by mutual consent;”

iii. **Functions:** Article 3 —

“(1) The functions of a diplomatic mission consist, inter alia, in (a) Representing the sending State in the receiving State; (b) Protecting in the receiving State the interests of the sending State and of its nationals, within the limits permitted by international law; (c) Negotiating with the Government of the receiving State; (d) Ascertaining by all lawful means conditions and developments in the receiving State, and reporting thereon to the Government of the sending State; (e) Promoting friendly relations between the sending State and the receiving State, and developing their economic, cultural and scientific relations; (2) Nothing in the present Convention shall be construed as preventing the performance of consular functions by a diplomatic mission”

iv. **Appointment:** Article 7 —

“Subject to the provisions of articles 5, 8, 9 and 11, the sending State may freely appoint the members of the staff of the mission. In the case of military, naval or air attachés, the receiving State may require their names to be submitted beforehand, for its approval.”

v. **Notification of Arrival and Departure to the Receiving State:** Article 10 —

“(1) The Ministry for Foreign Affairs of the receiving State, or such other ministry as may be agreed, shall be notified of: (a) The appointment of members of the mission, their arrival and their final departure or the termination of their functions with the mission; (b) The arrival and final departure of a person belonging to the family of a member of the mission and, where appropriate, the fact that a

person becomes or ceases to be a member of the family of a member of the mission; (c) The arrival and final departure of private servants in the employ of persons referred to in subparagraph (a) of this paragraph and, where appropriate, the fact that they are leaving the employ of such persons; (d) The engagement and discharge of persons resident in the receiving State as members of the mission or private servants entitled to privileges and immunities. (2) Where possible, prior notification of arrival and final departure shall also be given.”

vi. Privileges and Immunities: Article 37 —

“(2) Members of the administrative and technical staff of the mission, together with members of their families forming part of their respective households, shall, if they are not nationals of or permanently resident in the receiving State, enjoy the privileges and immunities specified in articles 29 to 35, except that the immunity from civil and administrative jurisdiction of the receiving State specified in paragraph 1 of article 31 shall not extend to acts performed outside the course of their duties. They shall also enjoy the privileges specified in article 36, paragraph 1, in respect of articles imported at the time of first installation. (3) Members of the service staff of the mission who are not nationals of or permanently resident in the receiving State shall enjoy immunity in respect of acts performed in the course of their duties, exemption from dues and taxes on the emoluments they receive by reason of their employment and the exemption contained in article 33.”

- b. Vienna Convention on Consular Relations (1963) (Appendix 2)** - Additionally, under the Vienna Convention on Consular Relations, Foreign Service Attachés appointed to consular posts fall under the definition of “consular officers,” “consular employees,” “members of the consular post,” “members of the consular staff.” They perform consular functions which consist of the protection of and assistance to nationals, economic, cultural, and scientific promotion and reporting, passport services, among others, and are bound by the following provisions; to wit:

vii. Functions: Article 5 —

“Relevant consular functions include, among others: (a) protecting in the receiving State the interests of the sending State and of its nationals, both individuals and bodies corporate, within the limits permitted by international law; (b) furthering the development of commercial, economic, cultural and scientific relations between the sending State and the receiving State and otherwise promoting friendly relations between them in accordance with the provisions of the present Convention; (c) ascertaining by all lawful means conditions and developments in the commercial, economic, cultural and scientific life of the receiving State, reporting thereon to the Government of the sending State and giving information to persons interested; (e) helping and assisting nationals, both individuals and bodies corporate, of the sending State.”

viii. Appointment: Article 19 —

“(1) Subject to the provisions of articles 20, 22 and 23, the sending State may freely appoint the members of the consular staff. (2) The full name, category and class of all consular officers, other than the head of a consular post, shall be notified by the sending State to the receiving State in sufficient time for the receiving State, if it so wishes, to exercise its rights under paragraph 3 of article 23. (3) The sending State may, if required by its laws and regulations, request the receiving State to grant an exequatur to a consular officer other than the head of a consular post. (4) The receiving State may, if required by its laws and regulations, grant an exequatur to a consular officer other than the head of a consular post.”

ix. Notification of Arrival and Departure to the Receiving State: Article 24 —

(1) The Ministry for Foreign Affairs of the receiving State or the authority designated by that Ministry shall be notified of: (a) the appointment of members of a consular post, their arrival after appointment to the consular post, their final departure or the termination of their functions and any other changes affecting their status that may occur in the course of their service with the consular post; (b) the arrival and final departure of a person belonging to the family of a member of a consular post forming part of his household and, where appropriate, the fact that a person becomes or ceases to be such a member of the family; (c) the arrival and final departure of members of the private staff and, where appropriate, the termination of their service as such; (d) the engagement and discharge of persons resident in the receiving State as members of a consular post or as members of the private staff entitled to privileges and immunities. (2) When possible, prior notification of arrival and final departure shall also be given.

x. Termination of Consular Functions: Article 25 —

The functions of a member of a consular post shall come to an end, inter alia: (a) on notification by the sending State to the receiving State that his functions have come to an end; (b) on withdrawal of the exequatur; (c) on notification by the receiving State to the sending State that the receiving State has ceased to consider him as a member of the consular staff.

7.2 The 1987 Philippine Constitution, Philippine Laws, Executive Orders, and Issuances

The 1987 Philippine Constitution provides the overarching legal framework for the implementation of the country’s foreign policy. Article II Section 7 states that “the State shall pursue an independent foreign policy. In its relations with other states the paramount consideration shall be national sovereignty, territorial integrity, national interest, and the right to self-determination.”

The President, advised and assisted by the DFA and other relevant government agencies, plays an important role in the pursuit of this Constitutional mandate, including the maintenance of diplomatic relations with foreign states through the agency of FSPs:

“In our system of government, the President, being the head of state, is regarded as the sole organ and authority in external relations and is the country’s sole representative with foreign nations. As the chief architect of foreign policy, the President acts as the country’s mouthpiece with respect to international affairs. Hence, the President is vested with the authority to deal with foreign states and governments, extend or withhold recognition, maintain diplomatic relations, enter into treaties, and otherwise transact the business of foreign relations.”²²

The passage of EO No. 292 or the Revised Administrative Code of 1987 sought to enhance the effectiveness of government and institute reforms in administrative structures and procedures of governance. This serves as the basis for how the Philippine bureaucracy would be organized and operated, including the personnel administration aspect. A dedicated section under Book IV, Title 1, Chapter 8 of EO No. 292 covers service attachés and representatives of Departments other than DFA.

The RA No. 7157, otherwise known as the Philippine Foreign Service Act of 1991 (**Appendix 3**), details the objectives, appointments, promotions, operations, and any other related matters concerning the Philippine Foreign Service. RA No. 7157 amended the Foreign Service Act of 1952 to further reorganize and strengthen the Philippine Foreign Service, including the organization of the DFA.

EO No. 74 (s. 1993, par.2) on the adoption of the Country-Team Approach in the Conduct of Development Diplomacy (**Appendix 4**) likewise directs FSPs “*to place new focus on the efforts to secure external resources necessary for the development of the Philippines through economic and commercial representation,*” including areas that concern the promotion of trade in goods and services, investments and tourism; the protection of worker’s welfare; representations in trade policy; negotiations for official development assistance and bilateral debt; the facilitation of technology transfer and overseas employment; economic information. EO No. 74 recognizes the need for cooperation among concerned government agencies in the performance of the above diplomatic and consular functions, as well as in representations concerning politico-security and social sectors of development diplomacy.

²² Pimentel v. Executive Secretary, 50 I Phil. 304, 313 (2005). See also Bayan v. Executive Secretary, 396 Phil 623, 663 (2000), which held: By constitutional fiat and by the intrinsic nature of his office, the President, as head of State, is the sole organ and authority in the external affairs of the country. In many ways, the President is the chief architect of the nation’s foreign policy; his “dominance in the field of foreign relations is (then) conceded.” Wielding vast powers and influence, his conduct in the external affairs of the nation, as Jefferson describes, is “executive altogether.”

The assignment process, interagency dynamics, and performance evaluation of regular and service attachés by virtue of the above national laws and issuances are further dissected in the following sections:

a. Provisions concerning Regular Attachés (RA 7157)

xi. Section 40. Regular Attachés —

“The Secretary shall designate attachés to various posts abroad from the rank of foreign service officer and foreign service staff officer.”

xii. Section 38. Rotation Plan —

“The assignments and transfers of personnel shall follow a regular rotation plan and no officer or employee shall be assigned to a post for less than two (2) or more than six (6) years. Assignments to hardship posts shall not exceed three (3) years. Assignments to posts abroad shall take into consideration the particular area of concern that the Government seeks to promote so that only personnel qualified and trained, with a basic knowledge of the language, shall be assigned to said country.”

xiii. Section 33. Performance Evaluation System —

“The Secretary shall prescribe a performance evaluation system which shall be the basis for the periodic review of performance of all officers and employees. Particularly, the performance evaluation system shall address itself to the weeding-out of incompetent and sterile career personnel and abusive political appointees.”

b. Provisions concerning Service Attachés

Assignment, Appointment, and Accreditation (EO No. 292)

i. Section 23. Attachés of Other Departments —

“(.)personnel in any Department Bureau or office of the Philippine government as attachés or representatives shall have the prior clearance of the Secretary of Foreign Affairs. The clearance shall include “actual need for opening particular types of attaché services, and the specific places where these services will be made available.”

ii. Section 24. Appointment and Accreditation of Attachés —

“(1) The authority to appoint attachés shall be vested in the Head of the Department or agency maintaining the attaché service, who shall consult with the Secretary of Foreign Affairs on such appointments.(2) A Department or agency shall have only one attaché accredited to it by the receiving government, except military attachés. (3) The designation of attachés shall apply only to those serving in diplomatic missions. Those assigned to consular establishments shall be designated as representatives. Except in extraordinary cases, each foreign service establishment shall have only military, labor, revenue, tourism, information and commercial attachés. In the event of the actual need for more than one attaché,

as determined by the department or agency in consultation with the Department of Foreign Affairs, the succeeding attachés shall be accredited as assistant attaché.”

iii. Section 41. Service Attachés and Representatives of Other Departments —

“The assignment and accreditation of personnel in any department, bureau or agency of the Government as service attachés to embassies or representatives to consulates shall have the prior clearance of the Secretary who shall take into account the specific places where the services of these officers or employees from other the government agencies are needed, except trade attachés who shall be assigned and accredited only after consultation with the Trade Secretary.”

iv. Section 42. Appointment —

“The authority to appoint service attachés and representatives shall be vested in the department secretary sending said officers and employees. A department or agency shall only have one (1) service attaché or representative accredited to one (1) post, except military and commercial attachés.”

Reporting (EO No. 292)

xiv. Section 25. Relationships Between the Chief of Mission and Attachés —

“The Chief of Mission shall be responsible for the conduct of affairs of government at the diplomatic posts. All attachés and representatives of other departments, shall during their tour of duty, be under the immediate control and administrative supervision of the Chief of Mission where they are assigned. They shall be required to submit their reports to their agencies through the Chief of Mission and the Department of Foreign Affairs, except when national security requires otherwise.”

Uniform Rules (EO 292)

xv. Section 28. Uniform Rules for Attaché Services —

“A uniform set of rules and regulations shall govern attache and representative services. This shall be drafted by an Inter-Department Committee to be composed of the Undersecretary of Foreign Affairs as Chairman, and the Undersecretaries, or equivalent officials, of the Departments or agencies with attaches or representatives abroad, as members.”

Evaluation (RA No. 7157)

xvi. Section 45. Inter-department Committee —

“There shall be an Inter-department Committee to be composed of an Undersecretary of Foreign Affairs, as a chairman, and the Undersecretaries or their counterparts from other departments and government agencies with service attachés or representatives

abroad, as members. The Committee shall prescribe a uniform set of rules and regulations for attaché and representative services and shall meet regularly to assess the performance of their respective officers and employees abroad with the view to improve their output as well as maintaining and strengthening efficient and harmonious relationships with the chief of mission and principal officer and other government workers in the embassy or consulate where they are assigned.”

Interagency Operations (EO No. 74)

“Section 1. (a) All officers, representatives and personnel of the Philippine government posted abroad, including but not limited to Trade Commissioners, Commission on Filipinos Overseas (CFO) attaché, and trade, information, labor, military and cultural attachés, shall, on a per country basis, act as one country-team with a mission under the leadership of the Ambassador, who shall act as team leader. (b) In host countries where there are consulates, such consulates shall also constitute part of the country-team under the leadership of the Ambassador. (c) In the implementation of the country-team approach, visiting Philippine congressional delegations shall be provided full support and information.”

“Section 2. (a) Each country-team shall define its mission which shall be consistent with the policies declared herein, and shall prepare annually a work programme containing the particular targets of results, the specific activities to achieve the same, and members of the team who shall implement them. (b) The work programme shall be divided sectorally into the economic sector work programme, the politico-security work programme, and the social sector work programme.”

7.3 DFA Policies and Citizen’s Charter

- a. *DFA Quality Policy* The DFA is mandated to establish, operate, and maintain FSPs to carry out the Philippine Foreign policy, which includes the deployment of regular attachés. In the DFA Quality Policy, it commits to the “*effective, efficient, and timely delivery of diplomatic, consular, and assistance-to-nationals services that are responsive to the needs of the Filipino people and other stakeholders here and abroad.*” By virtue of its mandate as lead agency, the DFA also takes the lead in the issuance of interagency policies governing deployment.
- b. *The Citizen’s Charter* outlines the administrative procedures, requirements, and responsible office within DFA needed for processing the opening/expanding or closing of the FSPs and the deployment and end of duty of the Government Agencies’ personnel. As regards their deployment, the Citizen’s Charter reiterates the requirement of prior clearance from the DFA’s Secretary of Foreign Affairs (SFA) and consultations with the Head of the Department or the Partner Agency in the appointment of service attachés.

7.4 Interagency Policy Issuances

- a. *Joint Circular No. 01-2015: Guidelines on the Assignment of Representative of Partner Agencies²³ to Philippine Foreign Service Posts (Appendix 5)* aims to provide uniform rules and regulations on the assignment at FSPs of officers and employees from DFA partner agencies, and to strengthen cordial and productive interaction among officers and employees of the Philippine Government assigned at the FSPs towards the implementation of the One Country Team Approach. The joint circular likewise clarifies functions of agency representatives as members of the country team and sets the rank of agency representatives abroad. Further, the circular indicated the use of a *Performance Appraisal Report (PAR)*, an evaluation of the attachés' performance in FSPs "in so far as administrative matters and personality traits are concerned." These PARs are submitted to the government agencies through the DFA.

The broad application of the Joint Circular 01-2015 covers the Partner Agencies included in this study as well as any agency that intends to prospectively assign representatives abroad. In undertaking the process evaluation, the researchers have set the guidelines promulgated under this Circular, as well as the Citizen's Charter, as a framework for the comparative analyses of the agencies' respective policies on the deployment of service attachés and their implementation thereof.

- b. *Joint Manual of Operation in Providing Assistance to Migrant Workers and Other Filipinos Overseas (One Country Team Approach) (Appendix 6)* sets detailed guidelines on the coordinated provision of Assistance-to-Nationals (ATN) services to overseas Filipinos by various agencies. The Joint Manual enumerates the manpower complement of FSPs including the attachés/representatives from government agencies. Service attachés and partner agency representatives mentioned in this manual are Labor Attachés, Social Welfare Attachés, Military Attachés, Police Attachés, and representatives from DOH/Philhealth.

7.5 Partner Agencies' Policy Issuances

The authors reviewed the existing policies that were collected in relation to the deployment of service attachés by different Partner Agencies. The content of each Partner Agencies' policies are narrated in the succeeding section:

1. DA

The DA's International Affairs Division, under the Office of the Undersecretary for Policy and Planning, provides administrative management and technical support to agriculture attachés. Through AO No. 3 series of 2011, the DA under said office and division, created a Foreign Agriculture Service Corps (FASC) Officers composed of Agricultural Attachés designated by the Secretary of Agriculture to be posted in an agricultural office abroad. An FASC Committee is created to handle the recruitment, selection, evaluation, promotion, and post transfer/recall of the attachés. It is governed by the following orders:

²³ Partner Agency is any department or government agency that has a designated representative in the Foreign Service as per Joint Circular Joint Circular No. 01-2015: *Guidelines on the Assignment of Representative of Partner Agencies to Philippine Foreign Service Posts*. The authors will interchangeably use this terminology and Government Agencies throughout the rest of this paper.

- a. DA AO No. 20 *Guidelines Covering the Selection, Evaluation and other Administrative Procedures for FASC (Appendix 7)*. As an amendment of AO No. 3 s. 2011, it is the revised guidelines providing the duties and functions of the FASC, identifies the tasks and composition of the FASC, general information on the assignment and accreditation processes of the FASC and its reporting system and/or supervising officer. Although the guidelines specify that the FASC Committee recommends candidates to the Secretary of Agriculture after processing applications and conducting examinations and interviews as may be necessary, the selection criteria has not been indicated in this AO.
- b. DFA Order No. 19A-95 *Implementing Procedure in Assignment, Recall and Transfer of Officers (Appendix 8)*. It lists the administrative process followed by an attaché for transfer or assignment and the implications if the attaché was recalled or declined the assignment. This Order indicated the exercise of the prerogative of the DFA Secretary on the assignment, recall, transfer or deferment of the deployment of the Department's personnel.

2. DOF

Recognizing the growing role of finance in developing economies and in further pursuit of economic diplomacy, the Department of Finance (DOF) posts Finance Attachés in key financial centers abroad, primarily in the United States (New York) and in Asia (Tokyo), with additional postings in Europe (London, United Kingdom) and another in Asia (Beijing, People's Republic of China). The deployment of Finance Attachés is governed by DOF Order No. 105-2015 on the *Appointment and Posting of Finance Attachés (Appendix 9)*.

This issuance outlines the duties and responsibilities of Finance Attachés, prescribed tour of duty, qualification standards, and recruitment process. The DOF Selection Board conducts an evaluation of applicants for the subsequent recommendation of the Secretary of Finance to the Office of the President. Finance Attachés are overseen by the International Finance Group. They are assigned in FSPs for two (2) years subject to performance evaluation by the DOF in consultation with the HOP and are deemed under the immediate administrative supervision of the latter. Finance Attachés can be recalled by the DOF prior to completion of his/her tour of duty under special circumstances or as the need arises. The order does not detail the evaluation process of Finance Attachés' performance.

3. NCMF

RA No. 9997 establishing the NCMF provides for the appointment of a Hajj Attaché (**Appendix 10**). Pursuant to this law, the Hajj Attaché is appointed by the President among three (3) recommendees of the Commission. The role of the Hajj Attaché is to coordinate with the Ministry of Hajj of the Kingdom of Saudi Arabia on all matters pertaining to the conduct of the annual Hajj. The Implementing Rules and Regulations (IRR) (**Appendix 11**) of RA No. 9997 (Section 5) further defines the qualifications of the Hajj Attaché as "*possessing related academic degree, and must be able to read, write and speak fluently the Arabic language.*" The Hajj Attaché likewise enjoys the

same rank, salary and privileges accorded to attachés of the national government. The deployment process, as well as the monitoring and evaluation of the performance of the Hajj Attaché are not described in RA No. 9997 nor in its IRR.

4. DOLE

Pursuant to RA No. 8042 or the Migrant Workers and Overseas Filipinos Act of 1995 as amended by RA No. 1022, the DOLE promulgated AO No. 168 Series of 2013 (**Appendix 12**) or the Manual of Operations, Policies and Guidelines for the Philippine Overseas Labor Office (POLO), the DOLE's overseas operating arm in the implementation of Philippine labor policies and programs for Filipinos working abroad. The Operations Manual is a comprehensive document which outlines the organization, functions, and responsibilities of the POLO, financial management and operations (disbursement and collection of fees), as well as POLO personnel policies, entitlements and benefits.

All POLO officers subscribe to the One-DOLE Overseas Operations System which governs the assignment and deployment of labor attachés. Labor Attachés are appointed by the Secretary upon recommendation of the DOLE Selection Committee and in accordance with Civil Service qualification standards, rules, and regulations. Upon approval of the assignment by the Secretary, the International Labor Affairs Bureau (ILAB) processes their DFA accreditation and deployment. The ILAB, in coordination with the Cluster Heads, Employment Promotion and Manpower Development, shall establish a system of assignment of overseas labor personnel. Their tour of duty is for a period of three (3) years.

The POLO adheres to the SPMS for the monitoring and evaluation of their performance in FSPs. The SPMS form contains a Feedback Form for the Head of POLO which is accomplished by the Chief of Mission. Other POLO staff are evaluated by the Head of POLO.

The POLO makes use of the Foreign Labor Information System (FLOIS) for recording and storing all transactions. Reports concerning developments of national interest are communicated to the Secretary of Labor copy furnished the ILAB within 24 hour of occurrence. The Operations Manual outlines the different types of reports to be submitted by labor attachés as well as guidance on their deadlines.

Outgoing officers are required to submit a report as a clearance requirement to the Home Office before leaving their post.

The authors noted the recent developments on the passage of RA No. 11641 or the Department of Migrant Workers Act and its implications on the deployment of labor and welfare attachés under the POLO. A brief note of this Act is included in the succeeding sections.

5. DND

The Department of National Defense deploys Defense/Military Attachés under the supervision of the Office for Strategic Assessments and International Affairs (OSAIA) and Office of the Philippine Defense and Armed Forces Attaché (OPhilDAFA).

In their response to the technical questionnaire, the Department did not identify any laws serving as basis of their establishment of OPhilDAFA and deployment of its service attachés. DND instead cited certain agency level policy issuances that covers the different stages in the deployment process, namely:

- a. DND Circular No. 10 and 15 dated August 23, 2019;
- b. Armed Forces of the PHilippines (AFP) Office of the Deputy Chief of Staff for Intelligence (OJ2) Standard Operating Procedure No. 01-12 dated November 7, 2012;
- c. OJ2 Intel Directive No. 03-2020 dated September 1, 2020; and
- d. AFP Intel Directive No. 08-2022.

Copies of these policies, however, were not provided to the authors before the completion of this Study. The same are also not publicly available in any of the Department's websites, which the authors attribute to the confidentiality requirement of their functions. Thus, substantial review of DND's policies cannot be completed.

6. PVAO

Also under DND, PVAO has a Veterans Affairs Attaché stationed in FSP at Washington DC, USA. Per PVAO's response to the technical questionnaire, the policy basis for the establishment of an Ad-Hoc Veterans Affairs Office is DFA Department Order No. 14-90, s. 1990 (**Appendix 13**). It provides the purpose of the establishment, the approval authority for the designation, the rank and title of the designation (i.e., Senior Diplomat), as well as some administrative arrangements for the Office operations. However, no other policy document or legal basis that provides the framework and procedures for deployment and performance evaluation was found or provided by PVAO.

7. DOT

DOT maintains Overseas Offices under the supervision of its Undersecretary for Tourism Development Planning. Its establishment of Overseas Offices is provided under its enabling law, RA No. 9593 or The Tourism Act of 2009 (**Appendix 14**). Section 18 of said law stated that the Department shall retain the "creation, operation and supervision of foreign field offices." Currently, the Overseas Offices is under the Office of the Undersecretary for Development Planning and Office of the Assistant Secretary for Product and Development.

Copies of agency level policies, however, are not publicly available and were not provided to the authors by the Department before the completion of this Study. Thus, substantial review of DOT's policies in relation to the deployment of its service attaché is not included in this Study.

8. DTI

DTI has a Foreign Trade Service Corps (FTSC), which is composed of Trade Representatives or Commercial Attachés representing the Commercial Posts of the DTI around the world. EO 133 issued in 1987 (**Appendix 15**) which reorganized DTI and

its Attached Office, included provision on the establishment of Foreign Trade Service Corps in the Department. Section 13(c) of EO No. 133 states that FSTC “shall assist Philippine businessmen, producers, and exporters with marketing information, project development support, and liaison with foreign government agencies; develop marketing and commercial intelligence for dissemination to Philippine businessmen through the Trade and Investment Information Center; provide direct support to the Department’s overseas promotional programs; assist Philippine businessmen handle trade complaints against foreign firms and governments; support Department units in import and export administration, monitoring of trade agreements, and investments promotion; and be accountable for established foreign investment and export targets for their respective areas of responsibility.”

Currently, FTSC is under the supervision of DTI Undersecretary for International Trade, and headed by a DTI Assistant Secretary.

Copies of agency level policies, however, are not publicly available and were not provided to the authors by the Department before the completion of this Study. Thus, substantial review of DTI’s policies in relation to the deployment of its service attaché is not included in this Study.

9. DSWD

Further to DSWD’s mandate to provide direct assistance and/or intervention to the vulnerable sectors of the society, DSWD’s deployment of Social Welfare Attachés (SWAtt) is pursuant to the following legal bases:

- a. RA No. 8042, as amended by RA No. 10022, also known as the “*Migrants Worker and Overseas Filipinos Act 1995*” (**Appendix 16**) which ordered establishment of Filipino Workers Resource Center (FWRC) wherein social workers will be placed to provide social welfare and protection services;
- b. EO No. 287, s. 2004 (**Appendix 17**) which directed the deployment of social workers as Social Welfare Attachés in selected diplomatic posts with a large concentration of Overseas Filipino Workers (OFWs);
- c. RA No. 11299, s. 2019 (**Appendix 18**) entitled “An Act Establishing the Office for the Social Welfare Attaché” which amends certain provisions of RA No. 8042, mandating that Social Welfare Attachés shall be deployed in countries with the highest concentration of OFWs as determined in coordination with the DFA, DOLE and POEA. It also mandated for DSWD to formulate an IRR and provide the criteria for determining the selection of Diplomatic Posts to which SWAttS will be deployed, along with the minimum qualifications and attributes. Said IRR was signed on 12 February 2020, however, copy of the same is not publicly available and were not provided to the authors by DSWD.

While pending analysis of the IRR, DSWD has a prior policy issuance which is AO No. 7-2016 dated 23 May 2016 containing the “Guidelines in the Operation of DSWD’s International Social Services Office (ISSO) in the Philippines and Foreign Service Posts”. It states that Regular/Interim SWAttS and Assistant SWAttS will be assigned in ISSO along with an Administrative Staff. AO No. 7-2016 also defines the

responsibilities, services to be offered, and clientele to be served by ISSO and its SWAtts/Assistant SWAtts. It likewise provides DSWD's policies on the following:

- a. Establishment of Foreign Offices. Criteria for the opening of a new ISSO abroad was provided. It was stated that the decision to open a new post shall depend on the recommendations received from various sources, and will be subject to confirmation and approval of DFA and DBM. The following basis were provided:
 - i. High population/concentration of Overseas Filipinos (OF);
 - ii. High magnitude of reported cases of undocumented and distressed OFs;
 - iii. Big number of vulnerable Filipinos needing special protection; and
 - iv. Presence of established Filipino Welfare Resource Center.
- b. Deployment
 - i. Bureau of International Social Services (BISS) was established as the central authority for international social services, including the institutionalization of the system of SWAtt deployment and establishment of ISSO's at post. Specific technical and administrative roles of BISS over ISSOs/SWAtts were provided.
 - ii. List of minimum and preferred qualifications along with the functions of Regular and Interim SWAtts and Assistant SWAtts to be deployed under ISSOs at post.
 - iii. Deployment process for SWAtt and Assistant SWAtt from pre-deployment, actual deployment, post-deployment, re-posting/re-deployment, and recall.
- c. Monitoring and Performance Evaluation
 - i. As part of its functions, BISS is tasked to coordinate the regular on-site monitoring of ISSOs; develop and enhance operational guidelines for SWAtt service delivery and performance of obligations; documents good practices and unique experiences of ISSO; consolidate and submit periodic report of ISSO/SWAtts to DSWD Secretary; and maintain SWAtt deployment profile.
 - ii. ISSO/SWAtts are tasked to prepare and submit to home office periodic and special reports as well as other administrative documentary requirements.
 - iii. The performance of SWAtts and Assistant SWAtts shall be assessed/evaluated periodically through different modes/venues such as post visit and annual on-site monitoring by the DSWD Management, conduct of validations visit and client satisfaction surveys, bi-annual review and consultation cum capacity building, establishment of system to monitor SWAtt's compliance to reportorial requirements and directives, and review of IPCR.
 - iv. Upon return to the country, Assistant Social Welfare Attachés (ASWAtt) SWAtt/ASWAtt shall submit reports as part of the post-deployment stage.

The authors noted the recent developments on the passage of RA No. 11641 or the Department of Migrant Workers' Act and its implications on the deployment of social welfare attachés under the Office of the Social Welfare Attaché.

10. DMW

On 30 December 2021, President Duterte signed into law the RA No. 11641 or the Department of Migrant Workers' Act (**Appendix 19**). Pursuant to this law (Section 5), DMW becomes the “*primary agency under the Executive Branch of government tasked to protect the rights and promote the welfare of overseas Filipino workers.*” This follows that the new department would consolidate and absorb all the powers, functions, and mandates all relevant agencies enumerated under Section 19 under one office; namely:

- a. The POEA as created under EO 274 and R.A. 8042, as amended;
- b. The OUMWA of the DFA as provided under R.A. 8042, as amended;
- c. All the Philippine Overseas Labor Offices (POLO) under the DOLE;
- d. The ILAB under the DOLE;
- e. The National Reintegration Center for OFWs (NRCO) under the Overseas Workers' Welfare Administration (OWWA);
- f. The National Maritime Polytechnic (NMP) under the DOLE; and
- g. The Office of the Social Welfare Attaché (OSWA) under the DSWD.

In view of the consolidation of the above agencies, the following provisions under R.A. 11641 will have significant impact on the processes and policies currently governing the deployment of foreign service attachés operating in the overseas labor sector:

i. Section 7 —

“The Department shall consist of the Department Proper comprising of the Office of the Secretary, the offices of the Undersecretaries and Assistant Secretaries, the Service Units, the Bureaus, Regional Offices, and Overseas offices which shall be called Migrant Workers Office (MWO).”

ii. Section 8(a)(2) —

“The Office of the Undersecretary for Internal Management and Administration shall take over the functions of the POEA Deputy Administrator for Management Services. It shall administer personnel programs including selection, placement, development, performance evaluation, employee relations, and welfare.”

iii. Section 8(b) —

“The Office of the Undersecretary for Foreign Employment and Welfare Services shall take over the functions of the POEA Deputy Administrator for Employment and Welfare. It shall also subsume all the functions of the Office of the OUMWA under the DFA.”

iv. Section 8(b)(7) —

“The Office of the Undersecretary for Foreign Employment and Welfare Services shall manage and supervise the MWO under Section 15.”

v. Section 15 —

“The MWO of the Philippine Foreign Service Post shall be the operating arm overseas of the Department: Provided, That within three (3) years from the effectivity of this act and as far as practicable, all Philippine Foreign Service Posts shall have an existing and operational MWO. The

Foreign Service Posts in countries with large concentration of OFWs shall be prioritized in the establishment of the MWO.”

“Each MWO shall have the same jurisdiction, including concurrent and consular jurisdiction, as the Foreign Service Post to which it is attached. It shall absorb all the powers, existing functions and personnel of the POLO, OSWA, and the powers and functions of existing ATN) units of Foreign Service Posts with regard to OFWs in all Philippine Embassies and Consulates.”

“The officials of the MWO who are deployed at Posts shall be designated as attachés, subject to prior clearance from the Secretary of Foreign Affairs. The Secretary of the DMW shall designate a qualified person to head each MWO, with preference for migration specialists with at least five (5) years of experience in the said field.”

“The deployment and performance of the officials of the MWO to the Philippine Foreign Service Posts shall be governed by the Philippine Foreign Service Act of 1991, Vienna Convention on Consular Relations, the Vienna Convention on Diplomatic Relations and the rules and regulations imposed by the receiving State.”

“For avoidance of doubt, the OWWA Welfare Officers shall work jointly with the MWO at the Foreign Service Post and, to the extent practicable, hold office therein.”

vi. Section 20 —

“OWWA shall be attached to the DMW for purposes of policy and program coordination.”

On 20 April 2022, the IRR of RA No. 11641 was approved²⁴. This reiterates the State's duty to protect the rights and promote the welfare of its citizens whether in the country or overseas, in general, and Filipino migrant workers. It also emphasizes the State's commitment to afford full protection to labor, local and overseas, organized and unorganized, and provide adequate and timely social, economic and legal services to Filipino Migrant workers, especially for workers who are vulnerable to physical, emotional, and psychological stress or abuse.

In effect, Sections 4 and 5 of the IRR affect the policies governing the oversight and management, as well as the structure and operations of the service attachés operating under the DOLE (POLO and ILAB) and the DSWD (OSWA).

More specifically, the DMW includes an overseas operating arm, the MWO which operates in FSPs. The MWO absorbs all the powers, existing functions, and personnel of the POLO, OSWA, and the powers and functions of existing ATN units of Foreign Service Posts with regard to OFWs. Under Rule XI of the IRR, this pool of overseas personnel consists of Labor Attachés I and II and the 162 plantilla positions under the Office of the Secretary of DOLE and the 12 personnel belonging to the Welfare Attaché Corps under the OSWA. Under Rule XI, the Officials of the MWO who are deployed at Posts shall be designated as Attachés, subject to prior clearance from the SFA.

²⁴ The authors relied on newspaper copy of the IRR of RA No. 11641.

Under Rule V of the IRR, the overall oversight of service attachés falls under the Undersecretary for Foreign Employment and Welfare Services (taking over the POEA Deputy Administrator for Employment and Welfare) and the Office of the Assistant Secretary for Welfare and Employment Office. Under the supervision and management of the latter are the "Migrant Workers Office Operations Bureau" which comprises geographic desk assignments in the home office and the MWO or the operating arm overseas of the DMW.

Management of service attachés may also fall under the remit of the Office of the Undersecretary for Internal Management and Administration (taking over the Office of the POEA Deputy Administrator for Management Services) which includes the Office of the Assistant Secretary for Internal Management and Administration. The latter oversees the DMW's "*Foreign Post Training Unit*" (under the DMW Training Institute) and the "*Recruitment, Selection, and Placement Division*" (under the Strategic Human Resources Management and Development Service). Section 25 of Rule XI of the IRR provides for the Qualifications, Hiring, Training, Promotion, Deployment, and Recall of MWO Personnel. However, an MWO Manual of Operations has yet to be developed for this purpose. The IRR, nonetheless, suggests that the head of each MWO is "*a specialist in migration with at least 5 years of experience in the field.*"

As regards reporting, Rule XI Section 23 states as one of the MWOs functions to "*submit regular reports to the Secretary and the DFA on plans and activities undertaken, recommendations, and updates on the situation of OFWs,*" particularly those encountering difficulties. This would also form part of the semi-annual report to Congress. Consistent with issuances²⁵ pertaining to the relationship of service attachés and the HOP, Rule XI states that the MWO personnel shall be under the primary authority of the Secretary but under the administrative supervision of the HOP.

7.6 Summary of the Policy Issuances

Summarizing the policies, the legal and policy bases for the establishment of FSPs and the deployment of foreign service attachés are drawn from (i) international conventions governing diplomatic and consular relations, (ii) national laws on the implementation of Philippine foreign policy and their respective IRRs, (iii) agency-specific issuances (i.e., DOs and AOs), and (iv) interagency issuances (i.e., Joint Circulars). These policies vary in their level of specificity and detail, yet in general, they outline key elements such as the declaration of State policy, functions and responsibilities of attachés, and certain aspects of the deployment process. Overarching legal and policy frameworks pertinent to Partner Agencies' service attachés refer to the following:

1. The 1987 Philippine Constitution;
2. Philippine Foreign Service Act of 1991 or RA No. 7157;
3. EO No. 292 or the Revised Administrative Code of 1987;
4. EO No. 74, s. 1993 on the One Country Team Approach;
5. Department Order No. 19A-095 or the IRR of RA No. 7157;
6. Joint Circular No. 01-2015: *Guidelines on the Assignment of Representative of Partner Agencies to Philippine Foreign Service Posts*, ("Joint Circular 01-2015"); and

²⁵ Section 25 of EO 292 or the *Revised Administrative Code of 1987*; Section 1 of EO 74 s. 1993 on the *One Country Team Approach*; Sec 387 of RA 7157 or the *Philippine Foreign Service Act*

7. DFA Citizen's Charter 2022.

The creation of corps of attachés is unclear from EO 292; while government agencies may claim that the authority to create attachés is based on EO 292, the explicit provisions regarding attachés are silent on who has the authority to create these attaché corps within Departments. The power to create attaché corps by Department Secretaries should also be examined as it is unclear whether they have the authority to do so on their own, unless provided by legislation such as in the case of DTI, DOT, DOLE, and the new DMW.

Chapter VIII Section 28 of EO No. 292 and Title V Section 45 of RA No. 7157 provide for the establishment of “*a uniform set of rules and regulations for attaché and representative services*” and “*an inter-department committee to assess the performance of their respective officers abroad.*” Pursuant to these provisions, detailed guidance on the deployment of foreign service attachés has been prescribed in the IRR of RA No. 7157 or DFA DO No. 19A-095 and the DFA-led Joint Circular 01-2015 (see **Figure 2**).

An examination of EO 292, Book IV, Title 1, Chapter 25, also shows that it is clear that the Chief of Mission at post possesses immense responsibility and authority over attaches. In particular, Section 25 on the Relationships Between the Chief of Mission and Attaches states that “the Chief of Mission shall be responsible for the conduct of affairs of government at the diplomatic posts. All attachés and representatives of other departments, shall during their tour of duty, be under the immediate control and administrative supervision of the Chief of Mission where they are assigned. They shall be required to submit their reports to their agencies through the Chief of Mission and the Department of Foreign Affairs, except when national security requires otherwise. They shall clear with the Chief of Mission all their public pronouncements at the diplomatic post, and all the documents and materials they send shall be transmitted through the diplomatic pouch.”

Given the above provision, it is unambiguous that the Chief of Mission, whether it is the Ambassador or the Consul-General, has a strong role in managing the affairs of the attaches at post. This includes the power to discipline said attaches. Performance evaluation is therefore plausibly within the ambit of the chief of mission at post.

Corroboration with the Government Agencies confirmed the correctness of some of the above policy digests, particularly DA, PVAO and DOLE. The authors relied on available public information for the rest of the Government Agencies.

However, the authors note that information on the creation or establishment of foreign offices or service attache positions in FSPS, and the overall deployment processes of their services attaches were not gathered in some agencies. Certain agencies, such as, DA, PVAO and DND, have not identified any legal bases (i.e., national laws or executive/presidential-level issuances) to support their establishment and/or deployment of service attachés. For some agencies, particularly DOT, DTI, and DILG-NMFC, the authors found legal bases from publicly available sources, but no corresponding agency-level issuance on current systems, frameworks, and processes for the recruitment, selection and deployment of their service attachés.

Table 3: Summary of the legal bases and policy issuances of the concerned Partner Agencies

Agency	Legal Basis (Convention, RA, EO, IRR)	Corresponding Department Policy Issuances (DO, AO, JC, JM)
DFA	<ul style="list-style-type: none"> RA 7157: Philippine Foreign Service Act of 1991 EO 292: Administrative Code of 1987 EO 74, series of 1993: “Directing the Adoption of the Country Team Approach in the Conduct of Development Diplomacy” 	<ul style="list-style-type: none"> Department Order No. 19A-095 or the Implementing Rules and Regulations (IRR) of RA 7157 Joint Circular No. 01-2015: Guidelines on the Assignment of Representative of Partner Agencies to Philippine Foreign Service Posts Joint Manual of Operation in Providing Assistance to Migrant Workers and Other Filipinos Overseas
DOLE	<ul style="list-style-type: none"> RA 8042: Migrant Workers and Overseas Filipino Act of 1995 as amended by RA 10022 	<ul style="list-style-type: none"> AO No. 168 Series of 2013
DA	<i>No information/inputs gathered</i>	<ul style="list-style-type: none"> AO No. 3 Series of 2011 AO No. 20 Series of 2020
PVAO	<i>No information/inputs gathered</i>	<ul style="list-style-type: none"> DFA Department Order No. 14-90, s. 1990: Establishing an Ad-Hoc Office in the Philippine Embassy in Washington, D.C.
DSWD	<ul style="list-style-type: none"> RA 8042, as amended by RA 10022: Migrants Worker and Overseas Filipinos Act 1995 EO 287: Directing the Deployment/Posting of Social Welfare Attachés in Selected Diplomatic Posts RA 11299: An Act Establishing the Office for the Social Welfare Attaché^[1] 	<ul style="list-style-type: none"> AO No. 07 Series of 2016: Guidelines on the Operation of the DSWD's International Social Services Office in the Philippines and Foreign Service Posts
DILG-NMFC	<ul style="list-style-type: none"> RA 9997 Creating the National Commission on Muslim Filipinos 	<ul style="list-style-type: none"> <i>No information/inputs gathered</i>
DOT	<ul style="list-style-type: none"> RA 9593: The Tourism Act of 2009, which includes a provision for the “creation, operation and supervision of foreign field offices”^[2] 	<ul style="list-style-type: none"> <i>No information/inputs gathered</i>
DTI	<ul style="list-style-type: none"> EO 133: Reorganizing the DTI and its Attached Office, and for Other Purposes, which includes the establishment of Foreign Trade Service Corps^[2] 	<ul style="list-style-type: none"> <i>No information/inputs gathered</i>
DOF	<ul style="list-style-type: none"> EO 127, 127-A Reorganizing the Ministry of Finance RA 7157: “Philippine Foreign Service Act of 1991” Joint Circular No. 01-2015 	<ul style="list-style-type: none"> DO 105-2015 dated October 22, 2015 appointing and posting of Finance Attachés
DND (CO)	<ul style="list-style-type: none"> <i>No information/inputs gathered</i> 	<ul style="list-style-type: none"> DND Circular No. 10 and DND Circular No. 15 dated August 23, 2019^[1]

Agency	Legal Basis (Convention, RA, EO, IRR)	Corresponding Department Policy Issuances (DO, AO, JC, JM)
		<ul style="list-style-type: none"> • OJ2 SOP Nr 01-12 dated November 7, 2012^[1] • OJ2 Intel Directive 03-2020 dated September 1, 2020^[1] • AFP Intel Directive No. 08-2022^[1]
DMW	<ul style="list-style-type: none"> • RA 11641 Creating the Department of Migrant Workers 	<ul style="list-style-type: none"> • <i>No information/inputs gathered</i>

Notes:

^[1] Copy of these policies are not publicly available and were not provided to the authors by the concerned Departments before the completion of this Study.

^[2] Refers to the agency's enabling law/mandate only.

The authors endeavored to validate these findings with the concerned agencies. Unfortunately, limited responses were received prior to the submission of the report. As of the date of the submission of this report, only PVAO reconfirmed that the single agency-level policy submitted to the authors serves as the basis pertaining to the creation of their service attaché position and office in FSP.

VIII. Interviews and Case Studies

The authors conducted KIIs with former and current HOPs and service attachés of Partner Agencies, i.e. two (2) retired Ambassadors and one (1) current HOP, who have held top leadership capacities in administration and human resource management in the DFA. In addition, four (4) agricultural attachés and counselors with varying length of experience were interviewed to inquire about their experience in their agencies' deployment process and to note suggestions for improvement. One former service attaché from DND, who recently returned from deployment, was endorsed to participate in the Study and accomplished the research questionnaire. These interviews sought to gather first-hand information on and glean insights from the agencies' policies and procedures on the deployment of service attachés.

The authors further reached out to the DFA, DOLE, and DA for interviews with Home Service Units/Divisions handling service attachés to fully corroborate the information received from the service attachés and to obtain additional documents, insights into deployment processes and monitoring evaluation.

8.1 DFA

Philippine interests and the 3 Pillars of Philippine foreign policy are the main factors in the creation of an office and deployment of service attaché offices

The DFA Human Resource Management Office (HRMO), Honorary Consuls and Service Attachés Division, responded that the establishment of an office and deployment of service attaché offices in FSPs are based on Philippine interests and the 3 pillars of Foreign policy. Likewise, it was reiterated that in compliance with Section 42 of RA 7157, it is the Partner Agency that initiates the establishment of an office and the deployment of a service attaché. It is the Partner Agency that provides justification to be evaluated by the DFA, in consultation with the FSP, on whether it is merited and if the Host Government permits the opening of the said office.

Further, the DFA HRMO shared additional factors for consideration for the deployment of service attachés, such as: the necessity for the deployment of the representative from the Partner Agency; the approval of the Host Government for deployment of personnel; and the staff allocation assigned by the Host Government to the Philippine Government.

The DFA has no role in the Partner Agencies' budget allocation, selection, recruitment and designation of service attachés

The DFA HRMO Honorary Consuls and Service Attachés Division responded that they do not play any role in the budget allocation for the deployment of service attachés of the Partner Agencies nor are they involved in the selection and recruitment of service attachés. They are also not involved in any decision on the selection of the service attachés country of deployment or post assignment.

However, the DFA clarified that they may decline the proposed deployment of the Partner Agency's representatives for reasons that may be *inimical to the Service*²⁶. A decline in a proposed assignment of a Partner Agency representative does not preclude a Partner Agency from recommending the same person in any other future assignment.

DFA has an overseeing ministerial role in the accreditation with the Host Government

The DFA submits to FSP the relevant nominee's details and documentary requirements upon receipt of a request from the Partner Agency for the deployment of a proposed representative to the FSP. The DFA requests accreditation with the Host Government. They also inform the Partner Agency if the FSP does not object to the deployment of the proposed service attaché.

When asked if there are instances wherein service attachés do not get accreditation, the DFA responded that "*non-accreditation by a Host Government of Partner Agency representative is inconsistent with established international procedures.*"

Tour of Duty and Recall is within the purview of the Partner Agency

When asked if the DFA has a policy on the length of Service Attachés tour of duty, the DFA responded that the tour of duty and any extensions thereof, including recall, are subject to the rotation scheme of the Partner Agency.

There are no records of the performance reports of Service Attachés, thus, suggested improvements on performance evaluation

The DFA HRMO does not record reports submitted by the Partner Agencies. In addition, they are aware that a number of Service Attachés failed to submit PARs to the HOP for evaluation.

Following this awareness, the DFA HRMO suggests some improvement in the performance evaluation reports. They suggest that the Partner Agency representatives or service attachés be required to submit separate performance appraisal forms to the HOP and to their Partner Agencies. They mentioned that their Department will propose

²⁶ As stated in DFA's response to our questionnaire.

to have a role in the monitoring of the performance appraisal forms to the HOP by having a template for the performance appraisal forms of Partner Agencies' representatives at Post, who are under the oversight of the HOPs.

Further suggestions for improvement raised by DFA HRMO were: (1) strengthening of the One Country Team Approach, wherein the HOP shall convene regular meetings, which includes Partner Agency Representatives to formulate the Work Plan of the FSPs and to discuss the initiatives and activities of the Partner Agency Representatives prior to the implementation; (2) reviewing and updating the Joint Circular 01-2015, which is currently ongoing, with a number of updates on passport insurance and revalidation were made; and (3) to have a client feedback for service attachés to be received at the FSP including those of Partner Agencies.

8.2 Head of Post Perspectives

The establishment of FSPs and of service attaché offices within FSPs is grounded on a consultative process among decision-makers rather than an established or formal framework.

A retired Ambassador cited that during his time as HOP and senior official of the DFA between 1999-2015 there was “*no written policy or guideline for the opening of FSPs,*” and the process of establishing such were determined mostly by circumstances (war, conflict), progressive trade relations, presence of overseas Filipinos, and reciprocity between States. Likewise, the decision to deploy service attachés or open a service attaché office in an FSP would normally emanate from high-level consultations among, as well as recommendations from, decision-makers in government (i.e., the President), the FSP, the DFA Home Office, and the Partner Agency. He cited his experience of the establishment of an FSP in Yemen, which had been opened to accommodate the exit of overseas Filipinos at the height of the US invasion of Kuwait, and the deployment of labor attachés in Saudi Arabia in response to the issue of abuse of Filipino domestic helpers, as examples where FSPs and service attaché offices were established due to circumstance and exigency.

The President's priorities and foreign policy directives influence the opening/closing of FSPs, and consequently, the deployment of service attachés.

A retired Ambassador cited the “*policy of the Partner Agency, the needs of the country or State, the DFA, and the Administration's priorities,*” articulated through a consultative process, as factors that would determine the opening or closure of an FSP and a service attaché office in an FSP. For instance, under the Fidel V. Ramos Administration, several FSPs had been opened in response to “*growing Philippine interests overseas.*” On the other hand, under the Administration of former President Gloria Macapagal-Arroyo, a number of FSPs in Europe had been ordered to close to accommodate the expansion of FSPs in the labor-receiving countries in the Middle East.

The deployment cycle of service attachés, from recruitment to recall, varies from one agency to another and has remained the same for years.

All three Ambassadors, former and current, suggested that the deployment process of service attachés may vary from one Partner Agency to another; though, one noted that

they should, in principle, follow the DFA's regulations and certain guidelines on entitlements such as health insurance.

Recruitment and Selection Process. Two former Ambassadors cited the DFA and the DTI as among the agencies that follow an institutionalized, “*professionalization scheme*” of recruitment, selection, rotation, and deployment of attachés. Recruitment and selection in these agencies are based on set guidelines which include the administration of a battery of exams and a competitive selection process.

Determination of Foreign Assignment. A former and current HOP confirmed that the foreign assignments of service attachés were determined solely by the Partner Agency and relayed through a recommendation to the DFA, a process which the HOP has no control over. According to the current HOP, this has exposed a gap in the deployment process because in some cases, the foreign assignment is not responsive to the objective of the deployment of the service attaché. In Europe, for instance, he finds that the deployment of a Defense Attaché in Brussels would have been more strategic and impactful than in Madrid where the attaché is currently stationed.

Role of DFA in the Deployment of Service Attachés. The DFA, nonetheless, approves the recommendation of the Partner Agency and handles administrative requirements such as security clearances, background checks, and their accreditation by the Foreign Ministry of the receiving State. Other than these administrative requirements and diplomatic protocols, the DFA respects and defers to the Partner Agencies' internal policies and processes on deployment.

This experience was reaffirmed by another retired Ambassador. He claims that he was not privy to the selection process of attachés nor was there any written criteria or policy for such. The recommendation for a service attaché to be deployed came from the Partner Agency. No other candidates for the consideration of the HOP are included in the recommendation such that an Ambassador's role was only to conduct due diligence, check the quality traits, and proceed with administrative approval.

Accreditation Process. Related to the issue highlighted on the determination of foreign assignments of service attachés, one HOP also cited gaps in the accreditation process. In some cases, service attachés serving multiple jurisdictions (on a non-resident status) did not have accreditation in some receiving States. This limited their ability to optimize their functions in these otherwise strategic locations.

Tour of Duty and Rotation Plan. All three Ambassadors interviewed for this study could not ascertain whether all or some Partner Agencies, such as the DOT and the DA, observed a strict rotation plan for their service attachés. Based on their observation, some service attachés from DOT and DA may serve extended tours of duty for 10 to 15 years.

A key issue highlighted by one retired Ambassador concerning attachés from Partner Agencies with no strict rotation plans, defined tours of duty, and system for foreign assignments was that they were vulnerable to “*politicking.*” Another pointed to the tendency of service attachés serving extended tours of duty to be “*too comfortable*” and prone to “*overfamiliarity*” such that they become complacent and become embroiled in issues of ethical conduct (e.g., sexual harassment, corruption). Though, they

acknowledged that there are justifications that would merit their extension such as “good performance” and “pending projects.”

Reporting, Monitoring, and Performance Evaluation. Consistent with the language of the One Country Team Approach, all three key informants reaffirmed their role in providing some form of “*administrative supervision*” over service attachés and that the latter report to them either on a *structured* or *ad hoc* arrangement.

One retired Ambassador described “*administrative supervision*” in his experience as dealing with purely administrative matters. His responsibility was to check if they were not involved in any risks or violations (i.e., corruption) that might damage the reputation of the embassy. Service attachés mostly coordinated directly with the Partner Agency on substantive matters concerning their functions. Another described her experience of supervision as constituting both “*administrative cover*” such as approving applications for leave of absence, and “*substantive cover*”; that is, setting concrete expectations with the service attachés through periodic planning exercises and having regular meetings on projects to ensure that they meet their objectives. Another would go as far as take every opportunity to connect with and provide feedback to the service attachés’ supervisor or head of office in his visits to Manila.

The Ambassadors acknowledge that they receive an exit report of service attachés upon recall and that an evaluation system for service attachés performance based on Civil Service Commission (CSC) requirements exists. A more senior retired Ambassador failed to recall if there was such in place during his stint as HOP as this may have been a recent development. A recently retired HOP and current Ambassador confirmed that the Strategic Performance Management System (SPMS) is in place. These performance reviews, however, are *pro forma* in nature and addressed to the Partner Agency.

The One Country Team Approach is strongly emphasized but the implementation mechanisms vary from one FSP to another.

The operationalization of the One Country Team Approach varied depending on the HOP’s management style. One of the Ambassadors interviewed characterized the policy as something that was “*not a given*.” While the role of the Ambassador as “*team leader*” of an FSP is clear, in some cases the problem arose from the lack of coordination of service attachés vis-à-vis each other.

The lack of coordination was highlighted by the respondents of the study as a key issue in FSPs. In some posts, service attaché offices operated in “kingdoms,” making it difficult to properly share information, monitor, evaluate their operations and provide feedback mechanisms. An Ambassador cited the highly publicized “*sex-for-flight*” case involving labor attachés as a problem engendered by the service attachés’ lack of coordination and tendency to work in silos.

One recently retired HOP was able to recount a more structured mechanism of implementing the One Country Team Approach by facilitating periodic planning exercises, which included all service attachés, and coming up with an embassy-wide work program to monitor service attachés accomplishments vis-à-vis their objectives and targets.

Service attachés have added value to the FSPs and the costs associated are justified but gaps in the deployment process should be addressed.

The former and current HOPs are of the view that service attachés fill a critical gap in the FSP's operations and that the costs associated with their deployment are justified. They complement the work of the DFA which also operates with limited human and financial resources.

A former and current Ambassador noted the complementarity of the functions of the DFA's own foreign service personnel and those of Partner Agencies in FSPs. Some concrete examples provided were the convergence of functions between an Economic Officer of the DFA and Trade Attaché of the DTI, and the operations of ATN Officer and the Labor/Welfare Attaché. The Economic Officer undertakes economic reporting and identifies economic prospects through official representations, while the Trade Attaché does the actual marketing with business prospects through trade fairs and engagements. In handling ATN, an ATN Officer of the DFA would handle legal assistance through the administration of the DFA's legal assistance fund, while the labor attaché and welfare attaché would focus on labor contracting issues and the provision of welfare services using their respective agencies' funds.

Two respondents noted, however, that while it is difficult to quantify the value of service attachés, their impact would be better seen if certain gaps in deployment were addressed, particularly in the determination of their foreign assignments. Also, the cost to the government would be justified if there were regularity in the deployment of service attachés, especially in major FSPs.

8.3 Partner Agencies Case Studies

i. DA

Of the eight government agencies covered in this study, only DA provided relevant policies and responded to both KIIs and questionnaires from agricultural attachés of various FSPs and its International Affairs Division (DA-IAD), the Home Service unit handling the FASCs.

The DA follows a combination of DFA's orders and its own institutional orders in relation to its deployment process and management of its service attachés. It mirrors DFA Department Order No. 19A-95, follows the Joint Circular No. 01-2015 and its own Administrative Order No. 20 Series 2020 (**Appendix 7**) *Guidelines Covering the Selection, Evaluation and other Administrative Procedures for Foreign Agriculture Service Corps*²⁷ which narrates the guidelines and process to be followed by the DA's FASC. The DA's process on agricultural attachés is illustrated in **Annexes VI and VII**.

Objectives and functions of their duties align with DFA's economic diplomacy

In an interview with three (3) agricultural attachés and one (1) agricultural counsellor, the attachés explained that their assignments to FSPs are aligned with DFA's objective

²⁷ DA AO No. 20 Series of 2020 states that the FASC shall hold Agricultural Attaché plantilla positions in the DA, designated by the Secretary of Agriculture to be posted in an agricultural office abroad. This is consistent with Title V of the Philippine Foreign 1991. However, the Research Team notes that said AO did not refer to a legal basis or policy for creation of the FASC.

of economic diplomacy which are: to promote trade and investment in agriculture, identify opportunities for Philippine agricultural exports and develop markets abroad for such exports, promote expanded trade in agricultural products, identify areas for exchange for agricultural technology and study agricultural trends, policies which may assist or disrupt Philippine production or exports of agricultural commodities. When asked what factors or developments influence the deployment of service attachés to FSPs, all three (3) responded the potentiality for trade cooperation and investment potential with a country or region, bilateral and/or multilateral agreements and/or opportunities and further, that the country or region could be a listening post.

All four (4) agricultural attachés noted that their functions align with DFA through economic diplomacy handling on agricultural related issues/ policies, market access, investment generation, and research and cooperation initiatives. Their clientele are farmers, fishermen, agri food processors, exporters, importers, and depending on the country, foreign businesses as well.

A selection process exists but the roster and rotation plans may not be forcefully implemented

All four (4) agricultural attachés went through a selection process (i.e., applying to the position, oral and written examinations) executed by the DA-IAD. The terms of reference of an agricultural attaché is also available with DA-IAD. It is also noted in their policies that a reserve succession pool exists within DA. However, when asked about the rotation plan of attachés in FSPs and the roster of attachés, the majority of the agricultural attachés acknowledged that there is a rotation plan but it is not fixed while another described it as a “tricky thing” and reiterated that they have limited pool for replacements for a roster of attachés. When this was corroborated with the DA-IAD, they confirmed that they have a rotation plan but the roster of attachés has not been implemented.

Exigencies and limited manpower may dictate assignment to Post or cause extensions of duration in FSPs

When asked about the institutional process observed or currently being implemented for the deployment of service attachés, one responded that the designation of service attachés is a DFA process while another responded that it was based on exigencies because for this agricultural attaché’s experience, the creation of FSP in Berlin was halted due to COVID-19. As such, the funds and the attaché’s designation was transferred to another post.

Regarding the duration of assignment, it was emphasized that it is not a fixed duration. Ideally, it takes three (3) + (3) years depending on performance. However, it was also emphasized that an agricultural attaché often extends their tour of duty beyond 6 years because of the lack of pool replacements. As per one attaché, “there is a need to increase the plantilla positions for attachés in the DA rationalization plan.”

Inconsistencies in reporting process

When asked if they submit travel mission reports or final reports, all confirm that they submit reports after completion of assignment either as a transition report to incoming officers submitted to the DA-IAD, the DA Office of the Secretary (DA-OSEC) and the

Ambassador or accomplishment reports. They also emphasized that they are responsible for their Post. One responded that the DA's Undersecretary manages them while the DA Secretary is not involved in administrative and supervision concerns. Two (2) out of three (3) responded that they report directly to the Ambassador for administrative purposes only. Substantive guidance on agricultural issues and negotiations emanate from the DA or the Secretary. A younger attaché responded that she directly reports to the Ambassador.

All three (3) agricultural attachés are aware that they have been evaluated since they submit an Individual Performance Commitment and Review (IPCR) form to the DA-IAD. Quarterly accomplishments are also discussed with the DA. In an experience of a new agricultural attaché concerning evaluation and reports in general, IPCRs are submitted periodically to the DA Personnel, quarterly accomplishments to the DA Secretary and monthly accomplishments to the Ambassador. However, for senior attachés, monthly and quarterly reports may arise on a need basis and may be done through email or online meetings. Consultations with the DA arise based on exigencies. Their performance is evaluated by their mother agency, DA, as the main repository. It has been noted that there is no client feedback mechanism in place for agricultural attachés.

Knowledge of budget cost is unknown but mentions that requests for additional budget may be allowed

An agricultural attaché mentioned that the budget they have for deployment may be “*too little that it is embarrassing*” given the amount of work and the limited staff. It was mentioned that there are only nine (9) of them as agricultural attachés. As such, budget requests can be based on the needs and operations of each post.

In a follow-up question on how to determine the outputs of the service attaché against the budget cost, it was noted that agricultural attachés follow key results areas reflective in the evaluation. In a particular example, the achievement of a successful trade project, i.e., USD 700 million worth of trade of bananas, is an achievement in itself but reporting this in the evaluation need not emphasize the costs since this is not an overall achievement. The uptake in this particular instance is that not all may be quantified.

Attaché designations and successions are key issues raised by agricultural attachés

All three (3) respondents underpinned the value added by agricultural attachés in economic diplomacy by sharing their “*technical expertise and guidance in making informed economic decisions, improvement of trade, market access, technical cooperation and agri-related negotiations, whether bilateral or multilateral in nature.*” However, when asked if there is any key issue on the deployment of service attaché, the designation of the term “*attaché*” was raised. The term *attaché* can be used by anyone who has been deployed in the post including drivers. It was suggested that designations such as: Counsellor or Minister may be “*postured in the post to command more attention from our counterparts.*” Another key issue is aligned on the improvement of succession to ensure the continuity of projects developed by the predecessors.

Performance evaluation follows the CSC requirements but there is no standard monitoring evaluation followed

Corroboration with DA-IAD confirmed that the agricultural attachés comply with performance evaluation reports as per CSC requirements. When asked about any monitoring evaluation system in place, the DA-IAD mentioned that they are not aware of any standard monitoring evaluation in place and suggested that perhaps DFA could create one.

ii. DND²⁸

General factors for deployment were identified

DND identified political leadership, administration, legal, economic, social and cultural, customs and immigration laws as factors to determine deployment of their attachés. There is no set of criteria or requirements per country as long the attaché is qualified by being a graduate of the Strategic Intelligence Course (SIC) and is assigned in the Intel community.

A selection process exists and pool or roster of attachés is being maintained

The Department indicated in their response to the technical questionnaire that they have agency level policies governing the selection process, with criteria for selection and a committee composed of AFP Senior Officials. DND also stated that they maintain a pool or roster of attachés, specifically graduates of SIC. Pre-departure preparations are said to be conducted which includes training and seminar.

Implementation of a one-time deployment of attachés

One distinction of DND as compared to other agencies is the one-time deployment of attachés. The Department cited that there have been no re-deployment of attachés and the length of TOD is fixed to three years with limited allowable extension, which is only for administrative delays (e.g., delayed posting of the incoming attaché, accreditation process issues, pre-departure operations, or passport concerns).

Reporting mechanisms were identified along with contribution under the One Country Team Approach

DND cited several regular and periodic reports (e.g., daily situation updates, weekly/monthly assessments, special reports, Country Study, Strategic Reports, Quarterly and Semi-Annual Report, After Tour of Duty Report, among others). However, samples of said report were not provided and it was not specified which of the reports were submitted to Partner Agency head office and the FSP. DND raised that no overall impact assessment is being done.

Attachés also provided support to FSPs through assistance and support to all activities in line with OCTA. All the inputs, however, did not go through further validation since

²⁸ Only the advanced copy of the DND - OSAIA response to the technical questionnaire was used for this Study.

the authors were not able to secure copies of the DND relevant policies, which are not publicly available and not provided by DND.

iii. PVAO

Ad hoc arrangements exist in other agencies which deploy service attachés for special and time bound purposes

The establishment and deployment of service attaché for Office of Veterans Affairs (OVA) has a very specific objective. Accordingly, on 31 March 2021, the OVA was permanently closed per the directive of the Secretary of National Defense due to the dwindling number of World War II Filipino veterans and the fact that most laws (except for the proposed repeal of the 1946 Rescission Act) intended to benefit war veterans had already been passed. Per PVAO, the functions and ongoing tasks were turned over to the Defense and Armed Forces Attaché Office.

Limited selection and performance evaluation processes

Aside from the DFA Department Order No. 14-90, PVAO has no other legal or agency level policy that covers the selection, recruitment and deployment process. The selection was done through an internal vetting process and the designation was determined by the Secretary of National Defense. DFA Department Order No. 14-90 only states that the Senior Diplomat will be designated by the Secretary of Foreign Affairs upon the recommendation of the PVAO and other veteran's groups in the country.

According to PVAO, no post-deployment or duty travel mission report was required from the returning attaché. The performance evaluation being done was in compliance with the statutory requirement, which is the semestral Career Executive Service Performance Evaluation System (CESPES) required by the CSC rules based on the rank of the position (i.e., Senior Diplomat). The evaluation was being done by the superior, which was not specifically identified by PVAO focal. In addition, monthly accomplishment reports to the Home Office and semestral reports were being submitted to the FSP.

iv. DOLE

Service attaché offices in the home office and in FSPs may be established by virtue of an enabling law or the agency's approved reorganizational plans

Officials from the DOLE's Human Resource Development Service (HRDS) reaffirmed that the POLO was established with the passage of RA 8042 in 1995, which was further amended in 2010 through RA 1022. The International Labor Affairs Bureau (ILAB), on the other hand, was created by virtue of an initiative to reorganize the DOLE in 2009.

Recruitment, selection, and hiring, as well as performance evaluation of labor attachés are consistent with CSC rules and regulations

The hiring process begins with the publication of the vacancy, followed by the pooling of eligible applicants which will be subject to an evaluation based on the qualification standards of the CSC. For Attaché I with salary grade 24, the education requirement is a Master's Degree or Bachelor of Laws with 4 years of relevant supervisory or managerial experience. They are required to provide evidence of 32 hours of training in management and supervision and Civil Service Professional / Second Level Eligibility. For Attaché II with salary grade 25, the required educational attainment is Master's Degree or Bachelor of Laws with 5 years of relevant supervisory, and managerial experience, 40 hours of training in management and supervision and Civil Service Professional / Second Level Eligibility.

These pooled applicants undergo a series of exams on management, personality profile, emotional stability and work behavior profile. A deliberation process will be undertaken by a selection committee which includes a representative from the HRDS and ILAB, and the cluster head for overseas operations which holds the position of Undersecretary. Among the top 5 candidates, the Secretary has the prerogative of appointing his/her preferred candidate for the position.

As for performance evaluation, service attachés' submission of their Office Performance and Commitment and Review Forms (OPCRs) and Individual Performance and Commitment Review Forms (IPCRs) are monitored by the HRDS as these are linked to the grant of performance-based incentives. The targets and commitments herein are set through a systematic agency-wide planning exercise. These evaluation forms are directly addressed to the DOLE through the ILAB and the head of the operations cluster.

The duration of tour of duty and home office assignment of service attachés upon recall are not fixed

The prescribed tour of duty of labor attachés increased from 3 to 5 years. Upon recall, some service attachés serve the home office for a year while in some cases only for a few months. They are often assigned to offices/units for which the position of head is vacant.

Other than the hiring and recruitment and receipt of their performance evaluations, the HRDS is not privy to the deployment and recall of service attachés. These are within the remit of the ILAB which also evaluates the need for extensions of tour of duty of service attachés.

v. DOF

There are no enabling laws establishing service/finance attaché offices in the home office or in FSPs

DOF cites as legal basis Executive Orders 127, 127-A Reorganizing the Ministry of Finance, RA No. 7157 or the Philippine Foreign Service Act, JC 01-2015 or the Guidelines on the Assignment of Representatives of Partner Agencies to Philippine

Service Posts, and DOF DO 105-2015 appointing and assigning finance attachés in FSPs.

Global events may justify the deployment of service (finance) attachés

Pursuant to the latter, the growing and significant role of finance in global events led to the appointment of finance attachés. These global events include United Nations (UN) World Conferences on Disaster Risk Reduction, Third International Conference on Financing Development, UN Summit for the Adoption of the Post-2015 Development Agenda, among others.

While the positions are existing and filled, finance attachés have yet to be deployed to FSPs

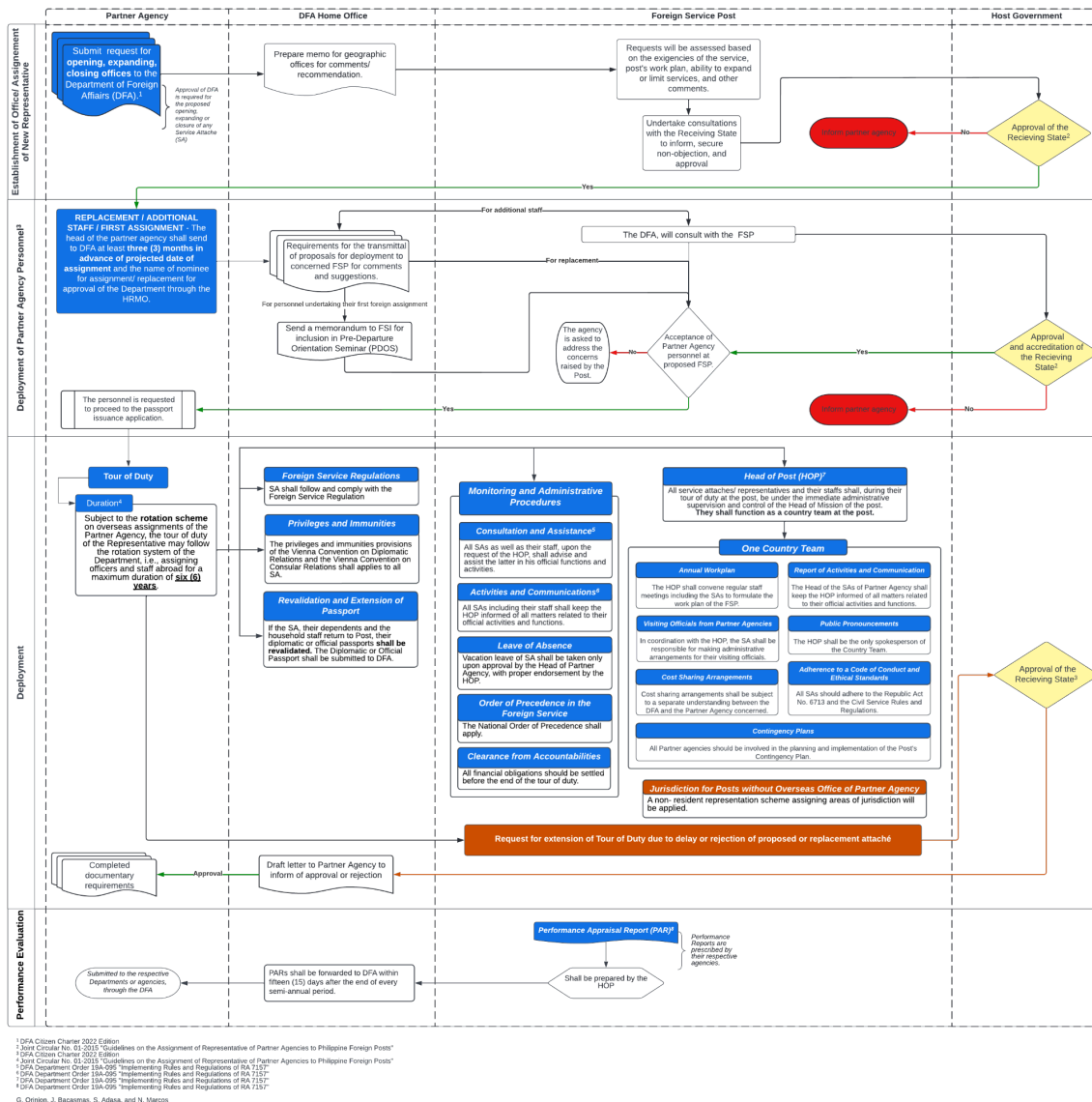
Similar to the DOLE, the DOF adheres to CSC rules and regulations for the recruitment of finance attachés. However, citing resource constraints, it currently has no foreign posting or deployments in any country.

IX. Data Analysis

9.1 Flowchart

The authors illustrate in **Figure 2** below the general process for the deployment of service attachés as prescribed under JC 01-2015 or the *Guidelines on the Assignment of Representatives of other Government Agencies in Philippine Foreign Service Posts* and as further clarified under the DFA's 2022 Citizen's Charter. Intended to serve as the "uniform set of rules and regulations" governing deployment of regular and service attachés in FSPs, this process framework has served as the basis for evaluating Partner Agencies' respective policies on deployment.

Figure 2: General Flowchart for the deployment of Foreign Service Attachés



Establishment of an overseas office of a Partner Agency. Per the flowchart above, if the Partner Agency intends to establish an office or representation abroad, they shall seek the approval of the DFA through a letter. And, through the concerned FSPs, the DFA ensures that the Receiving State has no objection to the opening or assignment.

Deployment of Partner Agency Personnel. Prior to deploying their personnel, the Partner Agency submits a proposal letter addressed to the SFA to the concerned FSP. The DFA home office shall then consult the FSP on the proposal and inform the Partner Agency of the approval. The FSP must ensure that the Receiving State is informed of the assignment. (Note: For military, naval, or air attaché, approval of the Receiving State must be secured.)

Tour of Duty. Partner Agencies may observe the terms and conditions under RA 7157 and relevant rules and regulations of the DFA, and privileges and immunities provided in the Vienna Conventions. Extensions of tours of duty will require prior consultation or approval of the Receiving State.

Arrival at the FSP. The service attaché or representative shall report to the HOP and submit to the HOP’s immediate administrative control and supervision under the One Country Team Approach.

Performance Evaluation. The HOP evaluates the performance of the service attaché in so far as administrative matters and personality traits are concerned. These performance appraisal reports are submitted to the Sending Partner Agency through the DFA.

9.2 Comparison of the General and Agency-specific Processes

Summarized in **Table 4** below, the authors observed similarities and differences in the Partner Agencies’ processes of deployment of service attachés with the general flowchart in **Figure 2**.

Table 4. Similarities and Differences

<i>Creation/ Establishment of Service Attaché Office/Position</i>	<i>Selection and Recruitment Committee</i>	<i>Pooling and Rotation Plan</i>	<i>Accreditation</i>	<i>Tour of Duty</i>	<i>Monitoring and Performance Evaluation</i>	<i>One Country Team Approach</i>
<p><i>With both legal and agency-level policy basis:</i></p> <ul style="list-style-type: none"> ● DOLE: POLO ● DSWD: ISSO ● DOF 	<ul style="list-style-type: none"> ● DA: FASC ● DOLE ● DSWD ● DND ● DOF 	<ul style="list-style-type: none"> ● DA: “reserve FASC pool and reserve succession pool” ● DOLE through ILAB: “system of assignment” ● DSWD: “pool of regular SWAtt” ● DND: “pool or roster of graduates of SIC” 	<ul style="list-style-type: none"> ● DA: Waiting period for accreditation <p>Some attachés are not accredited as per experience of an HOP</p>	<ul style="list-style-type: none"> ● DFA JC No. 01-2015: Maximum duration of 6 years ● DA: 3+3 years subject to extension (based on interview) ● DOLE: 3 years and may be extended in the exigency of service and subject to performance evaluation ● DSWD: 3 years - reposting and redeployment is possible if they “performed well” ● DND: fixed 3 years with no redeployment ● DOF: 2 years 	<p>Based on interviews, Partner Agencies follow/use:</p> <ul style="list-style-type: none"> ● CSC rules ● SPMS ● OPCR ● IPCR ● CESPS ● Periodic reports (DND and PVAO) <p>Based on policy:</p> <ul style="list-style-type: none"> ● DFA JC No. 01-2015: PAR 	<p>Partner Agencies which mentioned One Country Team Approach in their policies:</p> <ul style="list-style-type: none"> ● DA ● DOLE ● DSWD ● DMW

Source: Authors’ compilation based on desk research and interviews.

Creation/Establishment of Service Attaché Office/Position. Agencies follow DFA procedural guidelines pursuant to JC No. 01-2015 by submitting a request to the DFA for the latter’s consideration. The authors were not able to ascertain if DFA follows a framework or technical guideline for the actual assessment of requests from agencies to establish service attachés office/position.

In addition, as raised in the earlier sections of this study, there are agencies with existing enabling policies in the form of national laws (e.g., RA, EO) and agency-level issuances, such as DOLE and DSWD. On other hand, there are agencies whose creation, establishment or deployment of service attachés position/office is only based on agency-level policies such as DOF. Although this should be further confirmed with concerned Partner Agencies who have

yet to provide inputs to this Study, it still signifies lack of uniformity in the practices at the onset of the process.

Selection and Recruitment. At the selection and recruitment stage, agencies also generally follow CSC rules and procedures. In the agency-specific issuances, there are agencies with well-defined recruitment processes and professionalization schemes for service attachés. Particularly DA, DOLE, and DSWD have established a Selection or Screening Committee responsible to conduct the screening process as contained in their policies or manuals. DFA involvement in this stage may be described as administrative in nature, such as accreditation and clearances.

Pooling and/or Rotation Plan. Among the differences in the selection process across Partner Agencies include their system of maintaining a pool of service attachés, and if they follow a rotation scheme as their system of deployment. In Section 73 of AO No. 168 s. 2013 (pages 44-45), DOLE, through its ILAB, states that it will establish a “*system of assignment of overseas labor personnel to ensure a rational movement in accordance with the need to fill up vacant posts*” but no further details were provided. The DSWD policy issuance did not mention any process of rotation aside from having a pool of regular SWAtt for deployment. If this pool is fully utilized, deployment of interim SWAtt will then be allowed. Further in DA, its policy indicates a specific duration in its tour of duty which, in turn, dictates the rotation scheme. It also has two pools of overseas personnel: a FASC pool for future deployments and a reserve succession pool composed of desk officers who partner closely with FASC Officers based on geographical and institutional assignments. DND indicated that they maintain a pool or roster of attachés as graduates from a specific training program.

Accreditation. DFA involvement in the accreditation process may be described as administrative in nature. There was a concern raised during KIIs that there are instances wherein attachés serving multiple jurisdictions (on a non-resident status) did not have accreditation in some receiving States which are part of their assignment.

Deployment. Service attachés of Partner Agencies undergo the necessary training and administrative procedures prior deployment. This already covers the processing of approval and clearances from DFA. There were gaps raised by HOP in terms of the determination of the country of assignment citing experiences wherein service attachés were not stationed in the most optimal post to achieve their intended purposes.

Tour of Duty. Section 6 of the Joint Circular No. 01-2015 defines the duration of tour duty of service attachés of partner agencies accordingly: “[s]ubject to the rotation scheme on overseas assignments of the Partner Agency, the tour of duty of the Representative may follow the rotation system of the Department, i.e., assigning officers and staff abroad for **a maximum duration of six (6) years**. Officers and staff assigned to hardship posts may be allowed to request for a reassignment after three years of service. The approval of the request for reassignment shall depend on the actual need of the Post and the qualifications and merits of the requesting assignee.” There are differences observed in the allowed length and extension of the tour of duty based on policy review and case studies.

In the case of DOLE, Section 78 of AO 168 (s. 2013, page 45) or its Manual of Operations state that “[t]he tour of duty of regular Labor Attaches shall be for a period of *three (3) years commencing on the date of his/her arrival at the post, and may be extended in the exigency of service and subject to performance evaluation. After their tour of duty, Labor Attachés shall*

serve in the Home Office for two (2) years except when their early deployment is deemed necessary in the exigency of service.”

DSWD policy, on the other hand, provides that Regular SWAtt and assistant social welfare attachés (ASWAtt) shall be deployed for three (3) years per post. Re-posting and re-deployment is possible for “regular SWAtt who performed well” and they can be “reposted after few weeks/months of in-country assignment”, which will depend on the availability of post for deployment, performance and approval by the DSWD management. Interim SWAtt and ASWAtt, who were deployed in case no member in the pool of regular attaché is available, shall be deployed for one (1) year, *with possible extension depending on performance and availability of regular SWAtt for deployment*. Afterwards, they should not be posted for the next five (5) years as interim attaché, and shall undergo a normal selection process in case of reapplication after this period.

DND is the only agency which indicated that their service attachés only have one-time deployment within the fixed 3-year duty, and wherein no re-deployment has happened before.

Monitoring and Performance Evaluation. In addition to the statutory requirement of submitting semestral accomplishment reports in compliance with CSC rules (i.e., SPMS or CESPES), there are Partner Agencies who indicated that they prepare periodical reports. Most of these reports, however, are only intended for the Partner Agency home office and not to the HOP.

One Country Team Approach. Although Partner Agencies (e.g., DA,²⁹ DOLE, DSWD, IRR for DMW) included a provision in their policies on the adherence to the One Country Team Approach, no detailed procedures or implementation mechanisms were provided such as an established reporting system (i.e., frequency and specified forms) to the HOP in addition to their respective Home Offices.

X. Conclusion

The authors address the objectives of this Study including its outlined research questions. Table 5 presents a summary of the report’s findings.

Table 5. Answers to the Research Questions

Research Objective 1	
Determine whether the current systems, frameworks, or criteria in place at the DFA, and the relevant government agencies have legal and policy bases and are responsive to the objectives and performance outcomes stated in the establishment of foreign posts and deployment of service attachés.	
1. Does the DFA have a framework on the establishment and operation of the Service Attaché Offices in FSPs?	Yes, from a procedural and administrative perspective as evidenced by the DFA Citizen’s Charter and Joint Circular. The evaluation or determination of the need is grounded on a “consultative process” emanating primarily from the Partner Agency sending the attaché.

²⁹ DA included in their overall policy the Joint Circular as one of the main documents relating to Service Attachés.

1.1 Do agencies deploying service attachés have their own legal bases or framework for the purpose?	Yes, with the exception of DA, PVAO, and DND.
1.2 For government agencies, i.e. DTI, which requires secondary clearance prior to the DFA Secretary, does it have its own specialized framework for deployment of service attachés?	Yes, for some agencies: <ul style="list-style-type: none"> • DOLE and DSWD - most comprehensive • DA - policy exists • DOF - policy exists • DILG-NMCF and DND-PVAO do not have a comprehensive policy in place. • DND, DOT, and DTI are yet to be determined.
<p>Research Objective 2 Determine whether there are monitoring and evaluation systems in place to capture measurable outputs and performance of the deployed service attachés, and whether these justify the costs incurred on the part of the government.</p>	
2. What are the factors that would merit the designation and deployment of these service attachés?	<ul style="list-style-type: none"> • Three pillars of foreign policy • Philippine interests and developments • Discretion of decision makers (President, Heads of Agency, Heads of Post)
2.1 Does the DFA Secretary follow a criteria, or requirement to allow and clear the deployment of service attachés? If yes, what is/are the criteria? If none, what factors were previously considered to allow deployment?	The SFA relies on the evaluation and recommendation of the DFA and the FSP which has jurisdiction over the attaché.
2.2 Does the DFA have a monitoring and evaluation mechanism that is consistently implemented and updated to accommodate factors that contribute to changes or developments?	No
<p>3. Do service attachés fulfill their mandates as intended?</p> <p>Is there an existing framework, set of criteria and assumptions, and data that can be used to identify and quantify the specific contributions of service attachés in Foreign Service posts?</p> <p>Do service attaché submit evaluation reports?</p>	<p>Yes, according to the respondents, service attachés fill a gap and add value.</p> <p>No. There is no existing framework that can be used to quantify the contributions of service attachés in FSPs.</p> <p>Yes, however, reports are not systematically submitted to HOPs.</p>

<p>4. Is data on the impact of the service attachés to the post or its mission available in each post?</p> <p>Have the agencies concerned been able to achieve the objectives of deploying attachés?</p>	<p>Data on the impact of service attachés to FSPs is not systematically collated. Though these may be contained in press releases and reports.</p> <p>Yes, at the very least, from some agencies i.e. DA, DOLE.</p>
<p>5. How was the budget requirement for a service attaché being set by agencies? What is the rationale or justifications behind the difference in the cost spent for each service attachés compared to other departments as well as regular attachés of DFA? How are outputs, outcomes and impact achieved by the service attachés being measured to justify the costs incurred by the government for their deployment and operations?</p>	<p>Yet to be determined. The authors have not received actual outputs of the service attachés that could justify the allocated budget costs.</p>

XI. Policy Recommendations and Suggestions for Future Studies

Based on the insights gathered from the policy reviews, interviews, case studies, analyses, and validation with some of the Partner Agencies, the Research Team identified gaps and formulated the following recommendations:

11.1 Policy Recommendations

a. Establish a more systematic and evidence-based process for the determination of Service Attachés' country of deployment.

A common issue raised by HOPs who participated in the interviews was that country assignments were often not strategic or responsive to the objective of the deployment of the service attaché (i.e. in the case study with the DA, it was emphasized that exigencies play a key role for the deployment of a service attaché). This has limited service attachés' ability to optimize their contributions in the process.

It may be beneficial to reexamine the system of foreign assignments of service attachés. One way is to implement an assessment framework to be used by DFA (lead agency), the Partner Agency, and even with DBM in determining the rationale for the deployment and designation of the service attachés

The assessment framework to be developed may include the following components:

Table 6. Proposed Assessment Framework

Components	Information/ Documentary Requirements	Procedural Recommendations
Established List of Required Information/Justification for the Creation/Establishment of Partner Agency Office and Service Attaché Position	<ul style="list-style-type: none"> ● Legal Basis for Establishment/Creation ● Terms of Reference, Qualifications, Results-Based Key Performance Indicators (Outputs, Outcomes, Impact) ● Proposed Reporting and Performance Evaluation Process/Documents 	Deliberation of key stakeholders from the government (e.g., DFA Central Office and FSP, Partner Agency, DBM)
Selection Criteria for Country Assignment	<ul style="list-style-type: none"> ● Presentation of Country Status and Needs Assessment, such as: <ol style="list-style-type: none"> a. Economic diplomacy (quantifiable) b. Numbers and demographics of OFs or OFWs c. Ongoing and potential new projects, and/or continuity of bilateral trade/cooperation d. Context of the country on the possibility of continued Philippine interest e. National Security f. Forecast of potential opportunities (i.e. political, economic and even socio-cultural security) ● Cost-Benefit Analysis 	<p>The proposed country assignment of the Partner Agency should undergo vetting of HOP and/or DFA</p> <p>DBM should require cost-benefit studies with regard to the creation of attaches and attache corps as part of the requirement for providing funds and support thereto.</p>

b. Regulate tour of duty extension through uniform rules and proper justification.

Partner Agencies differ in their policies concerning length and allowed extension of the service attachés' tour of duty. Justifications cited include inadequacy in the available pool of Service Attachés for deployment. Other policies include relatively vague requirements to justify extension, e.g., exigency of services.

There is a need to have uniform rules on the allowed length and extension of tour of duty. Although continuously extending the stay of a service attaché in the same FSP will have its merits, there is also a need to balance this against the benefits of having a healthy rotation plan. A defined tour of duty can help prevent a set-up that is prone to negative influences (e.g., “*politicking*”) and overfamiliarity, which in the past has led to negative practices and serious concerns (e.g., sexual harassment, corruption).

c. Standardization of other policies and procedures across Partner Agencies

In addition to regularizing tour of duty, certain aspects of the deployment process could be standardized across Partner Agencies, such as:

1. Recruitment and Selection Committee, in charge of the TORs, a battery of examinations, standard qualifications in compliance with CSC requirements, evaluation of applicants as service attachés;
2. Staff Pool or Staff Roster; and
3. Accreditation from the Host Government

Standardization of these components of the processes could implicate a credible, qualified and transparent selection process and system in the recruitment and deployment of service attachés across all Partner Agencies. Further, a staffing pool could support the Partner Agencies’ management and control of allocation of budget and human resources. In addition, it may aid in better assistance in the transfer of knowledge to succeeding service attachés. The accreditation is an international compliance to the Vienna Conventions and may serve as a certification that the service attaché is allowed by the Host Government to conduct foreign relations representing the Philippines’ interests.

In contrast, the rotation plan for the designation of the service attaché may be subject to standards of agency-specific policies. This is taking into account a number of factors that may affect the designation or post assignment of the service attaché such as: volatility of international relations, thus changing interests to be in the FSPs, and pacing of the country’s willingness to pursue business interests with the Philippines.

d. Establish a monitoring evaluation mechanism for the deployment of Service attachés

Given the lack of visibility of DFA in the performance of service attachés in FSPs, as well as DFA’s awareness that some service attachés do not timely submit PARs to their Partner Agencies, then a performance evaluation form submitted to HOP with DFA as a repository is a key to establish a monitoring performance system that links DFA having an overseeing evaluation role of the service attachés. This monitoring mechanism may determine the clear outputs or specific contributions of service attachés to the FSPs that are inline with their objectives or purpose for deployment. Further, the significance of this performance evaluation form as a monitoring evaluation of DFA has been suggested too by DFA. They have indicated in our questionnaires that they will be proposing to have a separate evaluation form to be submitted to HOP. Consequently, they will be proposing a template of performance appraisal form to be submitted to HOP by the service attachés

e. Strengthen mechanisms to implement the One Country Team Approach

While consistently cited in the reviewed policy issuances of Partner Agencies, the HOP's administrative supervision over service attachés reveals gaps in FSPs operations and coordination. This includes the lack of a systematic reporting, monitoring and evaluation mechanism between service attachés and HOP in order to properly quantify the latter's contributions to the FSPs' operations. The gap is more pronounced among service attachés serving on a non-resident assignment scheme. While deemed necessary given resource constraints, operationalizing the One Country Team Approach was cited as a challenge between non-resident attachés and their respective HOPs given the *ad hoc* reporting arrangement and lack of visibility over the former's activities.

The implementation mechanisms of the One Country Team Approach are already prescribed in issuances such as EO No. 74 and Joint Circular 01-2015. Specifically, they enjoin HOPs to convene regular staff meetings to formulate sectoral work plans of the FSP (which integrates the work plan of the overseas office of the Partner Agency), and furnish copies thereof to the Partner Agencie/s. Both also provide for the establishment of interagency committees tasked to provide direction, guidance and support in the formulation, implementation, and monitoring of these work plans or programmes.

The authors' findings suggest that the monitoring and evaluation of the attainment of these targets and accomplishments are, in some cases, overlooked due to cases of poor coordination. The authors recommend the reiteration of these policies in the course of amending Joint Circular 01-205 to include (i) reactivation of the interagency committees, (ii) regular monitoring of these targets in the annual work plan to evaluate their relevance to the FSP's strategies and programs and timeliness. It has been raised as a concern that the value of service attachés in FSPs may be under question absent the work plan and proper monitoring of their accomplishments. Thus, a timely assessment and updated annual work programme could be beneficial to maximize the functions of the service attachés in FSP.

11.2 Suggestion for Further Studies

a. Conduct a separate study on the relationship between budget and outcomes which will require participation of other concerned units.

Challenges faced in collecting the complete historical information on the budget allocation and expenditures of Partner Agencies in their deployment of service attachés precluded this Study to make a comprehensive assessment of the resource allocation effectiveness of service attachés' deployment. In addition, one observation during KIIs is that inputs are also needed from other units in the Partner Agencies, such as finance and budget offices, to completely assess how the budget was set, and whether outcomes being achieved by Service Attachés are commensurate with the corresponding cost to the Government. Thus, a separate study that will focus on the relationship between budget and outcomes is recommended to be conducted, which will necessitate full commitment from Partner Agencies and their concerned units to participate and provide complete information to the extent possible.

b. Conduct an *ex-ante* study on Department of Migrant Workers

Given that DMW is yet to be operational, their policies and planned deployment of service attachés' was not included in the scope of this Study. Nonetheless, this presents an opportunity to explore how the new Department will formulate their policies and procedures. According to DOLE-ILAB, Manual of Operations will be developed which will contain the systems and standards for the deployment of MWO personnel, including those to be designated as attachés. Policy recommendations from this research, and other future studies that will be conducted, can serve as input to this manual of operations to ensure that better processes will be put in place.

XII. Challenges

Despite exhaustive efforts to obtain feedback and information from all eight Partner Agencies as early as March 2022, data gathering for this Study has significantly been affected by the personnel transition and changes in leadership following the 9 May 2022 elections.

As a result, several agencies were either unable or unwilling to participate in the interviews nor respond to the questionnaires, while delays were encountered in collating the inputs of other agencies:

Table 7. Status of Partner Agencies with Pending Inputs

Agency	Date	Details
DOLE	6 June 2022	No documents received after the interview; ILAB has not responded to the questionnaire despite several follow ups.
DOT	13 June 2022	No inputs were received prior completion of this Study. Concerned office cited that it is undergoing transition phase.

Agency	Date	Details
DTI	13 June 2022	DBM informed ARS that DTI did not respond in the scheduling of their request for a clarificatory meeting. No inputs were received prior completion of this Study.
DFA	27 July 2022	Received clarificatory response from clarification from HRMO
DND (OSAIA)	4 July 2022	Received advanced copy of response to the technical questionnaires. Official response and copy of policies cited have not been provided.
DOF	4 July 2022	Received response from Home Service Unit
DSWD	11 July 2022	Received the official focal points for the interview on 29 June 2022. However, no response received from subsequent follow-ups via e-mails.
NCMF	No response	

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Annex I - Consent Form

CONSENT FORM

The Amador Research Services is conducting a study on the “*Process Evaluation on the Deployment of Service attachés or Representatives of Certain Government Agencies*” under the Philippines Institute for Development Studies. The study aims to provide clarity on the recruitment, selection, and deployment of service attachés from government agencies and the rationale for deployment of service attachés and its link to the objective or purpose of their deployment.

In this regard, we would like to request 30-45 minutes of your time to answer some questions. We can conduct this either in the form of an interview or through e-mail, whichever is preferred.

We would appreciate it if you could let us know your preferred mode to participate in our study.

Details	Mark your appropriate answer
I am interested to participate in the study	
I am not interested to take part of this study.	

If you confirm your participation, please answer the following:

Details	Yes	No
I prefer through email. Please send me the questionnaire at:		
I prefer to be interviewed* face-to-face		
I prefer to be interviewed* via online session (MS teams, Zoom, etc.)		

*Note: Interviews will be conducted anytime in April until May 2022. For online sessions, we may request to record the interview at the start of the session.

Thank you for taking time to participate in our survey.

Annex II - Guided Questionnaire

A. Questionnaire for Retired Ambassadors

Case Study: Questionnaire for Retired Ambassadors

Part I: Profile	
Name (Optional)	
Age	
Gender	
Total No. of Work Experience and specifically, government experience	
Please state recent employment or if previously employed, briefly discussed past employment/affiliations	
Part II: Experience in the Foreign Service	
Have you been assigned or deployed in another country? Please elaborate: Where, When, Objectives, under which government agency, no. of times assigned in another country and frequency.	<i>Note: If you have been assigned/deployed for several countries, please state the recent deployment.</i>
Have you been deployed or assigned in another country for the same objective as your recent deployment? If not, kindly explain.	
After your deployment, did you submit a duty travel mission report? If not, why? If yes, who is the custodian?	
Are you aware if you have been evaluated during your deployment or assignment? Is data available?	
Case Study: In your experience, which country/(ies) have good or bad deployment process. What are these countries? and why was it good or bad? What were these experiences?	

Technical Questionnaire

Part I: Policy	
Are you aware if the DFA or the government has a strategy, framework or policy on the establishment and operation of Foreign Service Posts (FSPs)?	document needed
What other factors or developments may possibly affect (or be affected by) the establishment and operation of FSPs?	
Do the FSP have an existing framework that determine the need of a certain service attachés in their post?	
What other factors or developments may possibly affect (or be affected by) the deployment of service attachés to FSPs?	
What does the deployment of attachés seek to address? Are there any overarching problems or gaps?	
How much of the agency's overall budget is allocated for the deployment of service attachés? How is the budget determined?	
Part II: Process Examination	
Are you aware of any official (orders, issuances) or unofficial (operations manuals, handbooks) documents that describe the recruitment, selection, deployment, accreditation, and recall process for service attachés? If yes, is the document available? If no, please describe the institutional process observed or currently being implemented for service attachés.	
Do service attachés have defined terms of reference or prescribed duties and functions? What is the approval process?	

Part III: Process Implementation	
How are service attachés designated in your respective agency? Is there a selection or internal vetting process?	
How are deployments of attachés to FSPs determined?	
Does your agency have a rotation plan?	
What is the duration of assignment of an attaché to a particular FSP? Is there a fixed duration?	
Is there a document governing attaché' compensation and entitlements while assigned at an FSP?	
How are attachés managed at FSPs? Describe their reporting structure or administrative supervision.	
Are there overlaps in the functions of DFA officers/staff with those of attachés? Please cite.	
Does an attaché perform tasks outside of the agency's mandate? Do they support other operational areas within FSPs? Please give examples.	
Part IV: Deliverables and Performance Evaluation	
Do attachés submit reports (ie. technical reports or evaluation reports)? Describe the nature of these reports	
Who has the final approval of the performance evaluation results? Is the performance of attachés evaluated by the Head of Post, DFA, or the mother agency of the attachés?	
How are attachés performance evaluated or assessed? How are their deliverables and accomplishments measured? Describe metrics, interval of evaluation, etc.	
Are you aware if there is an existing framework and/or set of criteria and assumptions that can be used to identify and quantify the specific contributions of service attachés in Foreign Service posts?	
Is data on the contributions or performance thereof available over time? Who has access to this performance evaluation?	
Part V: Impact assessment	
What are key issues or concerns with regards to the deployment of attachés in FSPs?	
Is there value-added to the deployment of service attachés in FSPs?	
How has the feedback of attachés clientele been generally?	
What gap have attachés filled through the performance of their duties in FSPs?	
How does the attaché contribute to the operations of the FSP and the One Country Team Approach?	
Is data on the impact of the service attaché to the post or its mission available in each post?	
Is the cost to deploy and sustain operations of each service attachés for the Department reasonable and justified? Why is the cost per service attachés higher for certain Departments?	

B. Questionnaire for Service Attachés

General Questionnaire

Part I: Profile	
Name (Optional)	
Age	
Gender	
Total No. of Work Experience	
Currently Employed. If yes, please state the company or government institution.	
Previously Employed. Please state the company or government institution.	
Total No. of Government Work Experience	
Part II: Experience in the Foreign Service	
Have you been assigned or deployed in another country? When (duration)? Where? What was the objective of the deployment?	<i>Please state recent deployment.</i>
The deployment was under which government agency	
Why were you assigned to that country?	
Have you been assigned or deployed in another country previously? <i>If yes, please briefly discuss past deployments, duration and frequency.</i>	
How often have you been deployed or assigned in another country?	Once or Twice a year
Have you been deployed or assigned in another country for the same objective as your recent deployment? If not, kindly explain.	
After your deployment, did you submit a duty travel mission report? If not, why? If yes, who is the custodian?	
Are you aware if you have been evaluated during your deployment or assignment? Is this available to you? Where is this available?	

Technical Questionnaire

Part I: Policy Environment/Context	
Are you aware if the DFA or the government has a strategy, framework or policy on the establishment and operation of Foreign Service Posts (FSPs)? [FSPs shall refer to Philippine Embassies, Consulates, and Philippine Missions]	document needed
What other factors or developments influence the establishment and operation of FSPs?	
Are you aware of any policy (or rationale, factors, and parameters) for the deployment of service attachés to FSPs?	document needed
Are you aware if the Foreign Service posts have an existing framework that determines the need of a certain service attachés in their post?	
What other factors or developments influence the deployment of service attachés to FSPs?	
Are you aware if there is an existing framework and/or set of criteria and assumptions that can be used to identify and quantify the specific contributions of service attachés in Foreign Service posts?	
How much of the agency's overall budget is allocated for the deployment of service attachés? How is the budget determined?	
Part II: Process Examination	
Are you aware of any official (orders, issuances) or unofficial (operations manuals, handbooks) documents that describe the accreditation, deployment, and recall process for service attachés?	document needed
If yes, is the document available?	
If no, please describe the institutional process observed or currently being implemented for the accreditation and deployment of service attachés.	
Do attachés have defined terms of reference or prescribed duties and functions?	document needed (CSC form for personnel functions description)
Part III: Process Implementation	
How are service attachés designated in your respective agency? Is there a selection or internal vetting process?	
How are deployments of service attachés to FSPs determined?	
Does your agency have a rotation plan?	
What is the duration of assignment of a service attaché to a particular FSP? Is this a fixed duration?	
Is there a document governing service attachés' compensation and entitlements while assigned at an FSP?	document needed
How are service attachés managed at FSPs? Describe their reporting structure or administrative supervision.	

Part IV: Process Outcomes	
What are the day-to-day tasks of service attachés? How are their functions similar or different with the DFA staff?	
Who are the service attachés' stakeholders or clientele (OFWs, overseas Filipinos, foreign investors, government stakeholders)? What services do they deliver?	
Does the service attaché perform tasks outside of the agency's mandate? Do they support other operational areas within FSPs?	
Are there overlaps in the functions of DFA officers/staff with those of attachés? Please cite.	
Do service attachés submit reports? Describe the nature of these reports, frequency and purpose.	
Are there instances wherein service attachés: extend their tour of duty, recalled, or voluntary resigned? Please cite examples and reasons.	
Part V: Impact Mechanisms	
How are service attachés performance evaluated or assessed? How are their deliverables and accomplishments measured? Describe metrics, interval of evaluation, etc.	
Is data on the contributions or performance thereof over time available?	
Who has the final approval of the performance evaluation results? Is the performance of attachés evaluated by the Head of Post, DFA, or the mother agency of the attachés?	
Is there a client feedback system for services provided by attachés?	
How does the service attaché contribute to the operations of the FSP and the One Country Team Approach?	
Part VI: Impact assessment	
What is the perception of clientele (OFWs, Filipino communities abroad, foreign investors, government stakeholders) of attachés? How has the feedback of service attachés clientele been generally?	
Is there value-added to the deployment of service attachés in FSPs? Please elaborate.	
Are you aware of any key issues, gaps or concerns regarding the deployment of service attachés in FSPs? What are your suggested areas for improvement?	
Are you aware of any key issues, gaps or concerns regarding the monitoring and performance evaluation of service attachés in FSPs? What are your suggested areas for improvement?	
Is data (i.e. reports, contributions, etc.) on the impact of the service attaché to the post or its mission available in each post, partner agency or DFA?	
How was the budget requirement for a service attaché being set by agencies? What is the rationale or justifications behind the difference	

in the cost spent for each service attachés compared to other departments as well as regular attachés of DFA?	
How are outputs, outcomes and impact achieved by the service attachés being measured to justify the costs incurred by the government for their deployment and operations?	
Part VI: Other Questions	
What are your thoughts on the passage of the law establishing the Department of Overseas Filipino Workers?	

C. Questionnaire for Home Service Units

Home Service Units Questionnaire

Part I: Respondent Profile	
Name of Respondent	(Self-introduction)
Designation and years in the position	
Other relevant capacities held	

Part II: Office/Unit Profile	
Name of Office/Unit	
Function/Mandate	
Organizational Structure: Office/Unit is under which Official or Office in the Department? What is the Office/Unit's supervisory relationship with Overseas Offices/Service Attachés (ex. administrative, technical)?	
Number and Location of Overseas Office/s and Deployed Service Attachés	

Technical Questionnaire

Part III: Legal/Policy Bases for Service Attaché Offices	
Are you aware of the legal or policy bases for the establishment of Service Attachés offices in 1) the home office and in 2) Foreign Service Posts? (In the case of DOLE - the POLO, DSWD - OSWA, PVAO - OVA, etc.) Is there an agency-specific issuance pertaining to this establishment or creation of office?	
What other factors or developments influence the establishment and operation of <u>service attaché offices</u> in FSPs? How does the agency determine in which FSP/jurisdiction it should open a service attaché office?	

Is there a written policy or guideline for this determination?	
From the agency's perspective, what factors or rationale influence the deployment of service attachés to a particular FSP?	
Are you aware if FSPs have an existing framework that determines the need of a certain service attachés in their post?	
In the case of service attachés from your agency, is it normally the FSP (DFA) or the agency that determines the need for both the opening of the service attaché office in the FSP and the deployment of an attaché?	
How much of the agency's overall budget is allocated for the deployment of service attachés? How is the budget determined?	
Does the budget for service attachés change through time? Why? Please cite some examples.	
May we request for the agency's budget allocation for service attachés in the past 10 years?	
Part IV: Selection and Recruitment Process	
Does the Partner Agency have a policy on the selection, recruitment, and deployment of Service Attachés? Please elaborate and share the document.	
What are the steps involved in the selection and recruitment process? Please elaborate on the current flow of selection and recruitment processes in the Partner Agency from selection until deployment.	
What are the minimum criteria for selection? What are the qualifications and requirements? (If possible, kindly provide a sample document)	
Do attachés have defined terms of reference or prescribed duties and functions? If possible, please share a sample document.	
Who is involved in the selection and recruitment process? How many are involved?	
How do you rate or evaluate or screen the applicant? (If possible, kindly provide a sample document).	
How do the selection and recruitment committee decide post assignments? What is the criteria or process?	
What is the next step if the applicant is selected? Is there a holding period or training for new attachés?	
What is the next step if the applicant is NOT selected? Is he or she allowed to apply again? If yes, is there a waiting period? If not, why?	
Do you have a pool or roster of attachés? How many attachés currently form part of this pool?	
Are those in the pool guaranteed to be deployed? Is there a waiting time? How long can they stay in the pool or roster? Kindly elaborate on your answers.	
What are the functions of attachés in the home office if they are not yet deployed?	

Part V: Deployment	
Is there a written policy (guidelines, manuals) on the deployment process?	(confirmatory question only)
What is the current practice or flow of deployment of service attachés? Please describe the process.	
How do you determine the Service Attachés' country of deployment? Is there a set of criteria or requirements per country?	
How many attachés are usually deployed in one FSP? Is it a one person-to-one country basis? If not, please explain the reason and cite examples.	
If an attaché can have multiple post assignments, what is their maximum no. of posts assignments? Does this affect their tour of duty (i.e. add years on tour of duty)? Why or why not?	
Do all attachés undergo accreditation? Is it approved by DFA and receiving Post? If yes, please describe this process. If not, why?	
Are there instances that attachés do not undergo accreditation? Why? Please cite examples.	
How long does an attaché stay in the FSP? Is there a room for extension? If yes, what are the justifications and the policy basis for their extension, if any?	
Is the extension frequent? Why? Please provide reasons or cite examples.	
Do they undergo regular training?	
Part VI: Management and Reporting of Service Attachés	
Are you aware of how service attachés are managed at FSPs? Describe their reporting structure, frequency of reports, technical and/ or administrative supervision.	
How does the home office manage service attachés? Describe their reporting structure, frequency of reports, technical and/ or administrative supervision.	
Are there instances wherein the Home Service Unit coordinates directly with the Head of Posts/FSPs? Please provide details (ex. manner and purpose of coordination).	
Are you aware of the One Country Team Approach? How does the Home Service Unit and Service Attachés implement the One Country Team Approach?	
Part VII: Performance Evaluation	
Do service attachés submit reports? Describe the nature of these reports, frequency and purpose. If possible, please provide a sample of their report.	
How are service attachés performance evaluated or assessed? How are their deliverables and accomplishments measured? Describe metrics, interval of evaluation, etc.	Please provide a sample copy of the performance evaluation report

Is data on the contributions or performance thereof over time available? Who is the repository?	Please provide a sample of their performance
Who has the final approval of the performance evaluation results? Is the performance of attachés evaluated by the Head of Post, DFA, or the mother agency of the attachés?	
How does the Home Service Unit contribute to the operations of the FSPs?	
Part VIII: Tour of Duty and Recall	
What is the agency's policy on the length of Service Attachés' tour of duty (i.e., maximum length, allowed extensions and justifications)?	
Are there instances wherein service attachés: extend their tour of duty, recalled, or voluntarily resigned? Please cite examples and reasons.	
Upon return to the country, is there a required length of Home Office Assignment before an attaché can be re-deployed? Are there cases where a Service Attachés was continuously re-deployed abroad (i.e., no gaps, subsequent re-deployment)?	
Does the agency observe a rotation plan for service attachés? To what extent is this being implemented?	
Part IX: Impact assessment	
Are you aware of any key issues, gaps or concerns regarding the deployment of service attachés in FSPs? What are your suggested areas for improvement?	
Are you aware of any key issues, gaps or concerns regarding the monitoring and performance evaluation of service attachés in FSPs? What are your suggested areas for improvement?	
Is data (i.e. reports, contributions, etc.) on the impact of the service attaché to the post or its mission available in each post, partner agency or DFA?	
How are outputs, outcomes and impact achieved by the service attachés being measured to justify the costs incurred by the government for their deployment and operations?	
In your opinion, is there value-added to the deployment of service attachés in FSPs? Please elaborate.	
Are you aware if there is an existing framework and/or set of criteria and assumptions that can be used to identify and quantify the specific contributions of service attachés in Foreign Service posts?	

Annex III - Comparative Table of Policies

No.	Government Agencies	Appendix	Policy/ Document Gathered	Title/ Subject	Policy Rationale/ Objective	Functions/Duties/ Responsibilities	Home Office Unit	Selection/ Recruitment Criteria or Qualification Standards	Selection and Recruitment Process	Deployment	Recall / Redeployment	Monitoring and Performance Evaluation
1	DFA (Lead)	5	Joint Circular No. 01-2015	Guidelines on the Assignment of Representative of Partner Agencies to Philippine Foreign Service Posts	<p>(Section 2) Objectives</p> <p>1. Provide uniform rules and regulations on the assignment at Foreign Service Posts (FSP) or officers and employees of Partner Agencies;</p> <p>2. Strengthen cordial and productive interaction among officers and employees of the Philippine Government assigned at FSPs; and</p> <p>3. Ensure compliance with applicable Philippine and host country laws, rules and regulations by all officers and employees of the Philippine Government assigned at FSPs.</p>	<p>(Section 3) Definition of Terms</p> <p>1. Government Agency - any office of the executive branch of the Philippine government or any corporation owned or controlled by the government of the Philippines;</p> <p>2. Partner Agency - any department or government agency that has a designated representative in the Foreign Service;</p> <p>3. Foreign Service Post (Post) - any Philippine embassy, mission, consulate general or foreign service establishment maintained by the Department of Foreign Affairs (DFA);</p> <p>4. Head of Post (HOP) - the Philippine Ambassador, Permanent Representative, Consul General or other officer of the Post designated by the Secretary of Foreign Affairs (SFA) as Head of Post;</p> <p>5. Representative - Officer or employee of a Partner Agency other than DFA who is assigned at a Post;</p> <p>6. One Country-Team - All officers representatives and personnel of the Philippine government posted abroad shall, on a per country basis, act as one country-team with a mission under the leadership of the Ambassador, who shall act as team leader. In host countries where there are consulates, such consulates shall also constitute part of the country team under the leadership of the Ambassador.</p> <p>7. Inter-Department Committee - An inter-agency body created under Sec 45 of Republic Act 7157, composed of an Undersecretary of Foreign Affairs as Chairperson, and the Undersecretaries or their counterparts from Partner Agencies, as members. The committee shall prescribe a uniform set of rules and regulations for attache and representative services and shall meet regularly to assess the performance of their respective officers and employees abroad with the view to improve their output as well as maintaining and strengthening efficient and harmonious relationships with the chief of mission and the principal officers, other government workers and representatives in the post where they are assigned.</p>	DFA HRMO-Service Attache unit	<p>The letter shall consist the following details:</p> <ol style="list-style-type: none"> 1. Name of Agency Representative to be assigned overseas; 2. Rank and position in the Agency; 3. Intended Post of Assignment; 4. Duration of tour of duty; 5. Person to be replaced, if any; 6. Tentative date of assumption; and 7. Countries/Areas to be covered by the Agency Representative. <p>The letter must also be accompanied with the following documents:</p> <ol style="list-style-type: none"> 1. Two copies of the Representative's curriculum vitae with pictures; 2. Assignment Order from his/her Agency; 3. Clearance from the Office of the Ombudsman; 4. Clearance from the National Bureau of Investigation; 5. Service Record 6. Pre-Departure Orientation Seminar (PDOS) Certificate, if the Representative had previously completed the PDOS given by the Foreign Service Institute (FSI); and 7. Foreign Language Certification from FS that he/she has undergone a basic language course or a self-study program or a certification from a language school recognized by DFA. 	<p>Establishment of an overseas office of a partner agency</p> <ul style="list-style-type: none"> • If a partner agency intends to establish an office – inform DFA thru a letter • If the proposed opening of the Overseas Office is the 1st representation in the Receiving state – the Receiving state has no objection to such opening or assignment • If there is an existing overseas Office, Receiving state should be informed of the assignment of new representative. (MANDATORY: Approvals of receiving state – military, naval or air attache) <p>Approvals: Post inform Receiving State --- then returns report to DFA---- notify Partner Agency and partner agency prepares the following.</p>		<p>Section 6. Tour of Duty. The Partner Agency may observe the terms and conditions on Tours of Duty under RA 7157 and relevant rules and regulations of the DFA.</p> <p>1. Duration - Subject to the rotation scheme on overseas assignments of the Partner Agency, the tour of duty of the Representative may follow the rotation system of the Department, i.e., assigning officers and staff abroad for a maximum duration of six (6) years. Officers and staff assigned to hardship posts may be allowed to request for a re-assignment after three years of service. The approval of the request for re-assignment shall depend on the actual need of the Post and the qualifications and merits of the requesting assignee. Upon arrival at Post, the Representative shall report to the HOP post shall, thereafter, inform the Department of the Representative's date of arrival and assumption at Post. The HOP should instruct the Administrative Officer and the Finance Officer to brief the Representative on administrative rules and regulations and other matters. If necessary, the Finance Officer may also issue the official certificate of emoluments to be given to the Representative based on their assimilated rank.</p> <p>2. Performance Appraisal Report (PAR) - The Head of Overseas Office of Partner Agency shall accomplish for the HOP's evaluation of his/her performance at the Post in so far as administrative matters and personality traits are concerned. The duly accomplished PARs shall be submitted to the Sending Partner Agency through DFA. The PAR to be used are those from the Partner Agencies.</p> <p>3. Revalidation and Extension of Passport - Whenever the Representatives, their dependents and the household staff return to Post, their diplomatic or official passports shall be revalidated. The Diplomatic or Official Passport</p>	<p>Section 6.</p> <p>2. Performance Appraisal Report (PAR) - The Head of Overseas Office of Partner Agency shall accomplish for the HOP's evaluation of his/her performance at the Post in so far as administrative matters and personality traits are concerned. The duly accomplished PARs shall be submitted to the Sending Partner Agency through DFA. The PAR to be used are those from the Partner Agencies.</p>

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											<p>shall be submitted to DFA together with the following documents, for purposes of passport revalidation:</p> <ul style="list-style-type: none"> (a) Endorsement letter from sending Partner Agency; (b) Accomplished passport revalidation form; and (c) A copy of their passport showing their latest arrival and departure. <p>Requests for the revalidation or extension of passports for dependent children over 21 years but not exceeding 26 years of age must be accompanied by a duly authenticated certificate of enrollment from their school.</p> <p>4. Leave of Absence - Vacation leave of Representatives with a duration of more than fifteen (15) working days must be spent outside the territorial jurisdiction of the host country or more than thirty (30) working days if within said jurisdiction, shall be taken only upon approval by the Head of Partner Agency, with proper endorsement by the HOP. The vacation leave shall be granted in such a manner so as not to hamper the efficiency of the service.</p> <p>In recommending the approval of any home leave, the HOP shall certify that (1) the home leave will not impair Post's efficient delivery of services; (2) the duties and responsibilities of the Representative have been properly turned over to other personnel at Post for the duration of the leave; and (3) a replacement or substitute is not necessary.</p> <p>5. Clearance from Accountabilities - The Representative shall not take advantage of the protection afforded by their official positions to evade the settlement of official and personal obligations. All financial obligations should be settled before the end of the tour of duty. For this purpose, a Certificate of Clearance shall be accomplished by the representative being recalled to the home office or cross-posted to another country, specifically clearance from money and property accountabilities. The</p>	

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											<p>Administrative Officer shall prepare the Certificate of Clearance for approval by the HOP.</p> <p>The representatives shall be expected to settle all obligations official or personnel prior to the recall or transfer. Should the Representative depart from Post with outstanding financial liabilities, the Representative is required to execute an Affidavit of Undertaking. The Partner Agency shall be obliged to follow up with the Representative to settle promptly these liabilities so as not to hamper the delivery of essential consular services at Post.</p> <p>6. Privileges and Immunities - The privileges and immunities provisions of the Vienna Convention on Diplomatic Relations and the Vienna Convention on Consular Relations which applies to foreign service officers and staff shall, subject to conditions of the host country, apply to the Partner Agency Representatives at Post</p> <p>7. Order Of Precedence In The Foreign Service - Officers from Partner Agencies with assimilated ranks of Foreign Service Officers shall rank immediately after the most junior Foreign Service Officer at Post. Staff members from Partner agencies with assimilated ranks of Foreign Service Staff Officer or Employee shall rank immediately after the most junior Foreign Service Staff Officers and Employees.</p> <p>The National Order of Precedence shall apply among officers of different agencies represented in the Philippine Foreign Service.</p> <p>8. Foreign Service Regulations - All rules and regulations of the Foreign Service shall apply to Partner Agency Representative, unless otherwise provided in their respective Charters.</p>	
2	DFA (Lead)	6	Joint Manual of Operation	Providing Assistance to Migrant Workers and Other Filipinos								

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				Overseas (One Country Team Approach)								
3	DA	7	AO No. 20 Series of 2020	Guidelines Covering the Selection, Evaluation and other Administrative Procedures for Foreign Agriculture Service Corps (FASC) Officers	<p>The Foreign Agriculture Service Corps (FASC) and its Constitution</p> <p>The Department shall continue to maintain its Foreign Agriculture Service Corps whose members shall hold Agricultural Attache plantilla positions in the Department of Agriculture (hereinafter referred to as Department), and augmented by qualified holders of regular plantilla positions in the Department designated by the Secretary of Agriculture (hereinafter referred to as Secretary) to be posted in an agricultural office abroad. This is consistent with Title V of the Philippine Foreign Service Act of 1991.</p> <p>To expand the FASC, each FASC post shall be</p>	<p>The FASC shall continue to carry out the major functions specified in the Terms of Reference herein attached as Annex A. The TOR shall include functions to carry out trade and investment promotion; policy advocacy and representation, economic intelligence and monitoring; technology search; and advocacy for and sourcing of official development assistance (ODA).</p> <p>Post-specific TORs may be developed and implemented as the need arises. In addition, the Secretary may assign special activities outside of the TOR as may be necessary.</p> <p>Duties and Functions of the FASC (Annex A)</p> <p>The FASC shall carry out the following major functions, among other special activities that may be assigned by the Secretary of Agriculture:</p> <ol style="list-style-type: none"> A. Policy Advocacy and Representation, Economic Intelligence, Monitoring <ol style="list-style-type: none"> 1. Represent the country in international fora whenever necessary, to uphold Philippine interests concerning various issues that will affect Philippine agriculture and fisheries; 2. Perform economic intelligence functions in their respective countries of assignment, such as monitoring of developments in the agricultural and/or agribusiness sectors, including significant government policies/activities in agriculture and agriculture trade and investment specially those which affect the Philippines; 3. Explore ways of expanding agricultural cooperation and trade on a bilateral level with their respective host countries; 4. Monitor compliance of member countries with their national commitments to the WTO and other international and regional groupings/configurations; and 5. Address trade and non-trade barriers and market access issues 	<p>An FASC Committee for Recruitment, Selection, Evaluation, Promotion and Post Transfer /Recall (hereinafter referred to as FASC Committee) is hereby created, as follows:</p> <p>Chair: Undersecretary for Policy and Planning</p> <p>Members:</p> <ol style="list-style-type: none"> 1. Director, Policy Research Service 2. Chief, International Affairs Division <p>The Secretary may designate other concerned DA officials to join the FASC Committee as he may deem necessary. The International Affairs Division (IAD) shall act as Secretariat to the Committee. This Committee shall be tasked with the following:</p> <ol style="list-style-type: none"> 1. Propose and implement upon approval of the Secretary guidelines for the recruitment, selection, evaluation, promotion, post transfer and recall of FASC Officers; 2. Propose post-specific qualifications in addition to the minimum qualification standards set by the Civil Service and Foreign Service Act of 1991 and other related rules and regulations covering the Philippine foreign service; 3. Develop and recommend a rotation 	<p>On the Expansion of the FASC. Expansion of the FASC will be through a recruitment and selection process from among plantilla holders in the Department to form a reserve succession pool. The reserve succession pool can enter the FASC initially upon their designation by the Secretary as Assistant Agricultural Attache. Thereafter, an Assistant Agricultural Attache can be designated as Agricultural Counselor/Attache based on evaluation of their performance by the FASC Committee as reconstituted in Section V.</p> <p>Two types of pools.</p> <ol style="list-style-type: none"> a. The Reserve Succession Pool <ul style="list-style-type: none"> Desk officers at the International Affairs Division who partner closely with FASC Officers based on their geographical and institutional assignments as well as other DA units such as the Policy Research Service who are engaged in WTO and other trade-related negotiations may apply to be part of the reserved succession pool. Selected members of the reserve succession pool will be provided with the necessary capacity building and other preparatory exposures to help prepare them for eventual posting. The number of personnel in the reserved succession pool at any one time shall be equal to the number of FASC posts, as much as practicable. b. The Reserve FASC Pool. This pool will be comprised of recalled FASC Officers who will be eligible for future posting upon completion of a two-year stay in the Home office. 	x	x	<p>Sec 387</p> <p>b. Supervision and Control</p> <p>8) Recall. The respective Departments and agencies shall, at the request of the Secretary of Foreign Affairs, recall the service attache/representative or any member of his staff for misbehavior, misconduct, or other prejudicial to the interest of the service.</p>	<p>Sec 387</p> <p>b. Supervision and Control</p> <p>7) Performance Report. Performance Reports, in such form or manner as prescribed by their respective Department or agencies, shall be prepared by the Head of Mission or Head of Consular Post and forwarded to the respective Departments or agencies, through the Department of Foreign Affairs, within fifteen (15) days after the end of every semi-annual period.</p>

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					composed of an Agricultural Counselor/ Attache and an Assistant Attache, duly designated by the Secretary, to be subjected for review by the DA Review Committee on Rationalization Plan.	<p>which hamper harmonious trade relations in the international market, through appropriate policy advocacy and implementation.</p> <p>B. Technology Search</p> <ol style="list-style-type: none"> 1. Conduct technology search by monitoring technological developments in agriculture/agribusiness and disseminating such information to the home office and other interested parties. The information can be used as basis for determining possible areas of cooperation under bilateral technical cooperation, programs and projects; 2. Liaise with relevant agricultural research institutions and development centers in their countries of assignment to explore and/or facilitate collaboration in training and research activities relevant to Philippine agriculture. <p>C. Trade and market access</p> <ol style="list-style-type: none"> 1. Monitor trade developments specifically with regard to Philippine agri-based products; 2. Undertake market intelligence through market studies on the prospects of traditional and potential agricultural and agriculture-based Philippine products in the local market of their respective countries of assignment; 3. Promote market access for Philippine agricultural export products; 4. Assist in linking Philippine exporters with potential buyers by providing market situation report on the Philippines' agricultural products, including demand and supply, specific standards and quarantine regulations required by buyers in the importing country, prices, trends, conditions affecting access in the international market, and other relevant factors. <p>D. Investment Promotion</p> <ol style="list-style-type: none"> 1. Assist in the info dissemination on Agri-Investment Opportunities in the Philippines. 2. Attend meetings related to agribusiness investment exploration, export promotion, ODA sourcing, Out Bound Missions for DA. <p>E. Official Development Assistance</p> <ol style="list-style-type: none"> 1. Monitor trends and policies concerning official development assistance, especially concerning major donors 2. Provide assistance in endorsing projects for foreign funding to 	scheme and succession system; 4. Recommend movement of FASC officers as appropriate, consistent with the rotation scheme agreed upon; 5. Develop and recommend a program for the creation of a pool of prospective FASC members which should include capacity building geared towards foreign posting; 6. Recommend candidates to the Secretary after processing applications submitted by prospective candidates and administering examinations and interviews as may be necessary; 7. Evaluate the performance of FASC officers according to set performance standards; 8. Develop and recommend a re-entry program for recalled FASC officers.					

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						potential donor governments and institutions by negotiating for beneficial terms, as well as facilitating project approval, signing of appropriate Memoranda or agreements for project implementation and release of funds.						
		8	DFA Order No. 19A-95	Implementing Procedure in Assignment, Recall and Transfer of Officers.	Sec. 386. Service Attaches and Representatives - As a general policy, other Departments or agencies of the Government may assign with approval of the Secretary of Foreign Affairs their representatives to Foreign Service establishments to perform specific services pertinent to the official functions of their offices. In diplomatic mission, they are given the designation of Attaches. In consular establishments, they are designated as Representatives.	d. Specific Duties of Service Attaches/Representatives (6) Attaches/Representatives of the Department of Agriculture [a] Act as the representative of the Secretary of Agriculture in consultations/negotiations with foreign government agencies, private entities, as well as international organizations on matters of food and agriculture; [b] When so directed, represent the Department of Agriculture in international conferences affecting food and agriculture; [c] Identify possible areas for the exchange of agricultural technology and expertise between the Philippines and the host country and/or other countries within the region; [d] Assist in attracting foreign investments in the Philippine agricultural sector; [e] Monitor and follow up bilateral programs in food and agriculture undertaken jointly with the host country and/or other countries in the region; [f] Assist the Secretary of Agriculture in obtaining technical and financial assistance for agricultural development from bilateral as well as multilateral sources; [g] Identify opportunities abroad for Philippine agricultural exports, assist in developing markets abroad for such exports, and promote expanded trade in agricultural products; [h] Serve as a channel for the exchange of technical information on agriculture between the Philippines and the host country and/or other countries within the region and disseminate information about Philippine agricultural policies and programs; [i] Monitor, analyze, and report to the Secretary of Agriculture, foreign agricultural statistics, trends, and policies as they relate to Philippine agriculture, including protectionist policies which disrupt or inhibit Philippine production and/or exports	Sec. 385, Attache Designations for Staff Officers - The Secretary may designate Foreign Service Staff Officers as Attaches to perform diplomatic functions in diplomatic missions Sec. 387 a. Appointment and Accreditation of Attaches/Representatives 1) The authority to appoint attaches/representatives is vested in the head of the Department or agency maintaining the attache service.	Sec. 387 a. Appointment and Accreditation of Attaches/Representatives 1) The authority to appoint attaches/representatives is vested in the head of the Department or agency maintaining the attache service. 2) The assignment abroad of personnel of any Department or agency of the Philippine government as attaches or representatives shall be subject to prior consultation with the Secretary of Foreign Affairs to determine such matters as the actual need for opening particular types of attache services, and the specified places where these assignments will be made. 3) Except in extraordinary cases, each embassy, consulate or mission may have only military, commercial, tourism, labor, venue and information attaches/representatives and only one such officer in each post. 4) In case of the actual need for more than one attache/representative, to be determined by the Department or Agency in consultation with the Secretary of Foreign Affairs, the succeeding attache/representative shall be accredited as assistant attache/representative, except for Military Attaches who may be accredited, on a reciprocal basis, as Navy Attache, Army Attache or Air Attache in addition to the Armed Forces Attache.	x	x	"Sec 387 b. Supervision and Control 8) Recall. The respective Departments and agencies shall, at the request of the Secretary of Foreign Affairs, recall the service attache/representative or any member of his staff for misbehavior, misconduct, or other prejudicial to the interest of the service." "Sec 387 b. Supervision and Control 7) Performance Report. Performance Reports, in such form or manner as prescribed by their respective Department or agencies, shall be prepared by the Head of Mission or Head of Consular Post and forwarded to the respective Departments or agencies, through the Department of Foreign Affairs, within fifteen (15) days after the end of every semi-annual period."	"Sec 387 b. Supervision and Control 8) Recall. The respective Departments and agencies shall, at the request of the Secretary of Foreign Affairs, recall the service attache/representative or any member of his staff for misbehavior, misconduct, or other prejudicial to the interest of the service." "Sec 387 b. Supervision and Control 7) Performance Report. Performance Reports, in such form or manner as prescribed by their respective Department or agencies, shall be prepared by the Head of Mission or Head of Consular Post and forwarded to the respective Departments or agencies, through the Department of Foreign Affairs, within fifteen (15) days after the end of every semi-annual period."

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						of agricultural commodities; [j] Provide technical advise and assistance to the Head of Mission or Head of Consular Post; and [k] Carry out such missions as may be assigned by the Secretary of Agriculture.						
4	DOF	9	Department Order No. 105-2015	Appointment and Posting of Finance Attachés	The Department of Finance recognizes the transformative role of finance and the changing landscape of global finance architecture and developments relating to regional and global cooperation. The growing importance of finance is evidenced by the various global forums that have sought to tackle and deliberate the subject in relation to regional and global development. The DOF believes that these events will inevitably shape discussions on the role of public finance, set trends, and introduce policy innovations that may be crucial to developing economies such as the Philippines. As such, there is a need to dispatch Finance	The roles and functions of Finance Attachés include strengthening our macroeconomic surveillance and research, promote international financial and fiscal cooperation with foreign governments, bilateral and multilateral development partners, and regional and/or international organizations as well as to better monitor and respond to developments in the financial markets including global capital markets. Section 2 outlines the following functions: A. On Promoting Philippines' financial markets and instruments 1) To closely monitor developments in the international financial markets and provide information to higher authorities; 2) To recommend measures to enhance the trading of Republic of the Philippines (ROP)-issued financial instruments; 3) To provide information on the Philippine economy to prospective investors, conduct periodic road shows and drum up demand for the Philippines' financial instruments; 4) To generate interest in investing in the Philippine financial markets; 5) To source information on financial instruments needed by the Philippines' financial managers to match with or appropriate to the country's current economic standing; B. On Conducting Macroeconomic Surveillance and Research 6) To report on the Philippines' macroeconomic, financial, and fiscal trends and policies, international, and regional cooperation and provide highlights of economic information and/or reports on the foregoing to foreign governments, bilateral, multilateral and commercial agencies and institutions, including with reputable international organizations or non-governmental national or international institutions or firms, and/or other entities/instrumentalities; 7) To collect and obtain relevant data and information on financial and fiscal instruments/mechanisms, financial	International Finance Group	(Section 5) a. Be a bona fide Filipino citizen; b. Be at least 25 years old upon appointment; c. At the minimum, a holder of a Bachelor's degree in economics, finance, public administration/management, development studies, business administration, banking and finance, international relations/studies, accountancy, mathematics, social sciences, or related courses/disciplines from a college or university of good standing (Graduate or Post-graduate degree is a plus); d. Have at least three (3) years of supervisory experience; e. Secure Civil Service Professional Eligibility, or have been conferred with Civil Service Eligibility Status as an honor graduate or as a professional licence holder pursuant to PD 907 and RA 1080; f. Be fluent in Filipino and English. Proficiency in other foreign languages will be an advantage; and g. Have no pending criminal or civil case or record.	(Section 5) The DOF Selection Board shall conduct a thorough and objective evaluation of prospective applicants or recommendees in consideration of the qualification standards for the position and pertinent Civil Service Commission regulations. The Secretary shall recommend the appointment of Finance Attaches to the Office of the President. Sample vacancy posting for Attaché II: https://www.dof.gov.ph/wp-content/uploads/2021/04/VACANT-POSITION-as-of-April-30-2021-1.pdf Attache II OSEC-DOFB-ACHE2-1-2016 SG-25 98,886.00 Master's degree or Certificate in Leadership and Management from the CSC 120 hours of supervisory/management learning and development intervention 5 years of supervisory/management experience Career Service Professional Core competencies: 1. Exemplifying	Location of Assignment. Section 3 provides for the rationale for the selection of geographic assignments of Finance Attachés. The DOF identified the United States (New York) and in Asia (Tokyo), with additional postings in Europe (London, United Kingdom) and another in Asia (Beijing, People's Republic of China) in the future. The section further expounds, with accompanying data, the considerations behind the selection of the above locations: these are top global markets for the Philippines, top export destinations, main sources of imports, members of the Group of 20 and Group of 7, top investing countries in the Philippines, host of the world's financial centers, and contributors of total remittances of OFWs. The DOF also considers the ongoing bilateral economic cooperation in trade facilitation, regional integration, investments, development cooperation, and development finance and/or international finance in the selection of the location of assignment. Operations. Under Section 4, the DOF	Recall. The Finance Attachés can be recalled by the DOF prior to completion of his/her tour of duty under special circumstances or as the need arises. (Section 5)	

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					<p>Attachés in key financial centers abroad in further pursuit of economic diplomacy.</p>	<p>and fiscal policies, priority sectors in development cooperation/aid/finance, implementation arrangements, and/or strategies of the foreign government, bilateral, multilateral, and/or commercial agencies, and institutions residing or headquartered or with offices in the foreign country of posting or, where applicable, located in country/ies as may be additionally assigned, including with reputable international organizations or nongovernmental national or international institutions or firms, and/or other entities/instrumentalities which impact on and/or are relevant to Philippines' macroeconomic situation including fiscal performance/position and initiatives, including but not limited to Philippines' fiscal situation, fiscal measures, tax and other revenue measures/policies, liability management, and debt, among others;</p> <p>C. On Promoting International Fiscal, Financial, and International Cooperation</p> <p>8) To serve as liaison with counterpart Finance Ministry/Department, Securities and Exchange Commission, and/or other relevant government institutions, agencies, and instrumentalities and other entities involved in, including but not limited to, macroeconomic, international finance, international financial system, fiscal (including international taxation and related measures), securities, global capital markets, customs administration, development finance, development cooperation, foreign aid, sovereign and non-sovereign lending, public debt, climate finance, disaster risk finance, and other finance- and fiscal-related matters/issues;</p> <p>9) To promote the fiscal and financial initiatives, regulations, reforms, and policies of the country to the foreign government and relevant entities and stakeholders;</p> <p>10) To evaluate and assess impacts of foreign government's laws, policies, and regulations including macroeconomic conditions and trends to the interests of the Philippines;</p> <p>11) To attend international conferences, workshops, and/or meetings in the area of representation or in other countries</p>			<p>Integrity - Upholds the highest ethical standards of public service delivery anchored on the Vision, Mission, Mandate and core values (DOF CREDO), policies, procedures and guidelines of the DOF. Level: Advanced</p> <p>2. Change Adaptation - Adjusts to work environment by readily responding to organizational and technological challenges Level: Advanced</p> <p>3. Commitment to Service Excellence - Provides efficient, effective and excellent service to all clients and stakeholders of the Department of Finance by adhering to public service excellence. Level: Advanced</p> <p>4. Effective Communication - Conveys ideas through the use of speech and the written words in a clear, concise, and coherent manner to communicate organizational information or to support business development activities. Level: Advanced</p> <p>Leadership Competencies:</p> <p>1. Building Collaborative, Inclusive Working Relationships - Builds and maintains a network of reciprocal, high trust, synergistic working relationships within the organization and across government and relevant sectors. Level: Intermediate</p>	<p>reiterates its conformity to the "One Country Team Approach" and the Joint Circular No. 01-2015, dated 16 April 2015, on the "Guidelines on the Assignment of Representatives of Partner Agencies to Philippine Foreign Service Posts." It recognizes the administrative supervision of the Head of Post over Finance Attachés.</p> <p>Tour of duty. Section 5 sets the duration of Finance Attachés assignment to two (2) years subject to performance evaluation by the DOF in consultation with the Head of Post.</p>		

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						<p>as authorized and delegated by the Secretary of Finance;</p> <p>12)To support in the organization of international conferences and meetings of Secretary of Finance and Department Officials with foreign governments, bilateral, multilateral, and commercial agencies or institutions including with reputable international organizations or non-governmental national or international institutions or firms or with non-governmental organizations or firms;</p> <p>13)To coordinate with relevant Philippine Government agencies/entities to address issues/concerns raised by foreign governments, international organizations, private sector, and other entities relative to Philippines' fiscal and financial policies and regulations;</p> <p>14)To serve as main coordinator/liaison with bilateral, multilateral, and/or commercial agencies and institutions and relevant international organizations headquartered or with offices in the foreign country or, where applicable, located in country/ies as may be additionally assigned, including with reputable international organizations or non-governmental national or international institutions or firms, and/or other entities/instrumentalities, relevant ministries/departments of foreign governments, and provide feedback and coordinate initiatives of the Philippine Government to the same to further enhance economic and development cooperation, including on financial cooperation, development finance, climate finance, disaster risk finance, development cooperation, foreign aid, technical cooperation, fiscal cooperation, customs administration, securities, global capital markets, international taxation and related measures, and/or such other areas aligned or related to the mandate of the Department and its attached bureaus/agencies/offices; and</p> <p>15)To perform such other functions and roles as may be designated by the Secretary of Finance from time to time.</p>			<p>2. Thinking Strategically and Creatively - "Sees the big picture", thinks multi-dimensionally, crafts innovative solutions, identifies connections between situations or things that are not obviously related, and comes up with new ideas and different ways to enhance organizational effectiveness and responsiveness. Level: Intermediate</p> <p>3. Leading Change - Generates genuine enthusiasm and momentum for organizational change. Level: Intermediate</p> <p>4. Managing Performance and Coaching For Results - Creates an enabling environment which will nurture and sustain a performance based, coaching culture. Level: Intermediate</p> <p>5. Creating and Nurturing a HighPerforming Organization - Creates a high performing organizational culture that is purpose-driven, result-based, client-focused and team-oriented. Level: Intermediate</p>			
5	NCMF	10	Republic Act 9997	An Act Creating	It is the policy of the State to	Section 18 of the IRR states that the Hajj Attaché shall coordinate with the		Pursuant to Section 18 of the IRR, he/she shall possess	Per Section 18 of the IRR, the President			

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				the National Commission on Muslim Filipinos	ensure the rights and well-being of Muslim Filipinos with due regard to their beliefs, customs, traditions and institutions, as well as to further ensure their contribution to national goals and aspirations and to make them active participants in nation-building.	Ministry of Hajj of the Kingdom of Saudi Arabia on all matters pertaining to the conduct of the annual Hajj. The Hajj attaché shall enjoy the same rank, salary, and privileges comparable to those Attachés of the national government.		related academic degree and must be able to read, write and speak fluently the Arabic language.	shall appoint a Hajj Attaché from among the three (3) recommendees of the Commission within fifteen (15) days from the submission of such recommendees by the Commission.			
		11		IRR of Republic Act 9997								
6	DOLE	12	AO No. 168 Series of 2013	Manual of Operations, Policies, and Guidelines for the Philippine Overseas Labor Office	Philippine Overseas Labor Office (POLO) serves as DOLE overseas operating arm in the implementation of Philippine labor policies and programs for the protection of the rights and promotion of the welfare and interests of Filipinos working abroad.	The POLO shall have the following functions and responsibilities: a. Ensure the protection of the rights and promote the welfare and interests of overseas Filipino migrant workers and assist them on all problems arising out of employer-employee relationship; b. Promote and implement the Department's overseas employment program, consistent with the overall policy thrust of the government; c. Verify employment contracts and other employment-related documents; d. Monitor and report to Home Office situations and policy developments in the host country that may affect Filipino migrant workers in particular and Philippine labor policies, in general; e. Supervise and coordinate the operations of the Migrant Workers and Overseas Filipinos Resource Center (MWOFRC); f. Pursue need-based community development and relations program and engage in socio-cultural activities organized by the Philippine government, host country, Filipino communities and other entities; and g. Perform other functions as may be directed by DOLE Secretary	International Labor Affairs Bureau	POLO officers and staff shall be appointed by the DOLE Secretary upon recommendation of the DOLE Section Committee. a. Head of POLO - Labor Attaché II or Labor Attaché I b. Assistants: - Labor Attaché I (when applicable) - Welfare Officer - Technical Support Staff (i.e., service officers from other Departments such as social workers) - Administrative Staff (i.e., regular personnel from DOLE and its attached agencies deployed to post) - Local Hires (e.g., interpreters and Drivers hired at post). (Section 3) DOLE Selection Committee shall be chaired by USEC for Employment Promotion and Manpower Development Cluster Restrictions: - No POLO officer/staff shall be considered for assignment overseas if he/she has a performance rating of at least	a. Appointment. POLO officers and staff shall be appointed by the DOLE Secretary upon recommendation of the DOLE Section Committee according to CSC rules and regulations and after meeting the qualifications standard set by DOLE (Section 69) b. DOLE Selection Committee. Created per A.O. 353, s. 2012 (Section 70)	a. Pre-deployment Training and Immersion Program for first-time deployment which includes classroom instructions, immersion and on-the-job training. Refresher or briefing course in case of re-deployment if necessary (Section 71) b. Assignment Order. Shall be approved and signed by DOLE Secretary then ILAB to process and facilitate the DFA accreditation and deployment (Section 72) c. Deployment Requirements - ILAB to establish a system of assignment of overseas labor personnel to ensure a rational movement (need to fill up and matching qualifications and experience) (Section 73) - No POLO officer/staff shall be considered for assignment overseas if he/she has a performance rating of at	Tour of Duty - TOD of Regular Labor Attaches shall be for a period of 3 years commencing on the date of arrival at the post, and may be extended in the exigency of service and subject to performance evaluation. After the TOD, Labor Attaches shall serve on the Home Office for 2 years except when their deployment is deemed necessary in the exigency of service. Welfare Officers's TOD shall be for 3 years only and after they shall return to their respective units. Transfer During TOD - Labor Attache may be transferred to another post provided that the remaining period is not less than 1 year, with notice issued at least 3 months prior transfer. End of TOR / Routine Recall - ILAB or OCCS shall serve a notice of recall one year prior to completion of POLO Officer's TOD. Non-schedule or Disciplinary Recall - recalled prior end of duty due to administrative offense, unsatisfactory performance based	The POLO adheres to the Strategic Performance Management System (SPMS) for the monitoring and evaluation of their performance in FSPs. The SPMS form contains a Feedback Form for the Head of POLO which is accomplished by the Chief of Mission. Other POLO staff are evaluated by the Head of POLO. The POLO makes use of the Foreign Labor Information System (FLOIS) for recording and storing all transactions. Reports concerning developments of national interest are communicated to the Secretary of Labor copy furnished the ILAB within 24 hour of occurrence. The Operations Manual outlines the different types of reports to be

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								Satisfactory for the last two rating periods, passed psychological and medical examination, and has secured necessary clearances. - Age Limitation - not over 62 years of age.		least Satisfactory for the last two rating periods, passed psychological and medical examination, and has secured necessary clearances (Section 73) - Age Limitation - not over 62 years of age shall be considered for assignment (those already serving in post upon 60 years old can continue until the end of duty or mandatory retirement) (Section 74) d. Acceptance. All request for accreditation/acceptance of Labor Attachés, Welfare Officers and Administrative Staff shall be endorsed by DOLE Secretary, transmitted to DFA by ILAB to secure acceptance by Head of Mission (Section 76)	on IPCR, or under emergency or extraordinary circumstances.	submitted by labor attachés as well as guidance on their deadlines. Outgoing officers are required to submit a report as a clearance requirement to the Home Office before leaving their post.
7	DND		DND Circular 10 DND Cir 15 dated August 23, 2019 OJ2 SOP Nr 01-12 dated November 7, 2012 OJ2 Intel Directive 03-2020 dated September 1, 2020 AFP Intel Directive Nr 08-2022 (Copies not provided by DND)									
8	DND-PVAO	13	DFA Department Order No. 14-90, s. 1990	Establishing an Ad-Hoc Office in the	The Office shall pursue the settlements of veterans				Senior diplomat will be designated by the Secretary of Foreign Affairs upon the recommendation of	The Veterans Affairs Office shall be an internal office of the Philippine Embassy in Washington D.C.		

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				Philippine Embassy in Washington D.C.	claims and benefits and the restoration of the rights, benefits and privileges of Filipino WW II veterans.				the Philippine Veterans Office and other veteran's group in the country.	Headed by senior diplomat with designation as Chief, Office of Veterans Affairs.		
8	DSWD	16	RA 8042, as amended by, RA 10022	Migrants Worker and Overseas Filipinos Act 1995	Section 19. ESTABLISHMENT OF A MIGRANT WORKERS AND OTHER OVERSEAS FILIPINOS RESOURCE CENTER "In countries categorized as highly problematic by the Department of Foreign Affairs and the Department of Labor and Employment and where there is a concentration of Filipino migrant workers, the government must provide a Sharia or human rights lawyer, a psychologist and a social worker for the Center. Xxx"					X		
		17	EO 287	Directing the Deployment/Posting of Social Welfare Attachés in Selected Diplomatic Posts	Section 1. Selection of Diplomatic posts. "The Social Welfare Attachés shall be deployed in countries with the highest concentration of Overseas Filipino Workers (OFW) as determined in	Section 2 provides the Functions and Duties of Social Welfare Attachés Section 3 on Institutional Arrangements provides that a. DSWD - designate and assigned qualified personnel to be deployed as SWAtt - provide salary, allowances and other benefits - provide trainings - exercise technical supervisions over its deployed personnel b. DFA - facilitate accreditation - assist DSWD in pre-deployment		Section 3 on Institutional Arrangements provides that a. DSWD - designate and assigned qualified personnel to be deployed as SWAtt - provide salary, allowances and other benefits - provide trainings - exercise technical supervisions over its deployed personnel b. DFA - facilitate accreditation - assist DSWD in pre-deployment and		X		

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					coordination with the Department of Foreign Affairs, Department of Labor and Employment, and Philippine Overseas Employment Agency, diplomatic posts with a large concentration of overseas Filipino Workers (OFWs)."	<p>and requirements</p> <ul style="list-style-type: none"> - provide logistical support to SWAtt (office space) - undertake administrative and operational supervision <p>c. DOLE</p> <ul style="list-style-type: none"> - work with DSWD on provision of trainings and services to OFW - assist DSWD in the conduct of orientation training and immersion program for SWAtt prior deployment 		<p>requirements</p> <ul style="list-style-type: none"> - provide logistical support to SWAtt (office space) - undertake administrative and operational supervision <p>c. DOLE</p> <ul style="list-style-type: none"> - work with DSWD on provision of trainings and services to OFW - assist DSWD in the conduct of orientation training and immersion program for SWAtt prior deployment 				
		18	RA 11299	An Act Establishing the Office for the Social Welfare Attaché								
		20	AO No. 07 Series of 2016	Guidelines on the Operation of the DSWD's International Social Services Office (ISSO) in the Philippines and Foreign Service Posts	<p>General Objective: Establishment of an effective and efficient system of SWAtt deployment and managing of ISSO</p> <p>a. Revision of earlier guidelines to consider inter-agency policies (One Country Team Approach)</p> <p>b. To further clarify processes, e.g. SWAtt Deployment, system of communication with Head Office, operation and service delivery, etc.</p> <p>c. Creation of separate office in charge for</p>	<p>Social Welfare Attache (SWAtt) - can be regular or interim</p> <p>Assistant Social Welfare Attache (SWO III) - provide administrative and tech support to the SWAtt.</p> <p>Pool of Attaches - Combination of regular SWAtt and ASWAtt who can be re-posted or redeployed based on rotation scheme xxx.</p> <p>ISSO are the offices created by ots and manned by SWAtt, ASWAtt, and Admin Staff. ISSO interventions at post:</p> <p>a. Psychosocial services</p> <p>b. Assistance to Individuals in Crisis Situations (AJCS)</p> <p>c. Pre-marriage/Marriage Counselling</p> <p>d. Referral Services</p> <p>e. Training/Capability Building Activities</p> <p>f. Other Services needed by OFs</p>	<p>Bureau of International Social Services (BISS) was established as the central authority for international social services, including the institutionalization of the system of SWAtt deployment and establishment of ISSO's at post.</p>	<p>Criteria for the opening of a new ISSO abroad was provided. It was stated that the decision to open a new post shall depend on the recommendations received from various sources, and will be subject to confirmation and approval of DFA and DBM. The following basis were provided:</p> <p>a. High population/concentration of Overseas Filipinos (OF)</p> <p>b. High magnitude of reported cases of undocumented and distressed OFs</p> <p>c. Big number of vulnerable Filipinos needing special protection</p> <p>d. Presence of established FWRC</p> <p>SWAtt:</p> <p>a. Minimum Qualification Requirements:</p> <ul style="list-style-type: none"> - Bachelor's Degree in Social Work - Registered Social Worker in good standing - 3 years relevant experience - 16 hours of relevant training 	<p>All applicants shall undergo a regular selection process for foreign post positions.</p> <p>Nomination, Identification and Selection Process (ANNEX C)</p> <p>a. Announcement of the Opening</p> <ul style="list-style-type: none"> - Indicate the documentary requirements and deadline of submission (There should only one applicant per FO/OBSUs endorsed by the Director/Head, which can have their own criteria) <p>b. Selection Process at Central Office (Three-level Screening process to be conducted by Selection/Screening Committee)</p> <ul style="list-style-type: none"> - BISS in coordination with HRDB shall develop the SWAtt competency 	<p>Opening of New ISSO Posts shall be subject to the following:</p> <p>a. Confirmation by the DFA</p> <p>b. Approval by the DSWD Secretary</p> <p>c. Approval by the DFA and DBM</p> <p>Both SWAtt and ASWAtt Deployment Process shall undergo the same deployment process.</p> <p>a. Pre-deployment - recall order to outgoing SWAtt (BISS)</p> <ul style="list-style-type: none"> - nomination, identification and selection of new SWAtt (HRDB as Secretariat), announcement of opening; conduct of Three-Level Screening Process (HRBD, Screening Committee, DSWD EXECOM). In case of re-deployment, result of performance assessment while posted will form part of basis. 	<p>Tour of Duty</p> <p>Regular SWAtt and ASWAtt shall be deployed for 3 years per post, and while intern SWAtt and ASWAtt shall be deployed for 1 year, with possible extension depending on performance and availability of regular SWAtt for deployment.</p> <p>Interim SWAtt cannot be posted for the next 5 years as interim attache, and shall undergo a normal selection process in case of reapplication afterwards. Recalled interim SWAtt are qualified to apply if no regular attache are available.</p> <p>Recall</p> <p>The DSWD Secretary shall issue the recall order 6 months prior to end of duty. Subject to due process, SWAtt/ASWAtt may be recalled from the post due to other reasons (for a cause/disciplinary action ex. below very satisfactory or unsatisfactory/poor performance, upon SWAtt request or due to health or life endangering situations)</p>	<p>a. As part of its functions, BISS is tasked to coordinate the regular on-site monitoring of ISSOs; develop and enhance operational guidelines for SWAtt service delivery and performance of obligations; documents good practices and unique experiences of ISSO; consolidate and submit periodic report of ISSO/SWAtt to DSWD Secretary; and maintain SWAtt deployment profile.</p> <p>b. ISSO/SWAtt shall prepare Work and Financial Plan based on the thrust areas of ISSO, for submission to USEC OPG every first week of October of the current year, for BISS review and approval of USEC OPG and DSWD</p>

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					the implementation of International Social Welfare Services to Filipino Nationals			<p>b. Preferred Qualifications:</p> <ul style="list-style-type: none"> - Holder of SWO IV Regular Position - Master's Degree in Social Work or any related social science courses is an advantage - Must have served the DSWD Central/Regional Offices for at least 5 years including the services rendered of the candidate while he/she was under Contract of Service. - 3 years managerial and supervisory exp - 3 years experience in direct experience as social worker - 3 years relevant experience in policy development, program planning, organization, etc. - With working financial management knowledge - With experience in contingency planning - 120 hours of leadership/management trainings - Basic knowledge of local and international laws - 30 years old and above <p>Interim SWAtt:</p> <ul style="list-style-type: none"> - SWO V and above - Combination of minimum and preferred qualifications of SWAtt above <p>ASWAtt:</p> <p>a. Minimum Qualification Requirements:</p> <ul style="list-style-type: none"> - Bachelor's Degree in Social Work - Registered Social Worker in good standing - 2 years relevant experience - 8 hours of relevant training <p>b. Preferred Qualifications:</p> <ul style="list-style-type: none"> - Holder of SWO III Regular Position - Must have served the DSWD Central/Regional Offices for at least 3 years including the services rendered of the candidate while he/she was under Contract of Service. - 2 years experience in direct experience as social worker - 2 years relevant experience in policy development, program planning, 	<p>requirements and country for deployment-based written examination and interview questionnaires. HRDB shall prepare psychology-based examinations questions.</p> <ul style="list-style-type: none"> - First Level Assessment: headed by HRDB as Secretariat, set assessment criteria and ratings in a matrix form, review applicants documentary submission, conduct written examinations and submit result to the members of First Level Screening Committee, consolidate results, HRDB to prepare longlist and BISS to endorse shortlist of applicants. - Second Level Assessment: headed by USEC OPG, ASEC OPG as alternate, with Directors as members. BISS as the Secretariat. Will involve panel interview and evaluation/deliberation of longlist applicants. Shortlisted applicants will be endorse to HRDB for checking and posting. - Final Level Assessment: shall be done by EXECOM with HRDB As the Secretariat. Conduct of final interview, deliberation and identification of applicants to be designated and endorse the same to the DSWD Secretary for approval. For re-deployment/regular SWAtt, endorsement shall include justifications, 	<ul style="list-style-type: none"> - processing of deployment (pre-departure orientation seminars; SWAtt's completion and submission of documents, securing of Post's letter of Acceptance thru the DFA, diplomatic passport and other documents) b. actual deployment <ul style="list-style-type: none"> - courtesy call to Head of Post and country team - coordination with the Embassy Admin Officer for admin matters (ID, office space, living quarters) - conduct of interfacing activity with outgoing SWAtt and environmental scanning - opening of bank account - submission to Home office of doc requirements and initial report - formal assumption of duty 	<p>Post Deployment (upon return in the Philippines)</p> <ul style="list-style-type: none"> - Courtesy call on concerned EXECOM Members - Submit reports and other documentary requirements - Return Diplomatic Passport - Undergo debriefing <p>Redeployment</p> <p>Regular SWAtt who performed well will be reposted after few weeks/months of in-country assignment, depending on the availability of post for deployment, where he/she may be transferred to other posts depending on performance and approval by the Secretary, as recommended by the USEC for OPG. Process will be as follow:</p> <ul style="list-style-type: none"> - processing of documentary requirements prior to end of TOD - he/she still needs to report to the Home Officer for few weeks or at least a month for debriefing - processing of personal documentary requirements - submission of reports - receive instruction of EXEXOM/Secretary <p>Those assessed to have performed poorly at post shall be assigned at the OBSUs or FOs for not less than 3 years. Reposting will be based on favorable result of reassessment.</p> <p>Home Office Assignment</p> <p>For those who will not be posted immediately and interim SWAtt/ASWAtt, can be assigned to his/her office of origin or any other office within the Department or FOs, upon recommendation of BISS to USEC for OPG and approval of DSWD Secretary.</p>	<p>c. The performance of SWAtt and Assistant SWAtt shall be assessed/evaluated periodically through different modes/venues such as post visit and annual on-site monitoring by the DSWD Management, conduct of validations visit and client satisfaction surveys, bi-annual review and consultation cum capacity building, establishment of system to monitor SWAtt's compliance to reportorial requirements and directives, and review of IPCR.</p> <p>d. Upon return to the country, SWAtt/ASWAtt shall submit reports as part of the post-deployment stage.</p> <p>Section XVI and XIX provides a table of the communication system between Home Office and the ISSO (page 33) and Institutional Arrangements (page 35), respectively.</p>

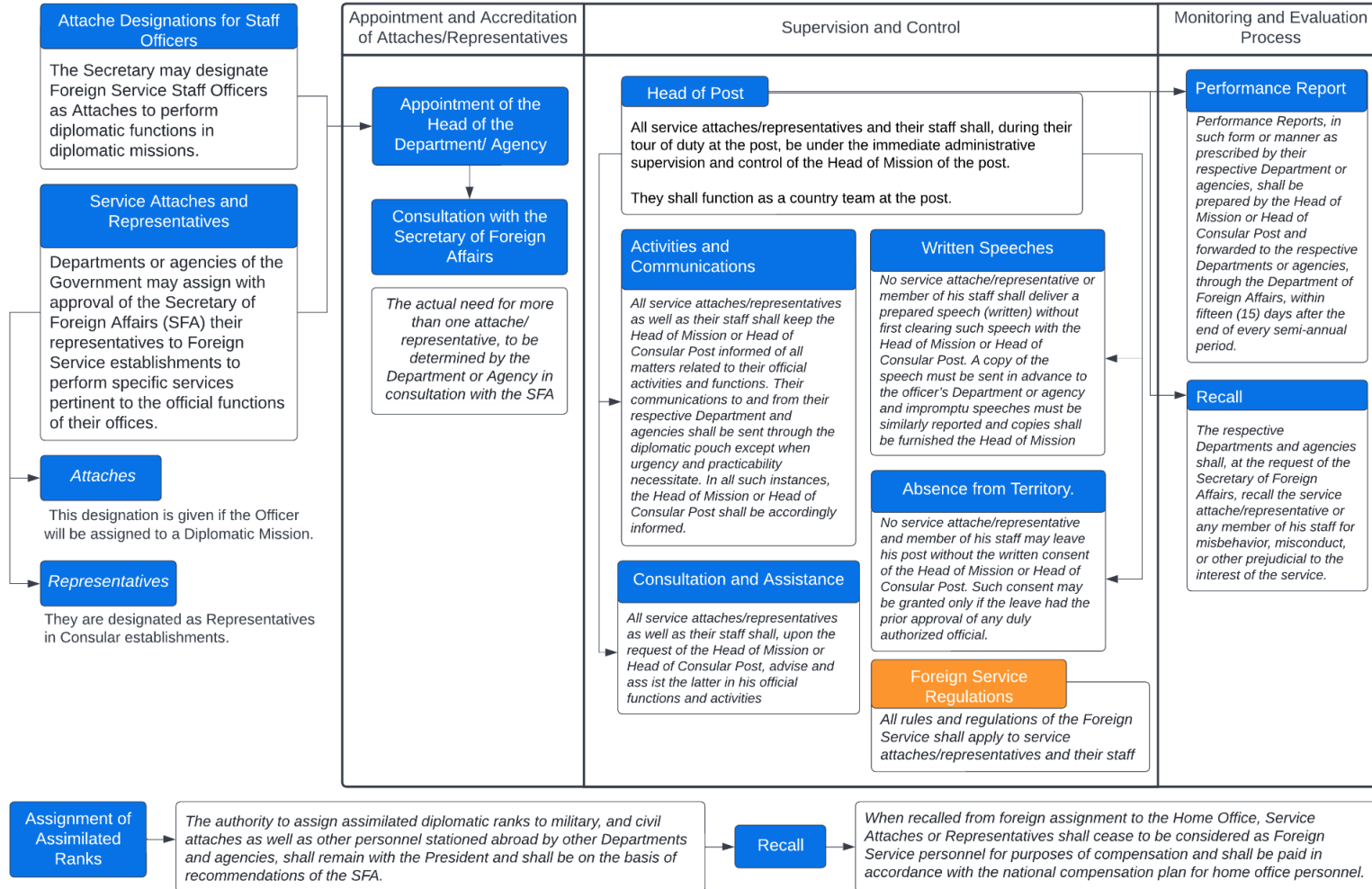
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								<p>organization, etc.</p> <ul style="list-style-type: none"> - With working financial management knowledge - With experience in contingency planning - 60 hours of leadership/management trainings - Basic knowledge of local and international laws - 28 years old and above 	<p>considering results of IPCR, on site monitoring, and other performance assessments.</p> <p>Hiring process for Admin Staff shall be based on DFA DO No. 10-2014 or the Guideines on the Employment of Local Hires.</p> <ul style="list-style-type: none"> - Request for authority to hire - Approval/Authority from the Sec - Selection process - Signing of MOA 			
9	Department of Tourism	14	RA 9593	The Tourism Act of 2009	Includes a provision for the "creation, operation and supervision of foreign field offices"							
10	Department of Trade and Industry	15	EO 133	Reorganizing the DTI and its Attached Office, and for Other Purposes	Includes the establishment of Foreign Trade Service Corps							
11	Department of Migrant's Worker	19	Implementing Rules and Regulations of RA 11641	Department of Migrant Workers Act	<p>The IRR of Republic Act 11641 reiterates the State's duty to protect the rights and promote the welfare of Overseas Filipino Workers and their families as well as its policy to uphold the dignity of its citizens whether in the country or overseas, in general, and Filipino migrant workers. It</p>	<p>The DMW shall absorb all of the powers, functions, and mandate of the Philippine Overseas Employment Administration (POEA), the Office of the Undersecretary for Migrant Workers' Affairs (OUMWA) of the Department of Foreign Affairs (DFA), all the Philippine Overseas Labor Offices (POLO) under the Department of Labor and Employment (DOLE), the International Labor Affairs Bureau (ILAB) under the DOLE, the National Reintegration Center for OFWs under the Overseas Workers' Welfare Administration (OWWA), the National Maritime Polytechnic (NMP), and the Office of the Social Welfare Attaché (OSWA) of the Department of Social Welfare and Development (DSWD). Section 5(B)(C)(D) and (G), lists the respective mandates of the OUMWA, POLO, ILAB, and OSWA.</p> <p>In effect, Sections 4 and 5 of the IRR will affect the policies governing the</p>	<p>Under Rule V of the IRR, the overall oversight of service attachés falls under the Undersecretary for Foreign Employment and Welfare Services (taking over the POEA Deputy Administrator for Employment and Welfare) is the Office of the Assistant Secretary for Welfare and Employment Office. Under the supervision and management of the latter are the "Migrant Workers Office Operations Bureau" which comprises of geographic desk assignments in the home office, and the "Migrant Workers</p>	<p>[Rule XI] The DMW shall designate a qualified person to head each MWO, with preference for migration specialists with at least 5 years of experience in the field.</p> <p>Section 25 of Rule XI provides for the Qualifications, Hiring, Training, Promotion, Deployment, and Recall of MWO Personnel. However, an MWO Manual of Operations has yet to be developed for this purpose.</p>	<p>Section 25 of Rule XI provides for the Qualifications, Hiring, Training, Promotion, Deployment, and Recall of MWO Personnel. However, an MWO Manual of Operations has yet to be developed for this purpose.</p> <p>[Rule XI] The Officials of the MWO who are deployed at Posts shall be designated as Attachés, subject to prior clearance from the SFA.</p>	<p>Section 25 of Rule XI provides for the Qualifications, Hiring, Training, Promotion, Deployment, and Recall of MWO Personnel. However, an MWO Manual of Operations has yet to be developed for this purpose.</p> <p>A clause under Section 35 states that pursuant to the One Country Team Approach, the head of post may recommend to the Secretary the recall of officers, representatives, and personnel of the DMW posted abroad for misbehavior, misconduct, or commission of other acts which may be deemed prejudicial or inimical to the national interest or in case of failure to provide the necessary services to protect the rights of OFWs or to perform the duties and responsibilities required of officials of the MWO as provided under the Act.</p>	<p>[Reporting] Under Rule XI on the MWO, Section 23 states as one of the MWOs functions to "submit regular reports to the Secretary and the DFA on plans and activities undertaken, recommendations, and updates on the situation of OFWs," particularly those encountering difficulties. This would also form part of the semi-annual report to Congress.</p> <p>[Supervision] Section 27 of Rule XI states that the MWO shall be under the primary authority of the</p>	

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					<p>also emphasizes the State's commitment to afford full protection to labor, local and overseas, organized and unorganized, and provide adequate and timely social, economic and legal services to Filipino Migrant workers, especially for workers who are vulnerable to physical, emotional, and psychological stress or abuse.</p> <p>The declaration of policy likewise reiterates its adherence to ratified international conventions and bilateral or multilateral treaties on migration and the alignment of its programs and policies towards the fulfillment of the 23 objectives of the Global Compact for Safe, Orderly, and Regular Migration (GCM).</p>	<p>oversight and management, as well as the structure and operations of the service attachés operating under the DOLE (POLO and ILAB) and the DSWD (OSWA).</p> <p>More specifically, the DMW includes an overseas operating arm, the Migrant Workers Office (MWO) which operates in Foreign Service Posts. The MWO absorbs all the powers, existing functions, and personnel of the POLO, OSWA, and powers and functions of existing ATN units of Foreign Service Posts with regard to OFWs. Under Rule XI, this consists of Labor Attachés I and II and the 162 plantilla positions under the Office of the Secretary of DOLE and the 12 personnel belonging to the Welfare Attaché Corps under the OSWA.</p> <p>Certain provisions under Section 6 likewise thresh out the powers and functions of the DMW in relation to the mandate of the DFA. These provisions may provide insight into the possible areas of convergence in the mandates of service attachés from the DMW and those of the DFA's. Particularly, the IRR cites the following functions: supporting and assisting the DFA and relevant government agencies in building strong and harmonious partnerships with counterpart and relevant agencies in foreign countries, supporting and assisting the DFA in the negotiation of bilateral and multilateral agreements concerning labor migration, represent, in coordination with and under the guidance of the DFA, interest pertaining to OFWs in bilateral, regional, and multilateral fora and international bodies (a written authorization would need to be secured by the DMW from the President, through the Secretary of the DFA prior to any international meeting/negotiation of agreements within its mandate), coordinating with the DFA in the conduct of political and security risk assessment of conditions in the receiving country.</p> <p>The provisions in the IRR do not preclude the exercise of the DFA's mandate to continue providing assistance to other Filipino nationals not covered under RA11641.</p>	<p>Office" (MWO). The MWO is the operating arm overseas of the DMW. The MWO absorbs all the powers, existing functions, and personnel of the POLO, OSWA, and powers and functions of existing ATN units of Foreign Service Posts with regard to OFWs. Under Rule XI, this consists of Labor Attachés I and II and the 162 plantilla positions under the Office of the Secretary of DOLE and the 12 personnel belonging to the Welfare Attaché Corps under the OSWA, thereby creating a "pool of overseas personnel."</p> <p>Management of service attachés may also fall under the Office of the Undersecretary for Internal Management and Administration (taking over the Office of the POEA Deputy Administrator for Management Services) which includes the Office of the Assistant Secretary for Internal Management and Administration. The latter houses the DMW's "Foreign Post Training Unit" (under the DWM Training Institute) and the "Recruitment, Selection, and Placement Division" (under the Strategic Human Resources Management and Development Service.</p> <p>The Office of the Undersecretary for Policy and International Cooperation, subsuming the functions of the ILAB, may likewise involve</p>						Secretary but shall be under the administrative supervision of the Head of Post.

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							oversight over service attachés in its coordination with the DFA regarding the negotiation of agreements.					

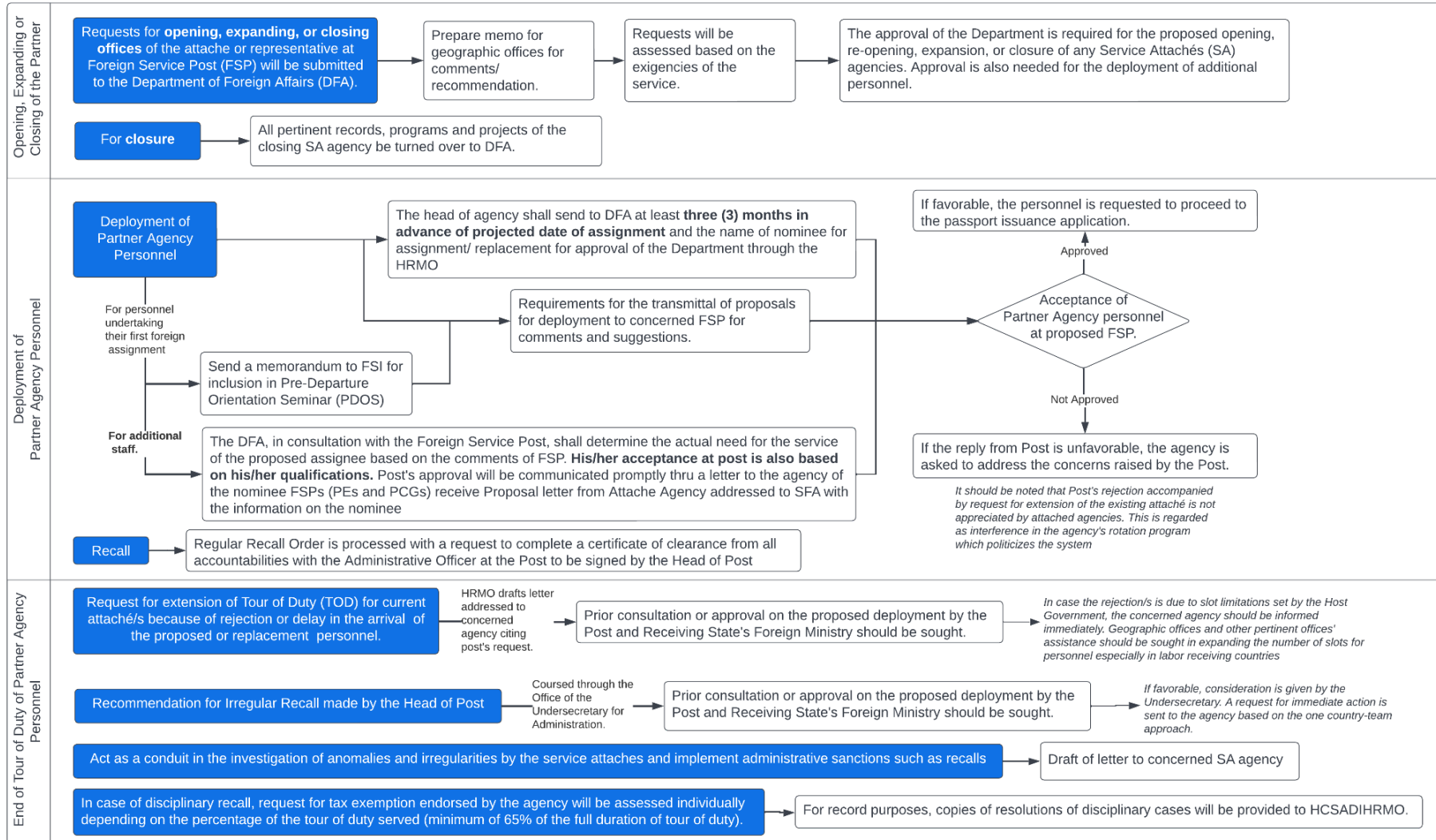
Annex IV - IRR of R.A. 7157 or [DFA] Department Order No. 19A-095

Department Order 19A-095 Implementing Rules and Regulations of RA 7157
 Philippine Foreign Service Act of 1991



Annex V - DFA Citizen Charter 2022, First Edition

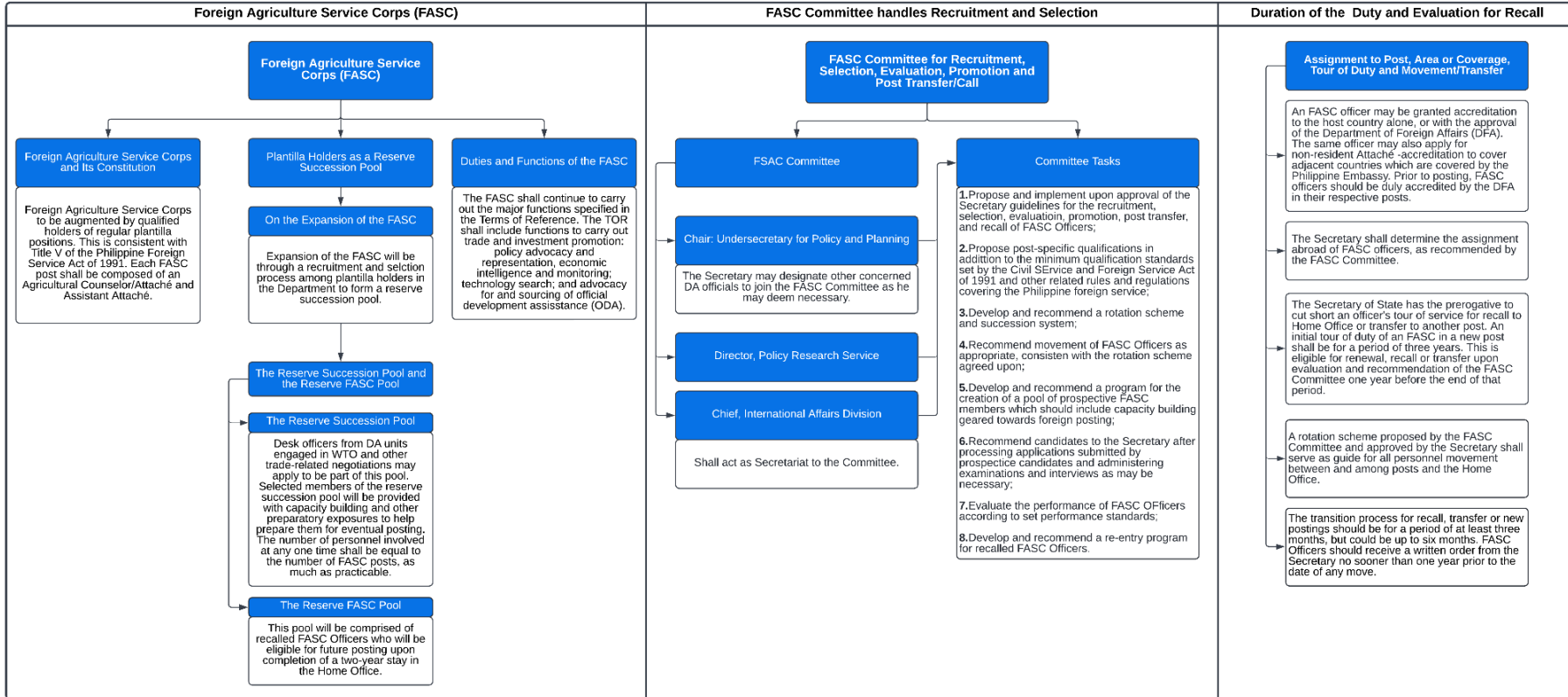
Department of Foreign Affairs' Citizen Charter 2022 1st Edition.



Annex VI - DA Administrative Order No. 20

ADMINISTRATIVE ORDER NO. 20
Series of 2020

Revising Administrative Order No. 03 Series of 2011 on Guidelines Covering the Selection, Evaluation and other Administrative Procedures for Foreign Agriculture Corps (FASC) Officers



Annex VII - DA Department Order No. 05-95

DEPARTMENT ORDER NO. 05-95 Implementing Procedure in Assignment, Recall and Transfer

