February 6, 2003

Administrative Order No __34__
Series of 2003

Subject: **Framework for Social Technology Development**

I. Rationale

Our country is confronted with a host of social problems affecting population groups comprised of seven major sectors namely: family, community, women, youth, children, older persons and persons with disabilities. Each group has different dynamics and varying needs requiring that a social welfare technology developed and attuned to the need of each sector. The problems and needs of these groups are even compounded by the recent economic crisis which induced a great increase in unemployment, underemployment and poverty as a whole. Such crisis has an adverse impact on investment in human development as it brought a range of social problems such as domestic violence, prostitution, trafficking of overseas employment, and women, children and older people abuse and exploitation.

Further, with its archipelagic nature, the country ranks number one as experiencing the most number of hazards. Thus, putting disaster prone communities and families in further disadvantage.

There are existing concerns which has not been adequately responded to as well as emerging/would-be concerns that require a dedicated effort to develop and test out technologies which would best respond to the need. For instance, women and children continue to suffer domestic violence with the lack of sustained effort to rehabilitate their abusers/perpetrators. Women are also further marginalized as the skills requirement for employment become high, and solo parents issues oftentimes result to migration or foreign employment notwithstanding the social cost of separation from their families/children.

While the provision of basic services has been devolved, there is a need for a more responsive approach and technology to capacitate the local government units and the affected population to cope with those emerging needs.

The magnitude of social problems affecting the country brings to fore the need to set up a structure to solely concentrate in developing social welfare and development technologies to address the same. Likewise, the development of social technology also means developing specialists in the area of program development that will strengthen the institutional capacity of DSWD along this area. Hence, this framework is formulated for the above purpose.

REPUBLIKA NG PILIPINAS
KAGAWARAN NG KAGALINGANG PANLIPUNAN AT PAGPAPAUNLAD
(DEPARTMENT OF SOCIAL WELFARE AND DEVELOPMENT)
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QUEZON CITY

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II.   Legal Basis

Executive Order No. 15 - Redirecting the functions and operations of the Department of Social Welfare and Development from direct service delivery to technical assistance providers as a result of the devolution of basic services to the local government units. To fulfill its responsibilities under its new mandate, the DSWD shall serve as the lead agency and authority in the formulation, development and promotion of national social welfare and development policies, plans, programs and projects especially as these relate to family development and poverty groups. Likewise, it acts as innovator of new strategies on social services and development in identified social laboratories and learning centers

III.   Description of Social Technology Development

Social Technology refers to the social welfare and development approaches, strategies, models of intervention that respond to emerging needs of specific clientele

Social technology development (program development) is the process of planning, designing and testing of social welfare technology and enrichment of existing programs towards its replication and institutionalization by the local government units, and other intermediaries to address emerging social welfare problems and issues.

The process of social technology development follows the program development cycle which entail (1) environmental scanning of emerging needs and gaps of existing programs, (2) project conceptualization,3) pilot testing, (4) evaluation, (5) project institutionalization and replication. It also involves formulation of strategy that is consistent with the Department's policy objectives, creation or adaptation of an organizational structure that complements with the strategy, organizational processes for program participation and monitoring and continual orchestration or management of service delivery (*CIDA-PTTAF Modular Learning Program, 2002)*

Key elements in the and indicators of social technology development are as follows:

Key Elements	Indicators

1. Need Based	• Results of researches, surveys, poverty mapping, MBN survey
	  • What do you want to do with the need
	  • Identify emerging need to be responded by a social technology

2. Goal formulation	• Goals and objectives defined
3. Mandate of the agency	• Proposal is consistent with the mandate and functions of the agency
4. Proposed identified intervention and strategies	• Interventions/strategies to address the need are: - Cullture specific (distinct to IPs) - Area focused

	- Innovative
5. Clear delineation of responsibilities	• Clear institutional arrangement among participating agencies/ or Bureaus/units/Field offices within the Department
6. Measure to sustain	• Soctech is going on - Follow up/monitoring activities
7. Social Marketing	• Adopted by LGU

Social technology development requires a very clear time frame of short duration (between 1-3 years) which use limited resources to produce goods or services to achieve an objective. It is specific, complex and time bound set of task or set of activities being performed by a team of specialists or functionalists to achieve a given objectives according to a defined budget and timetable. (*Pangalangan, 1996)*

The process of social technology development can be done by national agencies, DSWD regional offices, local government units, non-government organizations and other stakeholders in coordination with the Social Technology Development Bureau.

IV.   Social Technology Development Cycle

The social technology development process is cyclical with no discrete beginning and end. It is part of the bigger process of policy development and can be considered the policy implementation process. It involves six (6) steps namely: policy planning analysis, program design, program planning, pilot testing, final program review and institutionalization and replication. (Please see attached appendix A of the Social Technology Development Cycle)

Step 1   - Policy Planning Analysis/Interpretation

This involves situation analysis, research/data utilization and research development. Planning comes only after a policy is formulated and adopted and is part of the implementation process. Since the policy document is relatively general, there is a need for a set of guideline, interpreting the policy to transform it for organizational implementation.

The situation analysis should provide the data for identifying unmet needs and how they are to be met. Situational analysis includes local, regional and international situation, trends, and commitments. Various sources of data may be derived from the following:

- Statistical data from the National Statistics Office
- Studies/surveys
- Laws/legislation
- Regional surveys/situationer

The use of available data, could help immensely in the analysis of needs, resources and gaps in the services. If there is a dearth of data, a research could be undertaken for the purpose of providing the baseline for policy implementation.

The Field Offices shall likewise be involved in the situation analysis and in all aspects of the program development process.

Likewise, the situational analysis shall also include review of the effectiveness of DSWD retained programs and services initiated to address the need as well as the highlights of past initiatives. This should establish the limitations of the past programs as well as other factors which can be considered contributory to the existence of the identified unmet needs. Data collection shall also cover the LGU and NGO innovative social welfare and development programs which can be further assessed and serve as potential concept for social technology.

Key Activities and outputs in this step include:

- Situational Analysis/environmental scanning
- Analysis of retained programs/services/current social technology vis-à-vis DSWD program thrust and direction, and commitment to Medium Term Development Plan, ASEAN/ESCAP and other regional and UN and other international commitments
- Research/data utilization
- Research Development

Step 2 - Program Design

Starting from the specific issue/identified problem in the policy document, further review of related literature would provide the base line for the conceptualization of the program. The concept paper on the program is used for consultation with stakeholders including target clientele, the local government units, the NGOs and other government agencies regarding the program either as a means of enriching the ideas or for mobilizing support. This can be undertaken through consultative meetings or staff work. The program proposal/design identified in this step of the program design was identified as a feasibility study in most literature on program development.

The design should include the four (4) critical areas needed for effective program design and implementation, as follows:

a. A **strategy** for action consistent with the policy objectives given by the government and with the environment in which it is being implemented

b. **Organizational structure** that complements the strategy and facilitates its implementation

c. **Organizational processes** for program participation and monitoring, and for motivating and developing staff consistent with the strategy and structure referred to the above, and

d. **Orchestration/management** of the above three elements over time so that they reinforce one another even as the environmental conditions change.

Likewise, it is at this stage that the budget has to be considered. If it is to be part of the regular budget, then the program would have to wait for the approval of the Department's budget and the time frame of the proposal would be timed in

tandem with the budget cycle. For those with outside funding, the time frame would not be material to the program design which will need coordination/endorsement with the External Assistance Service for necessary resource generation.

Specific key activities and outputs required include the following:

- Problem/issue identification
- Review of related literature
- Conceptualization/concept papers formulated
- Consultation with stakeholders
- Data field validation, if indicated
- Terms of reference and/ or project design
- Budget

The outline in the preparation of a program design is attached as appendix B.

Step 3 - Program Planning

An Administrative/Department Order is prepared to seek approval of the social technology being developed in order to get commitments and resources. It includes the program guidelines, areas of coverage, time frame, program components, institutional arrangements and mode of implementation drawn from the objectives of the program plan. The work and financial plan form part of the program and role assignments and responsibilities have to be clarified especially in interfacing with other stakeholders. At this stage, drafting of the program manual will be done

The key activities and outputs required are:

- Administrative/Department Order
  - Program guidelines
  - Areas of coverage
  - Time frame
  - Program/project components
  - Institutional arrangement
  - Mode of implementation
- Draft Program manual
- Role assignment and responsibilities
- Work and financial plan

Step 4 - Pilot Testing/Implementation

Initial program implementation is done with pilot testing. The duration of pilot testing is limited to one year as minimum and three years as maximum pilot implementation. A pilot implementation is broken down into three parts: *preparatory activities, implementation and post implementation stages.* The timetable of pilot implementation is described as follows:

Indicative Year of Implementation	Level/Stage of Implementation
Year 1	Preparatory Activities/Social Preparation
Year 2	Full Implementation
Year 3	Gradual Phase-Out/Preparation for Institutionalization

As experienced, the preparatory activities are already included in the first year of implementation. The full implementation is undertaken during the second year while the third year already include the post implementation stage where the LGU/NGO is being prepared for the eventual adoption of the project.

Pilot testing and implementation involve not only the stakeholders but other bureaus and field offices into the process. The DSWD Field offices work directly with LGUs, NGOs or POs in pilot testing, while the Social Welfare Institutional Development Bureau (SWIDB) takes responsibility for capability development and training materials development.

Key activities and outputs include:

- **Preparatory Activities**
  - Contracting with LGU/NGO
  - Launching of the program in the pilot areas
  - Work through Field Offices with LGU/NGAs
- **Implementation**
  - Supervision
  - Training
  - Monitoring and Documentation
  - Technical Assistance Provision
  - Proposed program revision/enrichment
- **Post Implementation**
  - Program manual enrichment
  - Training manual/materials development in coordination with SWIDB
  - Evaluation

Step 5 - Final Program Review

During the process of pilot-testing, the program review is undertaken with monitoring and documentation which a penultimate at the end of the testing period. The standards development criteria are evolved during the whole period of testing but gets finalized at the end. Consultation with stakeholders include a monitoring report on the project which serves as basis for further improvement on the program and if indicated serve as basis for recommendations for policy change. A good outcome of the program would serve as the best tool for social marketing which is undertaken by the Public Affairs and Liaison Service. It is presumed that they are involved in the process all throughout to have a good grasp of the program.

Key activities and outputs include:

- Finalization of Program Manual
- Standards development
- Finalization of Training Manual
- Consultation with stakeholders
- Social marketing
- Recommendation for policy change/development

Step 6 - Institutionalization/Replication

The institutionalization of the program transfers the responsibility for overseeing the program implementation from the Social Technology Development Bureau to the National Operations Office/Projects Operations Bureau after the signing of the MOA for program adoption. The Field Offices play a major role in the process as conduit in working with the LGUs, NGO's and DSWD Field Offices. The institutionalization can be merely a replication in some areas or an expansion of the program nationwide. It likewise involves the SWIDB, the Standards Bureau and the Policy Planning and Information Systems Bureau.

After three years of implementation, the program review and evaluation should provide the data for policy and program recommendations on the basis of new changes and developments in society. This is where program development reaches its full cycle.

Key activities and outputs include:

- MOA for program adoption
- Replication/expansion
- Program implementation management
- Skills upgrading
- Technical assistance
- Resource augmentation
- Documentation of good practices
- Program outputs/program outcomes
- Standards validation/adoption/compliance monitoring
- Ongoing monitoring
- MIS - Data gathering, data organization, data analysis
- Policy/program recommendations
- Program manual of implementation adoption

V. Timing of Projects/Estimated Gestation Period

The timing of projects and activities is a major part of project planning and designing. In particular, it is important to find out the earliest time an activity can start and the latest time by which it must be finished. It would be difficult to determine these intuitively for a relatively big project that demands a systematic approach.

Following is the estimated gestation period on project designing that will be dependent on the prerequisite activities.

Activity	Description	Duration (Days)	Depends on
A	Environmental Scanning/Data Utilization	10 days	-
B	Identification of Issues/Problems	1 day	A
C	Review of Related Literature	3 days	B
D	Writing of the Project Concept	I day	C
E	Consultation with	10 days	D

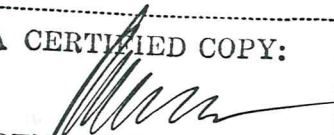|			
	Stakeholders		
F	Field data validation	5 days	E
G	Writing of project proposal/terms of reference	3 days	F
H	Budget Allocation	5 days	G
I	Approval of the project proposal	3 days	H
J	Preparation of Project guidelines/Department Order	5 days	I
K	Approval of the Department Order	15 days	J
L	Development of the program manual	6 months	
L	Pilot testing implementation	-	-

VI. Success Indicators:

Successful program development management can be measured on the following areas having achieved its objectives:

- ❖ Within time frame
- ❖ Within cost
- ❖ At the desired performance/technology level while utilizing the assigned resources effectively and efficiently
- ❖ Accepted by the stakeholders/beneficiaries

This Administrative Order shall take effect immediately and rescinds previous orders contrary to it.

CORAZON JULIANO N. SOLIMAN
Secretary
Department of Social Welfare and Development

A CERTIFIED COPY:

RENATO F. GILERA
Records Officer III