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Department of Social Welfare and Development
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Memorandum Circular
No. _32_
Series of 2004

Subject: **Institutional Development Framework**

I. Background Information

The Department of Social Welfare and Development (DSWD) draft Corporate Plan CY 2001-2010 has clearly established the following key result areas to which institutional development should be focused on:

a) Institutional Strengthening and Management

The strategic shift in corporate vision, mission and goals the Department has taken in the SWD sector requires an equally strategic focus on institutional strengthening and management, to ensure that the development and utilization of organizational resources, capacities and competencies are geared towards achieving economy, efficiency and effectiveness in corporate performance. This significant shift in overall direction necessitates a comprehensive review of the Department's internal environment and consequently, the development of programs, projects and interventions to address critical issues in key areas of organizational functioning such as human resource development, operational systems and procedures, financial management, assets and logistics management and information communications technology, among others.

b) Social Protection and Capability Building

This involves the implementation of the Department's programs/services, as well as protection of the poor, vulnerable and disadvantaged groups through capability building,, delivery of SWD programs/projects, advocacy for addressing social problems, and management of local SWD office. It also involves the steering role of the Department through which DSWD imparts technical and organizational skills and know-how to LGUs, NGOs, POs, and individuals. It is aimed at enhancing human and institutional capabilities for performing their given tasks and/or for achieving a specific set of goals or mission through the provision of external inputs such as experts, studies, research and development logistics, training and equipment and provides support through supplementation of resources (manpower, funds, facilities, supplies), and data banking.[1]

c) Policy and Plans Formulation

It covers leadership role in moving the Government's SWD Policy Agenda, proactively identifies local and global trends, analyzes the results of environmental scans and research data, and communicates them to relevant stakeholders.

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[1] Comments of DSWD Region V

d) Social Technology Development

This involves the development of SWD programs and services through a collaborative system of social technology development, policy planning analysis/interpretation, program design, program planning, pilot testing/demonstration (social laboratories)[2], social technology adoption and promotion, and localization/replication.

e) Standard Setting and Compliance Monitoring

This involves establishment and development of SWD standards (for compliance) guided by principles of professional accountability/ethics and empowerment of the disadvantaged, engaging stakeholders and intermediaries in dialogue over appropriate standards, educating the stakeholders on value of adherence to standards, accrediting welfare programs and services, licensing of social welfare agencies,[3] and monitoring compliance.

II. Description of the Framework

Institutional Development is the practice of changing organizations and its people for positive growth. It refers to the nature of changes and/or progression in the policies, processes and systems, practices, structure, teams and units, and more importantly, the management and staff. It is aimed at increasing the level of performance and effectiveness of human organizations through strategically planned interventions. It improves the capability of the institutions to deliver social welfare and development programs and services.

It can take on many forms of interventions and activities such as organizational assessments (structural analysis, functional task and job analysis, etc.), career planning and development (lateral transfers and promotions), socialization activities (rest and recreation, team building, etc.), change management (servant leadership skills, coaching and supervising, etc.), E-learning (information management) and training grants (scholarships).

The framework presented (Attachment A) clearly shows the process of institutionally developing for effective organizational performance through Appropriate and Adequate Knowledge, Skills and Behavior by addressing and adjusting to the current needs of the society to which it serves.

III. Operationalizing the Framework

The framework will be operationalize in phases:

1. Organizational Diagnosis:

The organizational diagnosis phase is the process of identifying, assessing, and prioritizing the current needs and core competency requirements of the organization with reference to the Department's vision-mission-goals in relation to the macro and micro societal situations as well as the organization's resources. To operationalize this phase, the following activities are essential:

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[2] Ibid
[3] DSWD Region V Comments

a. Review of the results of the previous organizational diagnosis conducted for the Department (Competency based training by Ms. V. Santos, Technical Assistance by the ADB and CIDA-PTTAF, and CDMS)

b. Review of the Previous Trainings (as well as Specialized Trainings) and Scholarships conducted and/or participated from 2001 to 2003.

c. Consolidation, Analysis, and Validation of Findings with different Bureaus/Services, FOs, and Stakeholders (Prioritization of Needs, Core Organizational Competency Requirements, and Organizational Resources[4])

d. Continuous and/or Periodic Needs Assessments of the different sub-systems

DSWD has adopted the following Organizational Competencies[5] required for the organization to perform effectively. It focuses on six (6) major areas that shall serve as our basis for the design of the institutional development interventions:

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

- *Advocacy on Behalf of Vulnerable Sectors* – the Department consistently leads and demonstrates[6] a total concern for the protection and empowerment of the vulnerable sectors of the population. The Department's programs and services have a clear advocacy orientation, supported by a comprehensive and functional public education program. The Department proactively influences the Legislative Agenda, as well as its network of stakeholders, towards the development of policies, services and programs that enhance the protection and the empowerment of the country's most vulnerable sectors. A system of effective evaluation of programs and services for vulnerable populations is in place.

- *Standards Development* – in consultation with its stakeholders and in recognition of universally accepted norms of quality service and program delivery, the Department establishes standards for compliance by its own projects, centers and institutions, as well as its intermediaries and other sectors of civil society. In developing the standards, the Department is guided by the principles on the convention and declaration of human rights, international commitments, national and local laws, claim holder rights, duty holder responsibilities as well as feedback from both claim-holder and duty holder. The processes involved in the development of the standards are expected to lead to greater participation and empowerment among stakeholders.[7]

- *Networking and Partnerships* - the Department works closely with its intermediaries and stakeholders towards the enhancement of their mutual capabilities to generate participation and resources in the delivery of people-empowering programs and services. The Department actively promotes among its networks and partners' technical

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[4] Ibid.
[5] Based from the Memorandum Circular No. 23 Series of 2003
[6] Comment from DSWD Region V
[7] Comment from the Standards Bureau

assistance and resource augmentation (TARA), program collaboration, policy consultation, and information.

- **Direct Service Delivery and Transfer of Technology** - this involves a complementation and synchronization of the Department's rowing and steering functions. The key result area covers the demonstration of implementation of its current programs/services through direct service provision and also through pilot testing of social technologies. It also employs competent staff and the best available program technology to deliver the required program processes, and ensures that all pilot projects adhere to at least the expected of other programs in the community. It is also through this that the Department contributes to the growth of the professional field of SWD by sharing, with its network of intermediaries and stakeholders, the "best practice" lessons learned from its programs and services. The Department facilitates the timely phase-out of its pilot community-based programs to another agency or to the local government unit.

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

2. Institutional Development Intervention Design and Development:

The institutional development intervention design and development phase is the process of developing needs-based design (with modules) and concept papers of different interventions for the organization to perform effectively. Process wise, it shall set objectives based on the organizational competency required, and conceptualized content areas based on the identified objectives, and describe the mode of interventions or the methodologies to be used for such undertaking. Milestones shall also be established to ascertain a series of interventions as well as resource requirements. The assurance of having quality output and results from the intervention shall also be put in place during this phase.

This phase would indicate the following interventions such as training and development / capability building activities—policy/program orientations, seminars and conferences, skills enhancement, training of trainers, internship program—field coaching and technical assistance provision, instructional materials development, and establishment of learning network, as well as monitoring and evaluation (information database and channeling).

Particularly, the institutional development framework will focus on the goals based on the CORPLAN covering 2001-2010 (and more specifically respond to the Major Final Outputs), that is, for the Organization to have:

1) Competent staff performing their mandated functions with confidence
2) Nurturing community of professionals working for the growth of its members
3) Institutional capacity to become and remain a learning and dynamic organization;

For the intermediaries, partners and stakeholders:

1) SWD delivery systems are convergent. accessible to, and create maximum impact of services among target beneficiaries.

2) Capacities of LGUs, NGOs, and POs for the delivery of quality and adequate social services developed.

3) Participation of NGOs, POs, and the rest of civil society in social welfare and development institutionalized.

For the constituency:

1) The poor and the disadvantaged realized their individual and collective aspirations and become productive and contributing members of society, through the mobilization of partners and stakeholders in the convergent delivery of social services.

2) The rights of the poor and the disadvantaged to quality services protected by setting and enforcing standards for SWD services.

The different interventions (please see Attachment B) that will respond to the abovementioned CORPLAN goals are matched with the following CDMS Leadership Competencies as we move on to a steering function:

1) *Intellectual Competencies* – is focused on building cognitive capacities and creativity to perform their function to the organization. Hence, the interventions would focus more on improving capacity of the Organization on situational analysis, trends and paradigms, alternative strategy analysis.

2) *Future Building Competencies* – is focused on enhancing visioning capacities for the organizational performance and preparedness. Hence, the interventions would focus more on improving capacity of the Organization on strategic planning.

3) *Management Competencies* – is focused on improving capacities on action management, organizational awareness, teamwork and partnering to perform their function to the organization effectively. Hence, the interventions would focus more on improving capacity of the Organization on coalition building, risk assessments, stakeholder analysis, conflict management, teambuilding, and advocacy on the paradigm shift of the Department.

4) *Relationship Competencies* - is focused on building effective interaction system between units and staff to perform their function efficiently. Hence, the interventions would focus more on improving capacity of the Organization on negotiation, coaching, mentoring, facilitation, values development, and performance management.

5) *Personal Competencies* - is focused on building capacities to sustain high levels of performance of their function to the organization. Hence, the interventions would focus more on improving capacity of the Organization managing stress, adherence to ethical standards, personality development, and confidence building.

The Department's capacity building strength lies from the accomplishment of the past training agenda covering CY 2001-2003 and initially responding to the competencies required of the organization (as per Attachment B).

3. Implementation of the Institutional Development Intervention:

The implementation phase signifies the execution of all the identified interventions for the institutional development framework and the implementing arrangement and management of the different concerned units.

Implementing arrangements would cover different units from the Central Office, between Central Office and Field Offices, relationship with the other stakeholders and/or intermediaries. The arrangements would be two pronged, Technical—Content Areas—and Administrative—Bureaucratic System Requirements. SWIDB shall oversee and facilitate the overall achievement of each intervention.

To ensure the quality of conduct of all institutional development and related activities for CY 2004 and maximizing the scarce resources to be utilized for such, below are the roles and responsibilities of the following units:

CO-SWIDB

1) Manage all institutional development and other related capability building activities.

2) Provide technical assistance to various CO units and offices as well as FO counterparts.

3) Prepare the documentation report incorporating issues/concerns and recommendations relative to policies and plans, social technology, technical assistance and resource augmentation, standards, and institutional strengthening and management. This will then be submitted to concerned cluster/s for appropriate action.

4) Ensure that the re-entry plans are geared towards the institutional development of the Department and in keeping with the current thrusts and priorities.

Other Units at CO

1) Identify institutional development agenda based on the units' needs

2) Fund institutional development and other related activities.

Field Offices

1) Develop its Institutional Development Agenda based on the results of needs assessment of organic staff, organizational diagnosis, and TARA Plan with LGUs

2) Conduct institutional development for its organic staff and intermediaries as well as stakeholders.

3) Prepare a documentation report incorporating issues and concerns and refer the same to concerned unit/s within or outside the region, for appropriate action.

4) Monitor implementation of re-entry plans of organic and or LGU staff and evaluate outcome to the overall institutional development efforts of the region.

4. Monitoring and Evaluation of the Implemented Intervention:

The monitoring and evaluation phase is the follow through activity where interventions are assessed and analyzed based on current implementation and its actual application to and by different units.

The assurance of having quality output and results from the intervention shall be put in effect during this phase. Performance indicators for each intervention shall be established and would serve as basis for determining the quality of the intervention used.

Information surfaced during the implementation of the intervention shall also be assessed during this phase. SWIDB shall determine its implications to current policies and programs as the Department's current operations.

IV. Effectivity

This Memorandum Circular shall take effect immediately and shall supercede all other guidelines, issuance or their specific provision/s inconsistent hereto.
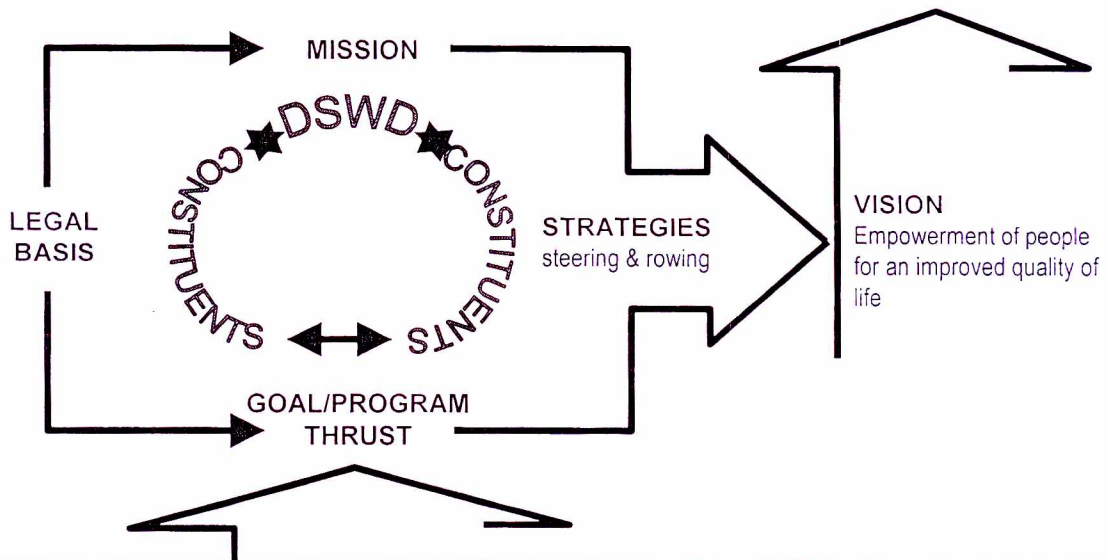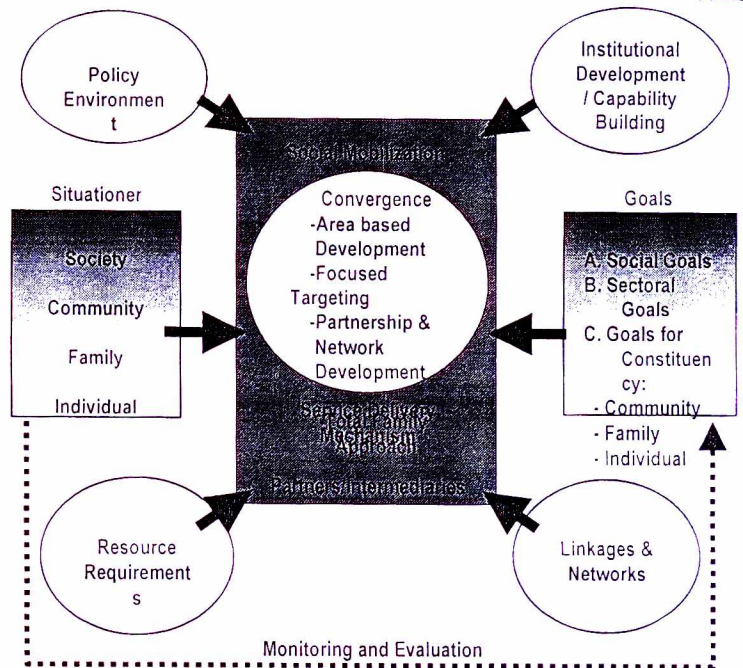
Issued this _12th_ day of August 2004.

CORAZON JULIANO-SOLIMAN
Secretary

A CERTIFIED COPY:

CARMELITA F. ZAFRA
Chief, General Services Division
and OIC, Records Unit

DSWD Corplan:

Schematic Diagram

Policy Environment

Institutional Development / Capability Building

Situationer

Social Mobilization

Convergence
-Area based Development
-Focused Targeting
-Partnership & Network Development

Goals

Society

Community

Family

Individual

A. Social Goals
B. Sectoral Goals
C. Goals for Constituency:
- Community
- Family
- Individual

Partners/Intermediaries

Resource Requirements

Linkages & Networks

Monitoring and Evaluation

MISSION

★DSWD★ CONSTITUENTS CONSTITUENTS

LEGAL BASIS

STRATEGIES
steering & rowing

VISION
Empowerment of people for an improved quality of life

GOAL/PROGRAM THRUST

Organizational Effectiveness through Appropriate and Adequate Knowledge, Skills and Behavior

Organizational Diagnosis

ntervention Design

Implementation

Monitoring and Evaluation
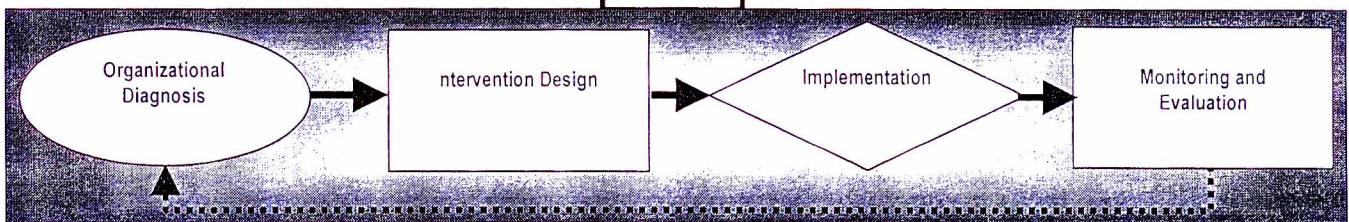
- Core Competency Requirements of Internal Staff Intermediaries and Stakeholders

- Identification of Intervention
- Object Setting
  - Content Areas
  - Methodolgoies
  - Resource Requirements

- Institutional Arrangements as to change management towards organizational development

- Issues and Concerns Recommendation and implication to policy, programs standards development and enhancement of existing systems

INSTITUTIONAL DEVELOPMENT FRAMEWORK

ORGANIZATIONAL COMPETENCIES	TRAININGS and OTHER RELATED ACTIVITIES CONDUCTED FROM CY 2001-2003			ASSESSMENT	
	2001	2002	2003	Findings	Recommendations
▪ *SWD Policy Development*			Writeshop on Manual Development of Comprehensive Psychosocial Services for Solo Parents	*For the past three years, the focus of interventions conducted by the Bureau is on materials development for SWD programs and service delivery.*	***Thus, the recommended interventions should focused on:*** ➢ ***situational analysis, alternative strategy analysis, environmental scanning, and project scoping;*** ➢ ***policy research and development, trends in the local and global SWD scene;*** ➢ ***continuous skills enhancement for Internal Staff on SWD Policy Formulation/Monitoring and Evaluation;*** ➢ ***Development of local and regional networks for periodic communication of relevant SWD policies, and program areas to stakeholders and sectoral constituencies.***
▪ *Advocacy on Behalf of Vulnerable Sectors*			Child Rights Advocacy Training	*For the past three years, only one training was conducted to enhance KAS of staff and intermediaries on this particularly competency.*	***Hence, the intervention should focus more on advocacy on the paradigm shift of the Department that would enhance the competency of the staff along action management, such as:*** ➢ ***Advocacy orientation and training conduct for internal staff and intermediaries on the promotion of relevant SWD policies, legislative agenda and program areas;*** ➢ ***Functional public education program for effective network of stakeholders, towards the development of policies;*** ➢ ***Capability building on the development and management of a system of evaluation of programs and services;***

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ORGANIZATIONAL COMPETENCIES	TRAININGS and OTHER RELATED ACTIVITIES CONDUCTED FROM CY 2001-2003			ASSESSMENT	
	2001	2002	2003	Findings	Recommendations
• *Standards Development*				*For the past three years, no trainings were conducted to enhance KAS of staff and intermediaries on this particular competency*	*Hence, the intervention and capacity building should focus on:* ➤ *Trends and paradigms in SWD project implementation and maintenance thereby enhancing the cognitive capacities and creativity of the staff.* ➤ *Enhancement of skills of internal staff and intermediaries on developing standards for compliance, promoting the necessity of adherence, and monitoring compliance.* ➤ *Periodic orientation and dialogue to intermediaries, stakeholders, and sectoral constituency to constantly guide and protect the public by the principles of accountability and ethics, and educate them on developing and adhering to standards.*
• *Networking and Partnerships*		*ABSNET Pilot Tested*	*ABSNET*	*For the past three years, one training was conducted to enhance KAS of staff and intermediaries on this particular competency.*	*Enhancing the partnering competency of the organization to deliver people-empowering programs, it should provide:* ➤ *Coalition building and conflict management.* ➤ *Resource generation and program development through learning network.* ➤ *Organizing and sustaining lobby groups among stakeholders, LGUs, and NGOs.*[1] ➤ *Continuous collaboration and consultations with external experts in areas of sustaining SWD programs and policies, and strengthening social marketing.*

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[1] DSWD-NCR Comments

ORGANIZATIONAL COMPETENCIES	TRAININGS and OTHER RELATED ACTIVITIES CONDUCTED FROM CY 2001-2003			ASSESSMENT	
	2001	2002	2003	Findings	Recommendations
▪ *Direct Service Delivery / Transfer of Technology*	Skills Enhancement of Intermediaries and DSWD Staff on: ▪ CISD, Case Management for Court Social Workers, and GAD Training on Gender Mainstreaming and Rights Based Programming Training of Trainers on: ▪ Bio-psychosocial Help for CNSP, L/BCPC, and PES Orientation on: ▪ Modular Learning Package Provided TA on ▪ TNA and CB ▪ Monitoring of Re-entry plans of Trained Trainers (Court SWers, GAD Mainstreaming, etc.)	Provision of Technical Assistance on the following areas: Peace Dialogue, Strat Planning, IECCD Manual, Day Care Manual, Protective Behavior, and Bio-Psyhcosocial Help for CNSP, Training Designing for US Peace Corps Volunteers. Provision of Resource Augmentation on: DCC/DCW Accreditors training, and on case management training for LGU Social Workers Training of Trainers on Bio-psychosocial Help for CNSP, Local Council for the Protection of Children, Peer / Marriage Counseling, UNESCAP's Poverty Alleviation and Conflict Negotiation Skills for the Youth, US Peace Corps and Volunteerism, Skills Enhancement on US Peace Corps, Case Management for Family	Training for Intermediaries/ Stakeholders/ Students and third Country Participants covering the areas of Marriage Counseling, Peer Counseling, Solo Parent, Customized Training on Case Management, Parent Effectiveness Service, Retainer Lawyers, Families at Risk on Prevention of Family Violence, Caregivers on Child Minding, House Parents for CNSP, ERPAT Training, Retainer Lawyers, ECCD Mainstreaming, ASEAN, and Planning and Delivery of Technical Assistance for Field Offices. Training of Trainers on Rehabilitation of Perpetrators, Bio-psychosocial Help for CNSP, Local Council for the Protection of Children, Peer / Marriage Counseling, Women with Disabilities, Case Management for Medical	*For the past three years, the focus of trainings conducted by the Bureau is along enhancement of competencies along SWD programs and service delivery.*	*This is considered as the strength of the Organization. Therefore, continuous provision of these types of training is recommended like:* *Periodic orientation, consultation and dialogue for the growth of the professional field of SWD by sharing, with its network of intermediaries and stakeholders, the "best practice" lessons learned from its programs and services.* *Skills Enhancement, Coaching, Technical Assistance and Resource Augmentation for intermediaries and sectoral constituency in the management of pilot community-based programs.*

ORGANIZATIONAL COMPETENCIES	TRAININGS and OTHER RELATED ACTIVITIES CONDUCTED FROM CY 2001-2003			ASSESSMENT	
	2001	2002	2003	Findings	Recommendations
▪ *Direct Service Delivery / Transfer of Technology*		Court Social Workers, LCPC, Adoption. Workshops on Family Group Conference, NSTP-CWTS, and Pilot Testing of Revised Day Care manual, and Gender Sensitive Case Management.	Social Workers, UNESCAP's Poverty Alleviation and Conflict Negotiation Skills for the Youth, US Peace Corps and Volunteerism, PYA Convention, and other FAPs focused trainings. DSWD Orientation for Vietnam, Malaysia, Bangladesh, Japan, and St. Joseph College Delegates. Student OJT, GIP, & PYFP.		
▪ *Organizational Development*	Organization of TWG for OD and CB, competency based training for SWIDB technical staff, office management for admin staff, Computer Literacy training	PREW and Strategic Planning Workshop	Orientation on Procurement, Infrastructure, and Finance Management of KC, DSWD for New Employees, Performance evaluation System, Retainer Lawyers, TOT on: ECCD Mainstreaming, Teambuilding, Community Entrepreneurship for PEOs, DSWD Houseparents on Behavioral Management Integrating Gender, UKP, Disaster relief and rehab Management, Family and Community Disaster Preparedness	*For the past three years, the Bureau has conducted limited OD Activities.*	***The Organization should strengthen capacity on Values development, strategic planning, and performance management through:*** ➢ ***Periodic assessment and strategic planning*** ➢ ***Enhancing the team building process to all units and field offices[2] as well as the DSWD stakeholders to establish a culture of collaborative work.***

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[2] DSWD Region IV Comments *(with expectation of consideration for the 2nd semester of CY 2004.)*

ORGANIZATIONAL COMPETENCIES	TRAININGS and OTHER RELATED ACTIVITIES CONDUCTED FROM CY 2001-2003			Findings	Recommendations
	2001	2002	2003		
▪			Conduct of Team Building to various units. Training conducted on the following areas: ICT, Message Development, Gender Sensitive Case Management, Financial Management, Social Marketing for RIOs, Bayanihang Bayan, Technical Sharing, Work and Financial Planning, Technical Assistance to Centers and Institutions (Hoffmans Findings), Negotiation Skills for Senior Officials, Enhancement on Procurement management		*Enhancing and/or building capacities on management skills on state-of-the-art management information system and progressive administrative processes.* *Expand internal learning through the change management process by educating all internal staff on problem solving, team development/management, and direction setting.*

ORGANIZATIONAL COMPETENCIES	SPECIALIZED TRAININGS and SCHOLARSHIPS CONDUCTED FROM CY 2001-2003			ASSESSMENT	
	2001	2002	2003	Findings	Recommendations
• *SWD Policy Development*	Development Mngt. Forum, SLN Corp. Planning*, Training on Culturally Rooted Research, Policy Formulation/ Analysis and Legislative Advocacy	Workshop on Lobbying and Legislative Process	Legal Aspects of Child Sexually Abuse, Civil Service Law and Rules	*For the past three years, limited specialization was focused on the processes of formulating policies for SWD programs and service delivery.*	➢ We need to focus on polishing and improving current skills on policy development; also start re-echoing/feedback/ sharing sessions from those who participated (materials for database);
• *Advocacy on Behalf of Vulnerable Sectors*		Engineering the GIOs through Responsive Communication Activity		*For the past three years, specialization was at a minimal and focused only on capacitating IEC of SWD programs and service delivery.*	➢ We need to send staff more on areas of policy advocacy for vulnerable sectors
• *Standards Development*				*No capacity devt. from past three years*	➢ We need to send staff on cognitive areas (trends) of standards development.
• *Networking and Partnerships*	Strategic Planning for Learning Network, and Networking (UP-CSWCD)	1st Assembly of the GAD Resource Network	Networking for Effective Organizational Management	*Networking concepts focused on internal systems devt. and mgt.*	➢ We need to re-establish the learning network of the Department.
• *Direct Service Delivery / Transfer of Technology*	Women in 21st Century, TOT on Psychosocial Intervention for Children, TOT on Substance Abuse, Statistics for Project Monitoring and Evaluation.	Basic and Advance Disaster Management Training Course, Program, Project and Evaluation Devt. Course, Training Module on Centralization and Local Empowerment, Trainers Course on Entrepreneurship Development, Meridian Therapy for Healing Biopsychosocial Trauma	Crisis Intervention Course, Urban Flood Risk Management, Interdisciplinary Seminar on Sex Trafficking	*Focus is on continuing strengthening the direct service delivery thru specialization on managing crisis / disaster concerns, mandates on women and children's issues, and on community empowerment.*	➢ We need to send staff more often to developmental arenas of social welfare service delivery such as entrepreneurial service delivery, etc.

ORGANIZATIONAL COMPETENCIES	SPECIALIZED TRAININGS and SCHOLARSHIPS CONDUCTED FROM CY 2001-2003			ASSESSMENT	
	2001	2002	2003	Findings	Recommendations
▪ *Organizational Development*	**Workshop on:** Public Service Ethics and Accountancy, Social Safety Net Projects: Targeting and Rapid Assessment for Social Programs, Strengthening of Facilitators Skills of Development Related Program for Poverty Alleviation of ASEAN Countries, Participatory Planning Workshop: ASEAN Australian Project against People Trafficking in SEA, Independence Living for Disabled Persons, ISS Japan, Micro, Small and Medium Enterprise, Rehab. for the Physically Handicapped	**Conference/s:** The Filipino Achievers of the Asia Pacific Region: the Australian Experience, Energy Management, Philippine Psychiatric Association Convention, ECD Regional Conference, 2nd Tourism Related Industry Congress, Annual Convention TB 2002, Public Administration and Governance, Assessment of the Philippine Claim of Sovereignty Over Sabah, AGAP, POAP, UNGA Special Session on Children, High Level Intergovernmental Meeting, Second World Expenditure Management Project, All China Women's Federation, Detail Social Worker to Asian and Middle East Countries, Assist on Deportation of Filipino Families, Malaysian Attache, Asia Pacific Regional Forum and 2nd International Social Services Asia and Pacific Regional Meeting, High-Level Intergovernmental Meeting of the UNESCAP on the Decade of Disabled Persons and to Launch their	**Conference/s:** 25th Asia Pacific Dental Congress, First HRMOs Cluster Meeting and Public Ethics and Accountability, Managers as Coaches and Counselors, AGIA General Meeting cum Seminar, 5th National Philippine Association of Government and Private Radio Operators Seminar, Nutrition Networking, Development Management, National Social Science Congress, Midyear Chest Convention, East Asia Women's Convention for Global Peace, 6th East Asia and Pacific Ministerial Consultation, Meeting with IBLP Officials to Discuss the Cooperative Program Agreement between the IBLP and the DSWD, Children in the Crossfire: Prevention and Rehabilitation of	Focused has been on building capacities for personality devt., and confidence building for personal upliftment, as well as building cognitive capacities and creativity to perform their function to the organization.	➢ Should be focused on capacities to sustain high levels of performance of their functions/tasks to the organization such as on org'l. management and teamwork / partnering. ➢ Again, start re-echoing/ feedback/sharing sessions from those who participated

ORGANIZATIONAL COMPETENCIES	SPECIALIZED TRAININGS and SCHOLARSHIPS CONDUCTED FROM CY 2001-2003			ASSESSMENT	
	2001	2002	2003	Findings	Recommendations
	Persons, FWEAP, Forensic Interview of Children, Workshop on Elderly Care and Community Participation, Regional seminar on Improving Access to Social Services by the Poor and Disadvantaged Groups, Participatory Local Social Development Theories and Practices, Individual Training Program on SW Policy and Administrative, Workshop on Social Funds, Regional ESCAP HRD Course for Poverty Alleviation, **Conferences:** Annual Convention and Scientific Session, Regional	next Decade. **Trainings on:** Building Supervisory Skill, Organizational Development, NGAS, COA Seminar on New Government, E-Procurement, Total Quality Mgt., Performance and Rewards Management, Human Resource Planning and Staffing, Employee Relation and Well-Being, Producing Effective Report Cost Effectively, Supervisory Management Development Course, Developing Supervisory Skills, Team Building an Exercise in Leadership Development Course, Developing Skills for Collective Negotiation, Customized MS Excel Computer Technology, Records and Archives Mgt., New Paradigms in Leadership Management Development, Basic Tools and Techniques in Developing Work Teams Re-engaging the Generation Intergenerational Program in Social Services, Economic Development Policy for Filipino Officials, TOT on	Child Soldiers, Meet with Phil. Embassy Officials and Spanish Adoption Authorities, 2nd Intl. Conference on Children and Residential Care, 2nd Session of the Permanent Forum on Indigenous Issues, 6th East Asia and Pacific Ministerial Consultation, 5th East Asia Meeting of High level Officials on Caring Societies, Conference on Management of Natural and Human Disaster, UNSCR 1373 and the Consequences for NGO Regulation, 12th Study Programme for SW, Disaster Management Consultative Group meeting, Regional Forum on Social Protection for Vulnerable Children, Synergos University for a Night at the UN, Consultative management on		

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ORGANIZATIONAL COMPETENCIES	SPECIALIZED TRAININGS and SCHOLARSHIPS CONDUCTED FROM CY 2001-2003			ASSESSMENT	
	2001	2002	2003	Findings	Recommendations
▪	Ministerial Consultation on the Rights of the Child, 4th Meeting of ASEAN Ministries Responsible for Social Welfare, 2nd World Congress Against Commercial Sexual Exploitation of Children, Child Abuse and Neglect, 22nd Meeting of ASEAN Committee on Social Development, Study Programme for Asian Social Welfare Administrators, 30th Anniversary of Wereldkinderen or the Netherlands Inter-Country Child Welfare Organization, Asia-Pacific Intergovernmental Meeting on Human Resources Development for Youth, Japan Fund of Poverty Reduction /JSDF, ASEAN Component	Advanced Impact Evaluation, FWEAP, Disaster management, ISSH, HRD for Sustainable Social Development, Community Based Approval Course HIV/AIDS, Drug Abuse Prevention Activities, 2nd Regional Seminar for the ASEAN Project on ECCD Phase II, ISSJ, Current Practices Adult Training Methodologies for Application in Development, Partnership Building for Asian Women Development, Enhancing Women's Economic Participation through scaling-up of Micro Enterprise to Small Scale Enterprise, Follow-up Workshop Small and Medium Enterprise Promotion, Small Bus. Creation Development for Women Entrepreneurs, Technical Aid for Visually Disabled Person, Young Leaders Programme, and Child Rights Senzational Seminar.	Mainstreaming the Family Issue, 2nd ASEAN Senior officials Mtg. on SWD, Intl. Expert Mtg. on Intl. Trafficking of Women, FWEAP, 1st ASEAN and JAPAN High Level Officials Meeting on Caring Societies, UN office of Drugs and Crime, 6th International Abilympics, Consultation on Youth Policy and Implementation Issues, Seminar for South to South Cooperation for Decades of People with Disabilities: An Orientation About Asia – Pacific Development Center on Disability, S **Trainings:** Making E-Procurement Work for Good Governance, Unleash Your Full Potential for Total Human Development, New Approaches to Management of Files,		➢

ORGANIZATIONAL COMPETENCIES	SPECIALIZED TRAININGS and SCHOLARSHIPS CONDUCTED FROM CY 2001-2003			ASSESSMENT	
	2001	2002	2003	Findings	Recommendations
	Social Welfare category of the 2001-Youth Friendship Program, Asia Pacific Regional Symposium on Gender Mainstreaming, Managing Change in the Public Service, Learning Visit to the KDP, ISSH, ASEAN ROK Workshop on Home Care for the Elderly, 4th East Asian Meeting of High Level Officials on Caring Societies, China ASEAN High Level Seminar on Social Security, ASEAN and China Cooperative Operations in Response to Dangerous Drugs, **Mission:** Assist the Vietnamese Nationals, Accompanying Deportee from Malaysia,	**Mission:** Detail to Asian and ME Countries, Assist in the Deportation of Filipino Families from Malaysia, Accompanying Deportee from Malaysia,	Data and Information, Records and Information Management, HR Planning and Staffing, Basic Values for Good Citizenship and Christian Life Program, Records Disposition Admin., Archives and Records Counter Disaster Planning, Diwa ng Paglilingkod, Modified Property Seminar, Property Supply Management and Taxation Updates, Integrated Leadership program, Foreign Funding for ICT Projects, Compassion Fatigue: the Stress of Helping Others, All Managers are HR Managers, Supervisory Development Course, Basic Customer Service Skills, Competency Enhancement on Personnel Mechanism, 7 Habits of Highly Effective		

ORGANIZATIONAL COMPETENCIES	SPECIALIZED TRAININGS and SCHOLARSHIPS CONDUCTED FROM CY 2001-2003			ASSESSMENT	
	2001	2002	2003	Findings	Recommendations
			People, Building-Wiring-Installation and Maintenance, Enhancing Implementation and Administration of Collective Negotiation Agreements, Introduction to Surveys for Public Managers, Producing Effective Annual Reports Cost Effectively, Basic Consideration on Website Design, 3-Day Loan Disbursement Seminar, Training and Plant Visit to the Trust International Paper Company, Seminar on Justice that Heals, Regional workshop on Monitoring the East Asia Pacific, SPF Implementation of New Approaches in Community Based Alleviation, 2nd Regional Seminar for the ASEAN Project on ECCD Phase II, GTC Crime Prevention: Treatment of Offenders, GTC Community Health Services, PASSTF, Enhancing Support and Cooperation Strengthening Social Policies to Assist Trafficked Women, SPF Forum on Community care for Ageing Population,		

ORGANIZATIONAL COMPETENCIES	SPECIALIZED TRAININGS and SCHOLARSHIPS CONDUCTED FROM CY 2001-2003			ASSESSMENT	
	2001	2002	2003	Findings	Recommendations
▪ *Organizational Development*			Project Planning and Management of the Urban Environment, Japan ASEAN Youth Friendship Programme for the 21st Century, IT Program for Women from the Asia-Pacific Region, Foundation for the Welfare and Education of the Asian People

Mission: Exploratory Talks with MILF, Detailed SW to ME/Asian Countries, Resource generation in Europe,

Educ'l. Scholarship: Master of Public Sector Management, ISSJ and ISSH, Master in Public Policy, Master in Public Sector Management, and Malaysian Attache. | | |

ORGANIZATIONAL COMPETENCIES	Recommendations	Agenda for CY 2004
▪ **SWD Policy Development**	*The recommended interventions should focused on situational analysis, alternative strategy analysis, environmental scanning, project scoping, policy research and development, trends in the local and global SWD scene, continuous skills enhancement for Internal Staff on SWD Policy Formulation, Monitoring and Evaluation, development of local and regional networks for periodic communication of relevant SWD policies, and program areas to stakeholders and sectoral constituencies.*	**For Internal Staff (Technical)** **1.1 Intellectual Competence** ▪ Skills Enhancement Training on Legislative Advocacy for Legislative Liaison Coordinators ▪ Training Course on Research Skills in Social Science ▪ National Development Management Conference **For Intermediaries** **1.1 Intellectual Competence** ▪ Sectoral Development Planning Workshop **1.2 Relationship Competence** ▪ Cluster Consultation Workshop ▪ DSWD Planning and Budgeting Workshop ▪ Monitoring of Output on Policy Analysis Workshop
▪ **Advocacy on Behalf of Vulnerable Sectors**	*The intervention should focus more on advocacy on the paradigm shift of the Department that would enhance the competency of the staff along action management. Advocacy orientation and training conduct for internal staff and intermediaries on the promotion of relevant SWD policies, legislative agenda and program areas for the protection and empowerment of the vulnerable sectors of the population; Functional public education program for effective network of stakeholders, towards the development of policies, services and programs. Capability building on the development and management of a system of effective evaluation of programs and services for vulnerable populations.*	***For Intermediaries** **1.1 Intellectual and Relationship Competence** ▪ Training on the Promotion of SWD Policies and Programs ▪ Consultation-Workshop for Effective Advocacy with Stakeholders

ORGANIZATIONAL COMPETENCIES	Recommendations	Agenda for CY 2004
▪ *Standards Development*	*The intervention and capacity building should focus on trends and paradigms in SWD project implementation and maintenance schemes thereby enhancing the cognitive capacities and creativity of the staff. Capacity building and enhancement of skills of internal staff and intermediaries on developing standards for compliance, promoting the necessity of adherence, and monitoring compliance. Periodic orientation and dialogue to intermediaries, stakeholders, and sectoral constituency to constantly guide and protect the public by the principles of professional accountability, personal and professional ethics, and educate them on developing appropriate standards, and on adherence as well as compliance.*	**Intermediaries** **Intellectual Competence** ▪ Trainings on programs and standards implementation for LGUs, NGOs, and other stakeholders.
▪ *Networking and Partnerships*	*In order to enhance the teamwork and partnering competency of the organization should provide interventions along coalition building, stakeholders analysis, conflict management and team building. Enhancing capacities of intermediaries and stakeholders on mutual capabilities to deliver people-empowering programs and services, resource generation, and program development through the establishment of a learning network. Continuous collaboration and consultations with external experts in areas of sustaining SWD programs and policies, and strengthening social marketing.*	**Intermediaries** **Relationship Competence** ▪ Training of DSWD NGO Review Committee in Handling Complaints

Attachment C

ORGANIZATIONAL COMPETENCIES	Recommendations	Agenda for CY 2004
▪ *Direct Service Delivery*	*This is considered as the strength of the Organization. Therefore, continuous provision of this type of trainings is recommended. Periodic orientation, consultation and dialogue for the growth of the professional field of SWD by sharing, with its network of intermediaries and stakeholders, the "best practice" lessons learned from its programs and services.*	**For Internal Staff (Technical)** **1.1 Intellectual Competence** ▪ TOT on the Utilization of the Leadership Modules for Women With Disability ▪ TOT on Basic Survival Skills Related to Disaster Management ▪ TOT on Technical Assistance and Resource Augmentation (TARA) ▪ TOT on Critical Incident Stress Debriefing (CISD) Modalities ▪ TOT on Community-based Services for Women
▪ *Transfer of Technology*	*Skills Enhancement, Coaching, Technical Assistance and Resource Augmentation for intermediaries and sectoral constituency in the management of pilot community-based programs.*	**For Internal Staff (Technical)** **1.1 Intellectual Competence** ▪ Training related to pilot testing of new technologies being developed by Social Technology Bureau (STD) ▪ Project Development and Management Writeshop **Intermediaries** **B.1 Intellectual Competence** ▪ *Capability Building on External Resource Accessing and Project Development and Management Writeshop for NGOs and LGUs* **B.2 Relationship Competence** ▪ *Evaluation Conference / Workshop on the Philippine Plan of Action* ▪ *Cluster Consultation Workshop*
▪ *Organizational Development*	*The Organization should strengthen capacity on values development, strategic planning, and performance management Periodic assessment and strategic planning workshops to all units. Enhancing the team building process to all units as well as the DSWD stakeholders to establish a culture of collaborative work. Enhancing and/or building capacities on management skills on state-of-the-art management information system and progressive administrative processes.*	**For Internal Staff (Technical)** **1.1 Personal Competence** ▪ TOT on Technical Writing and Personality Development **1.2 Relationship Competence** ▪ Conduct of 2nd Level Team Building

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Attachment C

ORGANIZATIONAL COMPETENCIES	Recommendations	Agenda for CY 2004
▪ **Organizational Development**	*Expand internal learning through the change management process by educating all internal staff on problem solving, team development/management, and direction setting.*	**1.3 Management Competence** • Supervisory Skills Development for Division Chiefs • TOT on Leadership, Peer Counseling and Conflict Negotiation for Youth (UKP) • Training on Advocacy and Promotion of SWD Policies • Training in the Management of an Effective Monitoring and Evaluation System of Programs and Services for the Vulnerable Sectors **For Internal Staff (*Administrative*)** **2.1 Intellectual Competence** ▪ Bid Evaluation for BAC I & II Officials and Secretariat ▪ Procurement Enhancement Seminar for Supply Officers, Canvassers ▪ Finance Management System/ New Government Accounting System (NGAS) updates ▪ Orientation Workshop on Property Management, Inventory and Disposal ▪ Records Management for Administrative Support Staff ▪ *Technical Writing* ▪ *Records Manual Preparation* ▪ *Records Classification Workshop* ▪ *Procurement Enhancement Seminar* **2.2 Management Competence** ▪ Skills Enhancement Cum Planning Workshop for DSWD Internal Auditors **2.3 Relationship Competence** • Conduct of 2nd Level Team Building