

**MEMORANDUM CIRCULAR**

No. 10  
Series of 2018

**SUBJECT: GUIDELINES ON THE PROVISION OF TECHNICAL ASSISTANCE AND RESOURCE AUGMENTATION TO LOCAL GOVERNMENT UNITS THROUGH LOCAL SOCIAL WELFARE AND DEVELOPMENT OFFICES**

**I. RATIONALE**

In view of the passage of Republic Act (RA) No. 7160 or the Local Government Code of 1991, the Department of Social Welfare and Development (DSWD) devolved basic social services<sup>1</sup> – together with its direct service workers, assets and liabilities, and corresponding budget – to the Local Government Units (LGUs). Executive Order (EO) No. 503 s. 1992<sup>2</sup> was then issued to set the implementing rules and regulations. Consistent therewith, the DSWD had put into effect Memorandum Order No. 27 to ensure efficient turnover of devolved programs and services to LGUs.

Along the lines of the devolution under RA No. 7160, resulting in a paradigm shift, the DSWD assumed a steering role on policy formulation, standard setting, monitoring and technical assistance relevant to social welfare and development (SWD). It also acted as enabler and partner of LGUs<sup>3</sup>. In 1997, Department Order No. 20 was issued to enhance the role of the DSWD in steering the SWD sector through the establishment of organizational structures and processes leading to the efficient utilization of resources and the effective delivery of programs and services.

The foregoing development had been institutionalized through EO No. 15 in 1998, which redirected the functions of the DSWD and highlighted its transformation from direct service deliverer to technical assistance provider. Subsequently, EO No. 15 was amended by EO No. 221 in 2003, magnifying the DSWD's leadership in the SWD sector by having steering and rowing roles. EO No. 221 mandated the DSWD to: provide assistance to LGUs<sup>4</sup> in implementing programs and services that alleviate poverty and empower disadvantaged individuals, families and communities; and, implement statutory/specialized programs which are directly lodged with the DSWD and/or not yet devolved to LGUs<sup>5</sup>.

Consequently, among other updated organizational outcomes, the DSWD has adopted Organizational Outcome 5 or "Delivery of Social Welfare and Development Programs by Local Government Units, through Local Social Welfare and Development Offices, Improved<sup>6</sup>" starting 2017. It follows that the DSWD assists LGUs/Local Social Welfare and Development Offices (LSWDOs) by: providing direction for the SWD sector through pertinent policies and plans; enriching SWD programs and services for individuals, families and communities at risk or in need<sup>7</sup>; and, affording social protection for the poor, the vulnerable and the disadvantaged in localities. These undertakings are manifested through the Technical Assistance and Resource Augmentation (TARA) Program of the DSWD.

The guidelines contained herein are thereby issued to implement the DSWD TARA Program for LGUs, through LSWDOs; that is, in support of the functionality of LSWDOs as frontline service providers of SWD programs and services. By this, the DSWD envisions that partially functional LSWDOs attain functional status while functional LSWDOs advance to fully functional status.

<sup>1</sup> Including certain sectoral and community-based programs and projects

<sup>2</sup> "Providing for the Rules and Regulations Implementing the Transfer of Personnel and Assets, Liabilities and Records of National Government Agencies whose Functions are to be Devolved to the Local Government Units and for Other Related Purposes"

<sup>3</sup> Including other stakeholders in the SWD sector

<sup>4</sup> And other intermediaries like non-government organizations, other national government agencies, people's organizations and members of civil society

<sup>5</sup> Over and above statutory and specialized programs

<sup>6</sup> Pursuant to Administrative Order No. 2 s. 2017, "Vision, Mission Statements and Organizational Outcomes"

<sup>7</sup> Such as children and youth, women, solo parents, senior citizens, persons with disability, families and communities

## II. LEGAL BASES

- A. **Republic Act No. 7160**, “An Act Providing for a Local Government Code of 1991,” effecting the devolution or transfer of basic social services by the DSWD to LGUs;
- B. **Executive Order No. 15 s. 1998**, “Redirecting the Functions and Operations of the Department of Social Welfare and Development,” mandating the provision of assistance to LGUs<sup>8</sup> for the effective implementation of SWD programs, projects and services;
- C. **DSWD Administrative Order No. 44 s. 2002**, “Guidelines in the Provision of Technical Assistance and Resource Augmentation (TARA) to DSWD Intermediaries,” operationalizing the provision of TARA for intermediaries, including LGUs;
- D. **Executive Order No. 221 s. 2003**, “Amending Executive Order No. 15 Series of 1998, Entitled Redirecting the Functions and Operations of the Department of Social Welfare and Development,” mandating the performance of both steering<sup>9</sup> and rowing<sup>10</sup> roles;
- E. **DSWD Administrative Order No. 1 s. 2005**, “Provision of Technical Assistance of DSWD Central Office to DSWD Field Offices,” capacitating the DSWD Field Offices in the provision of technical assistance to intermediaries, including LGUs;
- F. **DSWD Memorandum Circular No. 16 s. 2014**, “Standards for the Functionality of Local Social Welfare and Development Offices,” measuring the level of functionality of LSWDOs under LGUs;
- G. **DSWD Administrative Order No. 2 s. 2017**, “Vision, Mission Statements and Organizational Outcomes,” adopting updated organizational outcomes which include the improvement of SWD program delivery by LGUs, through LSWDOs; and,
- H. **DSWD Administrative Order No. 1 s. 2018**, “Functional Structure of the DSWD Field Offices” and **DSWD Administrative Order No. 2 s. 2018**, “Strengthening the DSWD Central Office,” reorganizing the DSWD in view of the expansion of its operations, increase in budget, significant role in disaster management and complexity of social protection issues.

## III. DEFINITION OF TERMS

- A. **Local Government Unit (LGU)** – is a body politic and corporate endowed with powers to be exercised by it in conformity with law; as such, it shall exercise powers as a political subdivision of the national government and as a corporate entity representing the inhabitants of its territory.<sup>11</sup>
- B. **Local Social Welfare and Development Office (LSWDO)** – refers to a local government office that is generally or mainly engaged in the provision of social welfare programs to the poor, the vulnerable and the disadvantaged individuals, families and communities utilizing either casework, group work and/or community organizing aimed at enhancing their social well-being such as the municipal, city, and provincial social welfare and development offices.<sup>12</sup>

## IV. COVERAGE AND OBJECTIVES

### A. Coverage

As this circular directs, the DSWD TARA Program covers LSWDOs (including the offices of LGUs for senior citizens, persons with disability and other vulnerable and marginalized sectors, whether or not directly under the supervision of LSWDOs) to operationalize the aforesaid Organizational Outcome 5 and mandate of the agency, particularly by assisting LGUs in the implementation of local SWD programs and services.

<sup>8</sup> Including other intermediaries of the DSWD like non-government organizations, other national government agencies, people's organizations and members of civil society

<sup>9</sup> Which involves enabling LGUs, non-government organizations, other national government agencies, people's organizations and members of civil society in the implementation of social welfare and development programs, including disaster management, through technical assistance and resource augmentation

<sup>10</sup> Which involves implementing statutory programs and specialized programs and services

<sup>11</sup> Pursuant to Section 15 of Republic Act No. 7160 or the Local Government Code of 1991

<sup>12</sup> Derived from the definition of Social Work and Welfare Agencies and Institutions and Social Work Establishments under the Implementing Rules and Regulations for Republic Act No. 9433 or the Magna Carta for Public Social Workers

## B. General Objective

These guidelines are aimed at: providing for the effective and efficient implementation of the DSWD TARA Program for LSWDOs; and, advancing the functionality of LSWDOs – as frontline service providers – in the direction of acquiring fully functional status<sup>13</sup>, thus, enabling them to develop and implement appropriate interventions for social protection risks and vulnerabilities, as well as for emergent SWD issues or concerns affecting their own locality.

## C. Specific Objectives

1. To identify areas for improvement of LSWDOs using needs and capacity assessment strategies and tools;
2. To enhance capacity of LSWDOs in policy development, program/project development and management, social technology model adoption or replication, service delivery, administration and organization, case management, residential care and center/non-residential care facility operation, disaster risk reduction and management, monitoring and evaluation, and sustainability practices;
3. To help develop competencies of the personnel of LSWDOs through the assistance of sectoral and functional specialists or experts, conduct of capability building activities, sharing of studies/researches/evaluations and provision of similar opportunities;
4. To augment resources of LGUs, through LSWDOs, to respond to the needs of their constituents, *i.e.*, for disaster response and early recovery, and implementation of other LSWDO-led programs and projects as mandated by existing laws; and,
5. To assist LSWDOs in achieving a fully functional status.

## V. TECHNICAL ASSISTANCE AND RESOURCE AUGMENTATION (TARA) PROGRAM

A. **Technical Assistance (TA)** consists of non-monetary interventions in the following forms, which are designed to enhance the capability of LSWDOs based on needs assessment, for the effective implementation of SWD programs, projects and services:

1. **Capability Building** – refers to the range of activities by which individuals, groups and organizations improve their competencies based on needs<sup>14</sup>.
  - a. **Training** – an activity that aims to modify/enhance competencies (knowledge, skills and/or behavior) of staff and partners through learning experience<sup>15</sup>.
  - b. **Training of Trainers** – a training program that focuses on developing the capability of a participant to transfer knowledge and skills; it develops participants' capabilities to a trainer's level or standard<sup>16</sup>.
  - c. **Orientation** – an activity intended to provide new information such as policies, protocols, programs, guidelines and the like or to provide existing information to a new audience<sup>17</sup>.
  - d. **Demonstration Session** – a visual or actual presentation showing how something works *i.e.*, its operation or use through example, illustration or experimentation; example, management of SWD cases of children, youth, women, persons with disability, older persons, families in crisis, disaster risk reduction and management (including disaster mitigation, response and recovery), program development, among others. This also involves experiential learning through learning visits/field visits and the like.
  - e. **Workshop** – an activity where a group of people learn some methods and develop skills to do a specific role or function<sup>18</sup>.

<sup>13</sup> Supportive of the achievement of the updated DSWD Organizational Outcome 5

<sup>14</sup> DSWD Capacity Building Bureau (2016), *Documentation of the Capacity Building Bureau-Institutional Development Division Conference*

<sup>15</sup> DSWD Capacity Building Bureau (2003), *Training Management Guidebook*, DSWD Memorandum Circular No. 23 s. 2003 or the "Adoption of the DSWD Organizational Competencies"

<sup>16</sup> DSWD Capacity Building Bureau (2003), *Training Management Guidebook*, DSWD Memorandum Circular No. 23 s. 2003

<sup>17</sup> DSWD Capacity Building Bureau (2003), *Training Management Guidebook*, DSWD Memorandum Circular No. 23 s. 2003

<sup>18</sup> DSWD Capacity Building Bureau (2003), *Training Management Guidebook*, DSWD Memorandum Circular No. 23 s. 2003

- f. **Forum** – an activity where ideas and views on a particular topic are exchanged<sup>19</sup>.
- g. **Consultation or Sharing Session** – a meeting between two or more people to share their experiences, insights and knowledge on an identified challenge or problem, which promotes collective learning and develop networks among those invited; it is about gathering knowledge from knowledge brokers before embarking on an activity or project or when facing a difficulty in the course of related events.<sup>20</sup> This includes focus group discussions and sharing of SWD good practices and research results for policy and program development/enhancement.
- h. **Conference** – a formal meeting where people who have a common interest exchange information and views<sup>21</sup>.
- i. **Coaching** – an informal but personal on-the-job training technique that focuses on developing a person's skills, knowledge and work performance; often spontaneous, coaching usually occurs between a line manager and his or her staff, although other individuals may also find themselves in coaching situations as the need arises<sup>22</sup>.
- j. **Mentoring** – a career management tool used to nurture and develop staff in an organization; it occurs between two people in a work setting, and its purpose is to transfer knowledge and information, share wisdom and experience, and offer advice and help in a confidential manner<sup>23</sup>.

**B. Resource Augmentation (RA)** is the provision of support to LGUs/LSWDOs in the following forms, for the immediate response and early recovery of victims of disaster and implementation of other LSWDO-led programs and projects as mandated by existing laws and as may be provided for by existing DSWD policies and programs:

1. **Supplies and Materials** – comprise the provision of food and non-food items such as family food packs, family kits or sleeping kits, kitchen kits and hygiene kits in disaster relief operations.
2. **Funding** – entails the transfer of funds for disaster response and early recovery initiatives, and other LSWDO-led programs and projects as mandated by existing laws and as may be provided for by existing DSWD policies and programs.
3. **Human Resource** – involves the interim deployment of DSWD officials and/or staff for the implementation of disaster response and early recovery initiatives and other related activities.

## VI. PROCEDURES FOR THE PROVISION OF TARA<sup>24</sup>

### A. Situation Analysis

1. Once every three (3) years, a situation analysis shall be conducted by the DSWD Field Offices (FOs), including needs assessment of the following work areas: administration and organization; program management; and, institutional mechanisms. Situation analysis can be drawn from the ability of LSWDOs to respond to issues and concerns identified in the local SWD situationer, as derived from the Social Protection and Development Report, studies, evaluations/assessments (e.g., Family Risk and Vulnerability Assessment), and other relevant reports (i.e., about social protection systems and standards).
2. Correspondingly, the needs assessment of LSWDOs shall be undertaken (also once every three [3] years) using the enhanced DSWD Tool for the Assessment of the Functionality of Local Social Welfare and Development Offices in the Philippines, which shall be issued in consonance herewith. Towards the end, specific gaps, problems or issues and concerns

<sup>19</sup> DSWD Capacity Building Bureau (2003), *Training Management Guidebook*, DSWD Memorandum Circular No. 23 s. 2003

<sup>20</sup> DSWD Memorandum Circular No. 11 s. 2010 or the "Guidelines in the Preparation and Submission of IDCB [Institutional Development and Capacity Building] Plans and Accomplishment Reports"

<sup>21</sup> DSWD Capacity Building Bureau (2003), *Training Management Guidebook*, DSWD Memorandum Circular No. 23 s. 2003

<sup>22</sup> Office for Health Management (1999), *Guidelines on Mentoring and Coaching for Managers in the Health and Personal Social Services*

<sup>23</sup> Office for Health Management (1999), *Guidelines on Mentoring and Coaching for Managers in the Health and Personal Social Services*

<sup>24</sup> Process timeline attached (**Annex D**)

*i.e.*, functionality indicators (under work areas) not complied or difficult to comply with – affecting the capacity of LSWDOs – shall have been identified with the corresponding needs and interventions or specific TA and/or RA required.

3. In line with the needs assessment for determining TARA requirements of LSWDOs, their levels of functionality shall be defined operationally in the aforesaid assessment tool, as enhanced.
4. The DSWD FOs shall inform the local chief executives and heads of LSWDOs of the results of situation analysis, including the results of needs assessment (that is, the LSWDOs functionality assessment).

## **B. Planning**

1. Planning for the TARA Program involves the formulation of regional TARA plan for LSWDOs, which shall have coverage of three (3) years, according to the results of needs assessment and in consultation with said offices. In that order, appropriate interventions or specific TA and/or RA shall be identified and agreed upon with LSWDOs.
2. Partially functional and functional LSWDOs that are interested in availing of the DSWD TARA Program shall be prioritized for the provision of TA and/or RA.
3. The DSWD FOs, in partnership with LSWDOs concerned, shall formulate a 3-year regional TARA plan (**Annex A**) comprised of the following: Functionality Work Areas; Indicators for Improvement; Desired Results; Target LSWDOs; Forms of TARA (with Specific Activities or Interventions); Timeframe (of each TARA Activity or Intervention); Responsible Office/Division/Section and Official/Officer; and, Resource Requirement (with Amount and Source).
4. Any support of the Offices/Bureaus/Services (OBSs) at the DSWD Central Office (CO) – for interventions set by the DSWD FOs in the 3-year regional TARA plan for LSWDOs – shall also be identified. The DSWD FOs shall then coordinate with the DSWD CO OBSs on any support/TARA that the latter may provide. Likewise, the DSWD OBSs concerned shall include the same in their respective TARA plans.
5. Hence, the DSWD FOs shall furnish a copy of their respective 3-year regional TARA plans to the DSWD CO OBSs concerned, including the Policy Development and Planning Bureau (PDPB).

## **C. Partnership Contracting**

Partnership contracting marks the commitment of the DSWD FOs and LSWDOs to the implementation of the DSWD TARA Program.

1. The DSWD FOs shall forge a partnership agreement with LGUs/LSWDOs (**Annex B**), through the local chief executive and head of the LSWDO, as supported or authorized by the local legislative council (*i.e.*, *sangguniang panlalawigan*, *sangguniang panlungsod* or *sangguniang bayan*), to implement the interventions (specific TA and/or RA) set in the 3-year regional TARA plan.
2. In case of changes in the TARA plan (mutually agreed upon by the DSWD FOs and LSWDOs concerned) resulting from the annual review thereof, the partnership agreement may be amended or supplemented.
3. The validity of respective partnership agreements with LGUs/LSWDOs shall be for a period of three (3) years, in sync with the 3-year regional TARA plan.

## **D. Implementation**

1. The DSWD TARA Program for LSWDOs, specifically the planned interventions, shall be implemented consistent with the forms of TA and RA defined in the preceding section.
2. Under TA, the implementation of capability building activities should be designed in accordance with the standards set by the DSWD Social Welfare Institutional Development Bureau (SWIDB) and conducted through the following phases:

- a. **Preparatory Phase**
    - i. Work areas of LSWDOs needing TA shall be appropriately identified. Needs assessment may also be based on reports submitted to the DSWD SWIDB.
    - ii. The form(s) of TA shall have to be determined upon consultation with LSWDOs. Thereafter, the LSWDOs concerned should be properly informed about the provision of TA form(s).
  - b. **Actual Conduct of TA**
    - i. A courtesy call to the local chief executives and heads of LSWDOs concerned shall be made, which includes presentation of the program of TA activities and purpose of each TA.
    - ii. The conduct of TA activities should be compliant with the prepared program.
    - iii. Exit conference may be held for the TA provided. Significant findings/observations and recommendations shall be discussed and agreements reached shall have to be recorded.
    - iv. During feedback, LSWDOs concerned may respond to findings/observations discussed during the exit conference. A satisfaction survey form may also be filled out by the LSWDOs.
  - c. **Post-TA Phase**
    - i. A feedback report shall be prepared by the staff of the DSWD FOs/OBSs concerned on TA activities conducted, capturing findings/observations, recommendations and lessons learned. Such report may be initially shared to or discussed with the Local Social Welfare and Development Officer during exit conference. The same shall then be officially transmitted by the DSWD FO Director.
    - ii. Follow-through actions on agreements reached, as a result of the TA provided, shall have been identified as well.
3. On TARA for Disaster Response and Early Recovery, the 3-year regional TARA plan of the DSWD FOs with LSWDOs shall be consistent with the DSWD measures on disaster preparedness for response. The Disaster Response Division of the DSWD FOs may also submit a specific TARA plan (a part and parcel of the 3-year regional TARA plan) to the DSWD Disaster Response Management Bureau (DRMB) for the preparation of a consolidated TARA plan. Corresponding TARA activities shall be implemented by the DSWD FOs solely or with the DSWD DRMB in the following phases:
- a. **Pre-Disaster Phase**
    - i. The DSWD FOs may provide any form of TA on Camp Coordination and Camp Management, Internally Displaced Person Protection, Food and Non-Food Item and Disaster Response Operations Monitoring and Information Management.
    - ii. Being the first disaster responders<sup>25</sup>, LGUs must have prepositioned resources to be distributed to their affected population; making sure that internally displaced persons are provided with necessary food and non-food items immediately after the onset of a disaster. Whenever resources of LGUs become depleted, their LSWDOs may submit a request for RA to the DSWD FOs concerned.
  - b. **Disaster Phase**
    - i. The DSWD FOs may provide TA to LSWDOs on gathering disaster response operations-related data, to include the number of affected families/persons and status, number of damaged houses and cost of assistance.
    - ii. The DSWD FOs may provide RA (*i.e.*, food items, non-food items and/or funding) to LSWDOs, on condition that the cost thereof – as indicated in or attached to the request for RA – is validated.

<sup>25</sup> As acknowledged and supported under the National Disaster Response Plan (NDRP) pursuant to Republic Act No. 7160 or the Local Government Code of 1991, mandating LGUs to prepare and render response for all eventualities of disaster within their boundaries

- iii. Personnel from the DSWD FOs (and the DSWD CO, if needed) may be deployed to disaster-affected areas either to assist the operations of LGUs concerned or assume the functions of LGUs in providing disaster response assistance to the affected population<sup>26</sup>.

c. **Post-Disaster Phase**

- i. The DSWD FOs may continue to implement relief assistance contingent on the extent of damage caused by the disaster. In this case, the DSWD FOs concerned or the DRMB shall prepare a proposal for continuing relief assistance. This shall be implemented by the DSWD FOs with LGUs/LSWDOs concerned.
  - ii. The DSWD FOs may also transfer funds to LGUs for the implementation of the following DSWD programs, upon execution of Memorandum of Agreement (MOA): Emergency Shelter Assistance (ESA); Emergency Shelter Cash Assistance Program (ESCAP); and, Cash-for-Work (CFW), which usually commence at the Early Recovery Phase<sup>27</sup> and may extend up to the Recovery and Rehabilitation Phase. Accordingly, the DSWD FOs shall provide TA on program implementation.
4. For the DSWD TARA Program implementation, the DSWD FOs shall carry out the identified interventions (specific TA and/or RA) for LSWDOs as per timelines and resources required – subject to allocation and availability thereof – under the 3-year regional TARA plan. This proviso, however, does not preclude the DSWD FOs from conducting other TARA-related activities for LSWDOs not included in the plan.

**E. Monitoring and Evaluation**

1. The DSWD FOs shall review the implementation of the 3-year regional TARA plan for LSWDOs on an annual basis at the regional level. The DSWD FOs may conduct a program review and evaluation workshop (PREW) with LSWDOs concerned to measure the progress of planned interventions or specific TA and/or RA.
2. Consultations may likewise be conducted by the DSWD FOs with LSWDOs concerned – from time to time – to immediately address bottlenecks and discuss recommendations emerging from the implementation of specific TA and/or RA, as well as to update the plan when necessitated and upon mutual agreement.
3. At the national level, the PREW shall be conducted by the DSWD CO, led by the Policy and Plans Group, with the DSWD FOs and DSWD OBSs concerned to determine effectiveness of the TARA Program implementation.

**F. Reporting**

1. The DSWD FOs shall submit a semestral accomplishment report on the 3-year regional TARA plan implementation (**Annex C**) to the Undersecretary for Policy and Plans Group, through the PDPB, every July 10 for the 1<sup>st</sup> semester of a year and January 10 for the 2<sup>nd</sup> semester of that year, and in subsequent years for the 3-year regional TARA plan. Other TARA-related activities conducted for LSWDOs, not included in the plan, shall also be reported.
2. If applicable or whenever appropriate<sup>28</sup>, the DSWD Protective Services Bureau (PSB), Community Programs and Services Bureau (CPSB), SWIDB, DRMB, Social Technology Bureau (STB) and other DSWD OBSs concerned shall also submit a semestral accomplishment report on the TARA Program to the Undersecretary for Policy and Plans Group, through the PDPB, every July 10 for the 1<sup>st</sup> semester of a year and January 10 for the 2<sup>nd</sup> semester of that year, and in subsequent years.
3. Semestral accomplishment reports of the DSWD FOs shall be furnished to the DSWD CO OBSs concerned for proper action *i.e.*, TA or any other support for the DSWD FOs in the implementation of the DSWD TARA Program.

<sup>26</sup> The type of response that the NDRP is providing is at the level of the national government: 1) augmentation; and, 2) assumption.

<sup>27</sup> Transitions between Response and Recovery and Rehabilitation Phase are called Early Recovery

<sup>28</sup> That is, if TA and/or RA is/are programmed under their respective annual work and financial plans in support of the implementation of the DSWD TARA Program for LSWDOs

## VII. INSTITUTIONAL ARRANGEMENTS

- A. The DSWD Policy and Plans Group shall be the process owner, and the DSWD FOs are the main implementers of the DSWD TARA Program. The DSWD PSB, CPSB, SWIDB, DRMB, STB and other DSWD CO OBSs shall provide support to the DSWD FOs in the implementation of the TARA Program. Moreover, the DSWD PDPB may provide TA to the DSWD FOs on TARA plan formulation.
- B. At the DSWD FOs, the Policy and Plans Division (PPD), through the Policy Development and Planning Section (PDPS), shall undertake the following: situation analysis; planning; partnership contracting; monitoring and evaluation; and, reporting, in close coordination and active collaboration with the TARA Focal Person, Protective Services Division, Disaster Response Division, Social Technology Unit and other offices/divisions/sections/units of the DSWD FOs, which shall take charge of the implementation of the TARA Program.
  1. The TARA Focal Person of the DSWD FOs shall be mainly involved in: monitoring for and coordinating on the TARA Program implementation with the PPD-PDPS and other offices/divisions/sections concerned; relaying and ensuring compliance with the directives or management inputs of the Regional Director; vetting the semestral accomplishment; and, taking note of facilitating and hindering factors in the TARA Program implementation for dissemination to and appropriate action by offices/divisions/sections concerned.
  2. Under internal arrangements by the DSWD FOs, roles for the TARA Program implementation may be further delineated among offices/divisions/sections concerned, consistent with key institutional arrangements stipulated herein.
- C. LGUs/LSWDOs may allocate resources (funds, manpower and/or other available support), as their counterpart, for any activity or intervention (under the forms of TA) to be provided to them under the 3-year regional TARA plan with the DSWD FOs.

## VIII. FUNDING REQUIREMENT

Funding requirement for the provision of TARA to LSWDOs shall be included in the annual work and financial plans (WFPs) of the DSWD FOs. Moreover, the DSWD CO OBSs concerned shall ensure allocation of funds through their respective WFPs for any support that they intend to provide to or with the DSWD FOs, under the TARA Program for LGUs through LSWDOs.

## IX. EFFECTIVITY AND REPEALING CLAUSE

This Memorandum Circular shall take effect immediately.

Pertinent provisions of Administrative Order No. 44 s. 2002, Administrative Order No. 1 s. 2005, Memorandum Circular No. 16 s. 2014 and other issuances inconsistent herewith are thereby amended.

Issued this 10<sup>th</sup> day of May 2018 in Quezon City.

**EMMANUEL A. LEYCO**  
Officer-in-Charge

Certify True Copy:

**MYRNA H. REYES**  
OIC-Division Chief

Records and Archives Mgt. Division



**3-YEAR REGIONAL TECHNICAL ASSISTANCE AND RESOURCE AUGMENTATION (TARA) PLAN**

For CY \_\_\_\_ to CY \_\_\_\_

DSWD Field Office: \_\_\_\_

**Regional Situation Analysis:**

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Functionality Work Areas	Indicators for Improvement	Desired Results	Target Local Social Welfare and Development Offices	Forms of Technical Assistance (TA) and Resource Augmentation (RA)		Timeframe	Responsible Office/Division/Section and Official/Officer	Resource Requirement	
				TA	RA			Amount	Source

Prepared by:

Approved by:

\_\_\_\_\_  
 Policy and Plans Division Chief  
 DSWD Field Office \_\_\_\_

\_\_\_\_\_  
 Regional Director  
 DSWD Field Office \_\_\_\_

## FILL-OUT GUIDE

Regional Situation Analysis	<p>Situation analysis can be drawn from the ability of Local Social Welfare and Development Offices (LSWDOs) to respond to issues and concerns identified in the local SWD situationer, as derived from the Social Protection and Development Report, studies, assessments (e.g., Family Risk and Vulnerability Assessment), and other relevant reports (<i>i.e.</i>, about social protection systems and standards).</p> <p>The needs assessment shall be undertaken using the enhanced DSWD Tool for the Assessment of the Functionality of Local Social Welfare and Development Offices in the Philippines. Hence, the prevailing needs of LSWDOs in the region shall also be indicated in the plan.</p>
Functionality Work Areas	<ol style="list-style-type: none"><li>1. Administration and Organization;</li><li>2. Program Management; and,</li><li>3. Institutional Mechanisms.</li></ol>
Indicators for Improvement	<p>Indicators for improvement refer to all indicators for each functionality work area. Particularly, these are the prevailing indicators that LSWDOs find difficult to comply with or the prevailing indicators that reveal what these LSWDOs need to become functional/fully functional.</p>
Desired Results	<p>Generally, desired results are expected to advance the functionality status of LSWDOs <i>i.e.</i>, from partially functional to functional or from functional to fully functional. Specifically, results are aimed at improving the functionality work areas of LSWDOs having certain gaps, problems or issues and concerns (<i>i.e.</i>, functionality indicators [under work areas] not complied or difficult to comply with).</p>
Target Local Social Welfare and Development Offices	<p>The target LSWDOs are the ones included in the provision of any or all forms of TARA within a year.</p>
Forms of Technical Assistance and Resource Augmentation	<ol style="list-style-type: none"><li>1. Technical Assistance<ol style="list-style-type: none"><li>a. Capability Building (<i>i.e.</i>, Training, Training of Trainers, Orientation, Demonstration Session, Workshop, Forum, Consultation or Sharing Session, Conference, Coaching and Mentoring).</li></ol></li><li>2. Resource Augmentation<ol style="list-style-type: none"><li>a. Supplies and Materials;</li><li>b. Funding; and,</li><li>c. Human Resource.</li></ol></li></ol> <p>Specific interventions or the TARA activities designed under each of the forms of TARA, to be provided to LSWDOs, shall be indicated.</p>
Timeframe	<p>Timeframe is the duration of each of the interventions/TARA activities within a year.</p>
Responsible Office/Division/Section	<p>Responsible office(s)/division(s)/section(s) is/are the proponent(s) of the interventions/TARA activities. Therefore, these organizational units at the DSWD Field Offices shall take charge of implementation, and shall assist in the monitoring and evaluation and reporting on the DSWD TARA Program.</p>
Resource Requirement (Amount and Source)	<p>Resources required could be monetary and/or non-monetary.</p> <p>For monetary requirement, the amount of funds and source (per intervention/TARA activity) shall have to be indicated. The funding office(s), in the DSWD Central or Field Office, may also be indicated.</p>

**PARTNERSHIP AGREEMENT**

**KNOW ALL MEN BY THESE PRESENTS**

This Specific Implementation Agreement made and entered into this \_\_\_ day of \_\_\_\_\_, 20\_\_\_ at \_\_\_\_\_, between and among:

The Department of Social Welfare and Development (DSWD) Field Office \_\_\_ with office address at \_\_\_\_\_, represented by its Regional Director, \_\_\_\_\_.

and

The (Provincial/City/Municipal Social Welfare and Development Office of the [Local Government Unit]), with office address at \_\_\_\_\_, represented by its Provincial/City/Municipal Social Welfare and Development Officer or Department Head, \_\_\_\_\_.

**WITNESSETH**

Whereas, the DSWD, as primary social welfare and development agency, is mandated under Executive Order (EO) No. 15 s. 1998 and EO No. 221 s. 2003 to provide assistance to local government units (LGUs) in implementing programs and services that alleviate poverty and empower disadvantaged individuals, families and communities.

Whereas, one of the DSWD powers and functions as articulated in said EOs, is to provide Technical Assistance and Resource Augmentation (TARA) to LGUs for the delivery of local social welfare and development programs, special projects and services, under the DSWD TARA Program;

Whereas, the (Provincial/City/Municipal Social Welfare and Development Office of the [Local Government Unit]) needs technical assistance and/or resource augmentation as set in the 3-Year Regional TARA Plan, CY \_\_\_ to CY \_\_\_, which forms part of this agreement;

NOW, THEREFORE, for and in consideration of the foregoing premises, the parties have agreed to commit themselves to the following:

1. The DSWD Field Office \_\_\_ shall:
  - a. Provide technical assistance to the (Provincial/City/Municipal Social Welfare and Development Office of the [LGU]) along the areas specified in the TARA Plan;
  - b. Provide resource augmentation to the (Provincial/City/Municipal Social Welfare and Development Office of the [LGU]) as specified in the TARA Plan, subject to existing DSWD policies, as well as budgeting, accounting and auditing rules and regulations;
2. The (Provincial/City/Municipal Social Welfare and Development Office of the [Local Government Unit]) shall:
  - a. Make available the necessary counterpart staff, logistics and/or funds to enable the DSWD Field Office \_\_\_ to implement the TARA Plan;
  - b. Assist the DSWD Field Office \_\_\_ in the annual monitoring of the TARA Plan to identify and address implementation gaps, problems or issues;
  - c. Submit liquidation report and supporting documents on funds transferred by the DSWD/DSWD Field Office \_\_\_ in compliance with accounting and auditing rules and regulations set by the Commission on Audit and/or set in DSWD guidelines for program/project implementation and service delivery;

3. The parties can jointly conduct annual review of the TARA Program implementation, based on the formulated 3-Year Regional TARA Plan; and,
4. The parties may amend this agreement for the inclusion or modification of other specific partnership conditions or may terminate the same, upon mutual decision.

This agreement shall take effect upon the signing of the parties hereto, as supported/authorized by the local legislative council or *sanggunian*, and shall remain valid for a period of three (3) years (in sync with the 3-Year Regional TARA Plan) until revoked or terminated by their mutual consent.

IN WITNESS WHEREOF, the parties hereby affix their signatures this \_\_\_ day of \_\_\_\_\_ at \_\_\_\_\_.

\_\_\_\_\_  
Regional Director  
DSWD Field Office \_\_\_\_

\_\_\_\_\_  
(Local Chief Executive)  
(LGU)

WITNESSES

\_\_\_\_\_  
Assistant Regional Director  
for Operations and Programs  
DSWD Field Office \_\_\_\_

\_\_\_\_\_  
(Head)  
(Local Social Welfare and Development Office)

ACKNOWLEDGEMENT

Republic of the Philippines ) S.S.  
City/Municipality of \_\_\_\_\_ )

On this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_ personally appeared before me, a Notary Public in and for the City/Municipality of \_\_\_\_\_, the following persons:

Name	ID Number	Date Issued	Place Issued

all known to me to be the same persons who executed the foregoing document and acknowledgement that the same is an act of their free and voluntary will and deed.

IN WITNESS WHEREOF, I hereunto sign this document and affix my seal of office on this date and place aforementioned.

NOTARY PUBLIC  
Until \_\_\_\_\_  
PTR \_\_\_\_\_  
TIN \_\_\_\_\_

Doc. No. \_\_\_\_\_  
Page No. \_\_\_\_\_  
Book No. \_\_\_\_\_  
Series of \_\_\_\_\_

3-Year Regional Technical Assistance and Resource Augmentation Plan for CY \_\_\_\_ to CY \_\_\_\_  
**SEMESTRAL ACCOMPLISHMENT REPORT**  
 (Semester) of CY \_\_\_\_

DSWD Field Office: \_\_\_\_

I. **Background** *(This entire section shall be included in every 1<sup>st</sup> semester reporting only)*

**A. Regional Situation Analysis**

*(Narrative)*

**B. Needs Assessment**

*(Narrative)*

1. **Functionality Work Areas and Indicators for Improvement**
2. **Desired Results**

II. **Accomplishment**

**A. Forms of Technical Assistance (TA) Provided**

*(Analysis, which includes issues/concerns encountered or facilitating and hindering factors, with corresponding plan of action for the subsequent year/s)*

Interventions/ TA Activities	Target Local Social Welfare and Development Offices	Local Social Welfare and Development Offices Served	Status of Interventions/ TA Activities <sup>1</sup>	Fund Utilization

**B. Forms of Resource Augmentation (RA) Provided**

*(Analysis, which includes issues/concerns encountered or facilitating and hindering factors, with corresponding plan of action for the subsequent year/s)*

Interventions/ RA Projects or Activities	Target Local Social Welfare and Development Offices	Local Social Welfare and Development Offices Served	Status of Interventions/ RA Projects or Activities <sup>2</sup>	Fund Utilization

<sup>1</sup> To indicate timeframe of activities

<sup>2</sup> To indicate timeframe of projects/activities

**TECHNICAL ASSISTANCE AND RESOURCE AUGMENTATION (TARA) PROGRAM  
PROCESS TIMELINE FOR THE 3-YEAR REGIONAL TARA PLAN**

