

MEMORANDUM CIRCULAR
NO. 12
SERIES OF 2018

IMPLEMENTATION OF THE SUSTAINABLE LIVELIHOOD PROGRAM

I. INTRODUCTION

The Sustainable Livelihood Program (SLP) is a capability-building program for poor, vulnerable and marginalized households and communities to help improve their socio-economic conditions through accessing and acquiring necessary assets to engage in and maintain thriving livelihoods.

Upholding the value of inclusivity, the Program is open to poor, marginalized, vulnerable and/or disadvantaged households, building upon their strengths and understanding how they can use these to achieve positive livelihood outcomes. Furthermore, it operates in all regions and provinces, treating all municipalities, cities, and *barangays* as potential areas to implement its various interventions.

Moreover, the Program endeavors to increase the level of participation among program participants and harness a deeper sense of ownership of their development. At the same time, the Program recognizes the need to improve the implementation process with a more efficient implementation timeline and further strengthen the social preparation of participants, while ensuring responsible and judicious use of resources.

The Program shall operate through five major stages: 1) Pre-implementation; 2) Social Preparation, 3) Resource Mobilization; 4) Project Implementation; and 5) Program Participant Mainstreaming as detailed in this document.

II. DEFINITION OF TERMS

The following definitions shall apply within the context of this Memorandum Circular:

<i>Barangay Ranking Matrix (BRM)</i>	tool used by the Implementing Project Development Officer (IPDO) in identifying and prioritizing project barangays of SLP based on the required criteria.
<i>Basic Employment Skills Training (BEST)</i>	a mandatory activity under the Basic Livelihood Training which serves as a capacity-building for program participants on basic employment skills which includes sessions on work ethics, resume preparation, and mock interview.
<i>Cash for Building Livelihood Assets</i>	one of the SLP modalities under the Micro-enterprise Development track. It is implemented through labor-

<i>(CBLA) Funds</i>	intensive projects executed by program participants to build, re-build, and/ or protect natural and physical assets necessary for more profitable, self-sustaining and resilient micro-enterprises.
<i>Certificate of Accreditation (COA)</i>	an official document issued by the DSWD through the respective Standards Units of the Field Offices which officially recognizes a CSO as eligible beneficiary of DSWD projects and/or programs.
<i>Certificate of Compliance (COC)</i>	an official document issued by the DSWD Field Office signed by the Assistant Regional Director for Operations certifying that the SLPA/program participants pursuing MD track are eligible and have undertaken the required activities for the implementation of the Sustainable Livelihood Program.
<i>Certificate of Eligibility (COE)</i>	an official document signed and issued by the Provincial Coordinator certifying that the program participant/s pursuing EF track and the DSWD Non-Organized SLPAs requesting for funding under the MD track have complied with the selection process of the Sustainable Livelihood Program.
<i>Certificate of Social Preparation (CSP)</i>	an official document issued by the DSWD Field Office signed by the concerned Division Chief or the SLP Regional Program Coordinator certifying that a CSO/SLPA has undergone the necessary social preparation activities to prepare them as responsible participants of DSWD under the Sustainable Livelihood Program.
<i>City/Municipal Action Team (C/MAT)</i>	composite team of DSWD staff assigned in the city/municipality composed of <i>Pantawid Pamilya</i> City/Municipal Link, KC-NCDDP Area Coordinator and Community Facilitator, and SLP Project Development Officers. The team ensures that the initiatives/programs of DSWD in the city/municipality are properly coordinated and implemented for a more effective and greater impact.
<i>Community Economic Activities (CEA)</i>	common livelihoods in the barangays, which shall serve as starting point for the program participants to identify their potential SLP projects.
<i>Community Mobilization Fund</i>	is intended for the conduct of capability-building

<i>(CMF)</i>	activities under the Pre-implementation and Social Preparation Stages
<i>Constitution and By-Laws (CBL)</i>	a document to be ratified or signed by all members of the SLPA that contains the fundamental principles which governs its operation and establishes the specific rules of guidance by which the association is to function.
<i>Employment Assistance Fund (EAF)</i>	a maximum of Php 5,000 grant provided to program participants pursuing the Employment Facilitation track of the Program, for the following: 1) processing of employment documentary requirements; 2) payment of medical exams; 3) purchase of basic employment tools and materials; and 4) transportation allowance, meal allowance, and board and lodging until the first 15 days of employment.
<i>Employment Facilitation Track</i>	track of the Sustainable Livelihood Program that provides assistance to qualified member/s of poor households who preferred employment rather than engaging in micro-enterprise.
<i>Grants Utilization Monitoring Report</i>	an SLP document which shall be used by the Monitoring PDO to validate that the grant was used in accordance with the approved <i>Mungkahing Proyekto</i>
<i>Livelihood Assets and Market Map (LAMM)</i>	an SLP tool used to list down potential partners that may be engaged in the provision of livelihood interventions.
<i>Microenterprise Development (MD) Track</i>	track of the Sustainable Livelihood Program which focuses on the establishment of micro-enterprise through provision of seed capital fund, enhancement of skills, and building/re-building physical and natural assets.
<i>Microenterprise Development Training (MEDT)</i>	a mandatory activity under the Basic Livelihood Training which serves as a capacity-building for program participants on micro-entrepreneurship, basic bookkeeping and accounting, microenterprise feasibility study, and preparation of <i>Mungkahing Proyekto</i>
<i>Project Assessment Tool (PAT)</i>	an SLP tool used to evaluate the feasibility of SLP

projects being proposed by the program participants.

Seed Capital Fund (SCF)

serves as a start-up capital for the SLPA/program participant to purchase small tools, raw materials, and common service facilities such as machinery, equipment, and plant needed in starting or expanding a micro-enterprise.

Skills Training Fund

a maximum of Php 15,000 grant provided to program participants pursuing the Micro-enterprise Development track of the Program. It is a capability-building strategy to prepare program participants to better manage their chosen livelihood/ microenterprise

SLP Means Test

SLP tool used to determine the eligibility of potential SLP participants who were not found in the *Listahanan* database.

SLP Participant Qualification Assessment Form (SLP PQAF)

SLP tool used to guide the Implementing PDO in assessing the eligibility of the potential SLP participants to either establish a micro-enterprise or pursue employment.

Sustainable Livelihood Analysis (SLA)

shall be undertaken by the Government Sector Partnerships and Private Sector Partnerships Officers, Provincial Coordinators, and IPDOs to identify market opportunities in project areas. Consequently, data and information gathered during this activity should be used as guide points in selecting livelihoods for the program participants.

III. IMPLEMENTATION STAGES

The Implementing Project Development Officer (IPDO) shall conduct the first four (4) stages including supervision of the first three (3) months of the employment, or operationalization of the micro-enterprise. However, during the Provision of Modalities phase of the Resource Mobilization stage, the Monitoring Project Development Officer (MPDO) shall validate the utilization of grants to ensure that the approved project has been duly implemented. The IPDO shall transition the fifth stage to the MPDO who shall monitor program participants until the end of the one year and 3 quarters incubation period.

A. PRE-IMPLEMENTATION STAGE

The Pre-implementation stage involves coordination with various stakeholders to obtain relevant information to be able to identify project areas and program participants.

This stage shall be divided into two phases: 1) Project Area Identification and 2) Program Participant Identification.

1. Project Area Identification

The Sustainable Livelihood Program is open to all municipalities and cities across the country. However, project municipalities and cities shall be determined based on the poverty statistics generated by the Philippine Statistics Authority (PSA) and *Listahanan* database, where the poorest and most vulnerable households are identified.

a. Preparation of Data and Information for Targeting

The Government Sector Partnerships Officer (GSPO) shall obtain information on regional government investments, including the Regional Development Plan (RDP), and programs, projects and activities (PPAs) of various national government agencies (NGA). Complementary to this, the Private Sector Partnerships Officer (PSPO) shall identify institutional market resources and opportunities for the products and services of program participants. From the obtained data and information, the GSPO and PSPO shall each prepare Regional Livelihood Assets and Market Map (LAMM) for public and private sector opportunities, respectively. Likewise, the Provincial Coordinator (PC), with assistance from the GSPOs and PSPOs, shall prepare the PLAMM, incorporating public and private sector resources and opportunities.

b. Provincial and Municipal Targeting

- i. Each Sustainable Livelihood Program Regional Program Management Office (SLP-RPMO) shall have an agreed set of household targets per municipality or city. All municipalities and cities in a province shall be ranked to determine the project municipalities or cities to be covered by SLP.
- ii. The SLP-RPMO and PC shall select the project municipalities and cities with the following municipal or city ranking criteria: a) number of *Listahanan*-poor households still unserved by the Sustainable Livelihood Program; b) availability and accessibility of natural resources within the municipality or city; c) presence of DSWD programs and other national and/or local government development programs, projects and/or activities; d) accessibility of commercial areas and financing institutions to the municipality or city; e) involvement and assistance provided by civil society organizations (CSOs), non-government organizations (NGOs) and business sector for the community. The data and information for this shall be sourced from outputs of the preparatory work of the GSPO, PSPO, and PC.
- iii. IPDOs shall be distributed based upon the number of new targets per municipality or city.

The IPDO shall gather municipal data and information, such as available and accessible natural resources within the municipality or city, government investments, including the LGU's Annual Investment Plan (AIP), Municipal and Barangay Development Plan, a list of nearby commercial areas and financing institutions, as well as active civil society organizations (CSO) and people's organizations (PO) within the municipality. The IPDO may obtain these with assistance from the

City/Municipal Action Team (C/MAT), the City/Municipal Social Welfare and Development Officer (C/MSWDO), and the local government unit (LGU) Livelihood Worker, if applicable. He/she shall then prepare a Municipal/City LAMM, list of Community Economic Activities, and a draft SWOT analysis of the listed Community Economic Activities using the aforementioned documents.

c. *Barangay Targeting*

- i. Using the Regional, Provincial and Municipal/City LAMM, the IPDO/s shall conduct an initial Sustainable Livelihood Analysis (SLA) of the municipality or city through identifying market opportunities and Community Economic Activities (CEA).
- ii. Following the municipal targeting, the IPDO/s assigned to each project municipality or city shall rank all the *barangays* using a *barangay* ranking matrix (BRM) to identify the final project *barangays* and the corresponding targets within each *barangay*.

d. *Coordination with Municipal/City and Barangay Stakeholders*

- i. With the presence of the C/MSWDO, the IPDO shall meet with the mayor or the municipal/city administrator in his/her behalf, as well as other key municipal stakeholders and representatives, to present an overview of the Program, including the enhanced implementation process, eligible program participants, and program modalities.
 - ii. The IPDO shall discuss the targeting and selection process of project areas and program participants, and vet the final project *barangays*. Proposal for the inclusion of non-project *barangay/s* may be considered only if the concerned *barangay/s* is/are identified as target area/s for LGU projects for the calendar year. The IPDO shall endorse this, together with supporting documents (e.g. certification from the LGU, copy of the LGU's Annual Investment Program, etc.) to the PC for assessment and approval.
 - iii. Once targets are settled, the IPDO shall secure the municipal LGU and/or the *Sangguniang Panlungsod* commitment of support for SLP through a memorandum of understanding (MOU) for the forms of assistance that the LGU commits to provide, including but not limited to a designated Livelihood Worker, office space or a designated area for conducting SLP assemblies.
 - iv. The IPDO shall coordinate with the GSPO to craft the MOU and Specific Implementation Agreement (SIA) that will link the Program to the existing livelihood programs and potential livelihood projects of the LGU, including the services of the Public Employment Service Office (PESO), and considering the livelihood projects listed in the AIP. The GSPO shall coordinate with the PSPO for other livelihood opportunities from the private sector that may be considered by the Program and the LGU in the SIA.
 - v. Immediately after the signing of the MOU and SIA, the IPDO shall invite the *barangay* captains and members of the *Sangguniang Barangay* of the approved and final project *barangays* to present an overview of the Sustainable Livelihood Program (SLP), including
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the enhanced implementation process, eligible program participants, program modalities, and selection process of project areas and program participants

Below is a list of documents to be gathered by the accountable staff as means of verification:

Steps	Means of Verification	Accountable Staff
a. Preparation of Data and Information for Targeting	<ul style="list-style-type: none"> • Regional Development Plan (RDP) • Programs, projects and activities (PPA) of various national government agencies (NGA) • Regional Livelihood Assets and Market Map (RLAMM) • Provincial LAMM 	GSPO/PSPO, PC
b. Provincial and Municipal Targeting	<ul style="list-style-type: none"> • Municipal Development Plan • Local Economic Development (LED) Plan • Municipal Profile • Secondary data from the LGU or other organizations 	IPDO
c. Barangay Targeting	<ul style="list-style-type: none"> • Accomplished BRM 	IPDO
d. Coordination with City / Municipal and Barangay Stakeholders	<ul style="list-style-type: none"> • Minutes of the meeting and vetted BRM • Memorandum from the PC for the approval of the BRM • Signed MOU and SIA • Minutes of the meeting with the barangay captains and members of the Sangguniang Barangay 	IPDO

2. Project Participant Identification

A maximum of two members *per household* may engage with the Program, but must pursue different tracks, such as the: 1) Micro-enterprise Development (MD) through resource-based and market-driven sustainable micro-enterprises and 2) Employment Facilitation (EF) for employable individuals through job network services, which links the program participants to locally available jobs that are appropriate to their skill and competencies.

Participants of the MD track must be at least 16 years old to participate, with a written legal consent from the parents or legal guardians; while for the EF track, participants must be at least 18 years old upon employment, following legal employment standards.

The IPDO shall undergo community integration to experience the full context of the poverty situation in the target *barangay/s* by integrating into the day-to-day routine of the community members, understanding poverty from their perspective and how they overcome everyday challenges. During such time, the IPDO shall observe the a) skills and interests of community members; b) available resources; c) local market opportunities; and d) community livelihood issues.

a. Information Dissemination

The IPDO shall disseminate information about the Program, and invite potential program participants within the target *barangays* to attend an initial SLP assembly. This can be done through posting of announcements in noticeable places, announcements during FDS sessions, distribution of flyers, and radio announcements, among others.

One week prior to the scheduled initial SLP Assembly, the IPDO shall ensure that all households in the target *barangays* are already informed about the activity.

b. Initial SLP Assembly

The IPDO shall first conduct a basic orientation on the Program and its selection process to identify qualified participants.

After which, the IPDO will profile the participants using the SLP Participant Qualification Assessment Form (PQAF) to gather additional information to determine who are qualified to engage in the Program. In compliance with the Republic Act No. 10173 or the Data Privacy Act (DPA) of 2012 and its Implementing Rules and Regulations, the IPDO shall ensure that all participants will duly accomplish the SLP Data Privacy Consent Form prior to the administration of the PQAF.

However, participants of the initial SLP Assembly may opt out of the administration of the SLP PQAF by signing a waiver signifying that they are no longer interested to participate in the Program.

c. Desk Analysis of Accomplished SLP PQAF and Name-Matching in the *Listahanan* Database

After the initial SLP Assembly, the IPDO shall conduct a desk analysis of the accomplished SLP PQAF to identify the qualified attendees among those who were interested to engage in the Program.

All participants who were administered with the SLP PQAF shall be verified with the City/Municipal Link to check whether they are Pantawid households or not. Pantawid households which were initially assessed as unqualified through the PQAF shall be reassessed using the same tool. If the attendee qualifies after the reassessment of the PQAF, he/she may

now proceed with the succeeding activities. If the attendee is still unqualified after the reassessment of the PQAF, he/she shall be referred to appropriate institutions.

Participants who were not identified as Pantawid households shall be name-matched with the *Listahanan* database. The IPDO shall facilitate the request for name matching in the *Listahanan* database. Once matched, names of attendees not found on the database but were assessed as qualified through the PQAF should undergo a household assessment through the Regional National Household Targeting Unit (NHTU) using the Household Assessment Form (HAF). If identified poor, the attendee/s may proceed to the succeeding activities. If identified as non-poor, the IPDO shall refer the attendee/s to appropriate institutions.

In case the Regional NHTU officially communicates their unavailability to conduct the assessment, the IPDO shall use the SLP Means Test to determine qualification of the attendee/s. If found qualified based on the indicators, the attendee/s may proceed to the succeeding stages and activities. If found unqualified, the IPDO shall refer the attendee/s to appropriate institutions.

On the other hand, attendees found poor in the *Listahanan* database but were initially assessed as unqualified through the PQAF shall be reassessed using the same tool. If the attendee qualifies after the reassessment of the PQAF, he/she may now proceed with the succeeding activities. If the attendee is still unqualified after the reassessment of the PQAF, he/she shall be referred to appropriate institutions.

Below is a list of documents to be gathered by the accountable staff as means of verification:

Steps	Means of Verification	Accountable Staff
a. Information Dissemination	<ul style="list-style-type: none"> • Pictures of SLP posters, audio-recording of radio announcements, pictures showing the actual activity of distribution of flyers or brochures, posting of streamers or tarpaulins, among others 	IPDO
b. Initial SLP Assembly	<ul style="list-style-type: none"> • Attendance sheet of initial SLP Assembly attendees • Activity report with documentation • List of initial SLP assembly attendees who are interested to engage with SLP • List of initial SLP assembly attendees who waived their interest/intent to join the program • List of initial SLP assembly attendees for Name Matching 	IPDO
c. Desk Analysis of Accomplished SLP PQAF and Name-	<ul style="list-style-type: none"> • Accomplished SLP PQAF • List of qualified participants based on SLP PQAF 	IPDO

Matching in the <i>Listahanan</i> Database	<ul style="list-style-type: none"> Request for Name-Matching 	
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B. SOCIAL PREPARATION STAGE

FOR DSWD-ORGANIZED SLP ASSOCIATIONS (SLPAs)

The Social Preparation stage shall springboard a collective, participatory, and systematic process of empowering and organizing program participants to foster a sense of co-ownership and social responsibility among them, and continuously build their capabilities and resources to increase potential for the sustainability of their livelihoods.

This stage shall be divided into four phases: 1) Second SLP Assembly, 2) Basic Livelihood Training, 3) Track Selection, and 4) SLPA Formation.

During the Second SLP Assembly, the SLPA, with the guidance of the IPDO, assesses market opportunities available and accessible resources, interests and skills of the program participants, and tackles market opportunities vis-à-vis livelihood issues leading to track selection. On the other hand, the Basic Livelihood Training phase consists of capability-building activities that would help program participants acquire knowledge and skills necessary in managing their enterprises or learn the basics of job application. After undergoing the Basic Livelihood Training, program participants shall proceed to the Track Selection phase and sign a letter of intent signifying the track they tend to pursue.

SLPA Formation, which is the final phase for this stage, involves grouping or clustering the program participants into SLPAs and capacitating them through a series of organization building and leadership trainings.

1. Second SLP Assembly

a. Presentation of the result of SLP Participant Qualification Assessment

At least one week prior to the second assembly, the IPDO shall invite the attendees who accomplished the SLP PQAF to attend the second SLP assembly to discuss the results of the assessment.

The IPDO shall present the result of the desk analysis of the SLP PQAF, and further explain the expected activities, and responsibilities of program participants throughout the implementation process. Those who are unqualified based on the PQAF, and, at the same time, whose households are not found in the *Listahanan* database shall be endorsed to the LGU or other agencies for other interventions, if needed, in coordination with other C/MAT members, MSWDO, etc.

b. Presentation, Vetting and Finalization of the Result of the Sustainable Livelihood Analysis (SLA)

During the second SLP Assembly, the IPDO shall present market opportunities available in the locality through the C/MLAMM. After which, he/she shall facilitate the identification of CEA, and conduct a SWOT Analysis of the potential livelihood projects.

The results shall be discussed with the participants for vetting and finalization. The result of the SLA shall serve as one of the guide points for the participants to select their track.

i. Market Opportunity Identification through the Livelihood Assets and Market Map

The IPDO should discuss and vet a municipal/city LAMM to inform them of direct market and employment opportunities within and outside their immediate community. This would give them a wider perspective of markets for services and products that they may be able to provide through their livelihood projects.

ii. Listing Community Economic Activities

The IPDO should discuss and vet the list of Community Economic Activities which shall serve as the primary data source for determining potential livelihood projects. The objective of this activity is to articulate the current socio-economic situation of program participants and the most common economic activities, and identify corresponding and appropriate livelihood interventions to secure and/or improve these economic activities.

iii. Livelihood SWOT Analysis

The program participants, with the guidance of the IPDO, shall discuss and vet the SWOT analysis, where each identified potential micro-enterprise opportunity shall be analyzed in the context of project feasibility. This shall serve as basis for identifying livelihood projects, such that the potential micro-enterprise/s that result/s to the most positive or beneficial analysis shall be prioritized.

From the SWOT analysis, program participants shall identify the livelihood project/s they will pursue. The group shall also identify the gaps or the aspects for which additional livelihood assets are needed to attain their envisioned livelihoods. These gaps should be the key intervention points that the IPDO should facilitate, either through the provision of SLP modalities or linkage with partner institutions.

Note: After the second SLP Assembly, the IPDO should have a list of program participants who are interested to continue with the program and shall attend the Basic Livelihood Training. On the other hand, program participants who no longer intend to pursue their participation in the Program shall sign a waiver.

2. Basic Livelihood Training

The Basic Livelihood Training phase consists of mandatory capability-building activities that would help program participants acquire knowledge and skills necessary in managing their enterprises or learn the basics of job application.

Program participants shall undergo Micro-Enterprise Development Training (MEDT) and Basic Employment Skills Training (BEST). After which, the program participants shall identify the program track that they will pursue. A post-training assessment shall be undertaken to assess the eligibility of participants. Program participants who passed the Basic Livelihood Training Assessment shall proceed to Track Selection. For those pursuing the MD track, the program participants shall undergo SLPA Formation, while those pursuing EF track shall proceed with project proposal preparation.

On the other hand, program participants who failed the post-training assessment shall be reassessed by the IPDO. Upon the reassessment, program participants who are found to be ineligible for SLP shall be referred to the appropriate institutions for assistance.

For those who no longer intend to pursue their participation in the Program, the IPDO shall secure a waiver from them.

a. Micro-enterprise Development Training

The IPDO shall organize a MEDT for the program participants to understand the components in starting-up micro-enterprises. For resource person/s on this subject-matter, the IPDO – with the help of LGU livelihood worker, if available – should tap business development partners such as CSOs, micro-finance institutions, academe, and the like. The IPDO shall only act as the resource person for this training, should subject-matter experts be unavailable.

The MEDT should include a) basic bookkeeping and accounting, b) micro-enterprise feasibility study, and the c) *Mungkahing Proyekto* orientation for MD projects.

b. Basic Employment Skills Training

After attending the MEDT, program participants shall attend the BEST to have an overview of the endeavors involved in securing employment. The IPDO, in coordination with the assigned LGU livelihood worker, should tap the Public Employment Service Office (PESO) or private institutions, as resource person/s for this session. The IPDO shall only act as the resource person for this training should subject-matter experts be unavailable.

The BEST shall tackle identifying each participant's current skillset and work experience, while comparing them with the employment opportunities identified in the R/P/MLAMM for Employment Facilitation. The program participants should identify the additional skills they would need to secure the employment opportunities. Program participants should also be able to accomplish a resume that enlists their skills, work experience, and educational background. Moreover, the program participant should also learn employee etiquette and proper decorum.

The BEST shall culminate with a mock interview, in which participants could practice undergoing interviews with potential employers. The IPDO shall enlist the help of potential employers and/or private institutions as mock interviewers to help prepare participants for actual interviews and provide feedback for improvement.

3. Track Selection

All program participants who passed the Basic Livelihood Training Assessment and decided to continue in the Program shall choose which track they shall pursue. After choosing the track, program participants shall sign a letter of intent.

Program participants pursuing the MD track shall move on to the SLPA Formation phase. For program participants who shall pursue the EF track, the IPDO shall prepare and sign their Certificates of Eligibility (COE) to receive grants from DSWD, then proceed to project proposal development. The PC shall also sign the same COE once he/she has approved the *Mungkahing Proyekto* for EF during the project proposal review at the provincial level.

4. SLPA Formation

All program participants pursuing the MD track are required to be members of an SLPA. During the SLPA Formation, the members shall group themselves depending on their chosen livelihood project/s based on the results of the SLA, and attend a series of capability-building activities.

These activities include leadership training and organization building. SLPA Formation shall culminate with the organized SLPA with 5 to 30 members which may be based on shared interests, issues they intend to address, existing livelihoods or other shared priorities among them.

Once program participants have formed their SLPAs, they shall formalize these as organizations beginning with the a) election of their SLPA officers; b) crafting their vision, mission, goals and objectives (VMGO); and c) writing and ratifying their CBL.

i. Leadership Training

The IPDO shall conduct a leadership training as an empowerment activity, enabling participants to recognize their own capabilities and articulate their own leadership journey. This should give them insight on the capabilities and leadership journeys of other program participants as well. This also encompasses sharing sessions on their work experiences, dreams and aspirations, and building relationships with other participants from their community. The leadership training should broaden their understanding towards each other as primary stakeholders of their development.

ii. Organization Building

The IPDO shall facilitate organization building activities on harnessing group dynamics among program participants to form their SLPAs. These should reinforce the involvement of SLP participants in community activities and strengthening relationships with other community members.

During this activity, they shall elect their set of SLPA officers whose positions shall depend upon a consensual agreement among the members. These officers shall be expected to lead the SLPA operations.

The SLPA should craft a clear statement of their VMGO, which should reflect the reason for which the members have organized themselves. Given their VMGOs, the members must arrive at a final name for their SLPA, which shall be used for their bank account and accreditation as an officially recognized organization.

They shall also prepare their CBL which should clearly articulate rules on the management of operational funds, savings collection among members, lending activities, as well as other added benefits of membership in the SLPA.

The CBL must be signed by all of the members which contains clear internal grant management process particularly on a) procurement of necessary assets for the enterprise particularly for group enterprises b) releases and payment of grants to members that applied for individual enterprises c) canvass and selection of Skills Training providers, d) monitoring of CBLA Activities, if applicable, d) grievance management particularly on misuse of grants, non-payment to the agreed capital build-up, operational and emergency funds e) process of opening of savings account where the signatories are the SLPA President, SLPA Treasurer, and a nominated SLPA officer f) penalty clause which details measures on sanctions/penalties that can be given to members found to have breached/disobeyed provisions of the CBL.

Should program participants decide to defer their participation in the Program, they shall signify this by signing a waiver.

FOR EXISTING/ORGANIZED GROUPS OR ASSOCIATIONS CONSIDERED AS NGOs/POs

Existing/organized groups or associations pertain to those who are requesting for livelihood assistance but were not organized/formed by the DSWD through SLP. These groups or associations may be a) referred by an institution or office and may not be in the identified project municipalities or *barangays* or b) in existence in the project *barangay* and are requesting for SLP assistance. For inclusivity, these organized groups/associations will be considered targets but shall undergo the selection process.

The following details the specific activities on how SLP shall provide interventions on the aforementioned:

1. SLP Orientation

The IPDO shall conduct a general orientation about the Program informing the group on the implementation processes. The IPDO shall also discuss steps that they will undergo to become eligible participants.

An activity report shall be duly prepared by the IPDO and submitted to the PC.

2. Organization Assessment

The IPDO shall assess the capacity of the organization/association to manage a livelihood and accomplish a corresponding Organization Assessment Form basing on:

- a. Knowledge and skills of its members on the proposed project, if applicable;
- b. Experiences of the organization/association in managing projects;
- c. Registration / accreditation from organizations such as but not limited to Securities and Exchange Commission (SEC) / Cooperative Development Authority (CDA), Department of Labor and Employment (DOLE), etc.; or
- d. Capacity to govern through documented governing rules

3. Member Assessment

During this activity, the IPDO shall administer the SLP PQAF to all members of the organization/association. After which, the IPDO shall conduct a desk analysis of the accomplished SLP PQAF to identify the qualified members of the organization/association.

Simultaneously, the IPDO shall facilitate the request for name matching in the *Listahanan* database. Once matched, names of members not found on the database but were assessed as qualified through the PQAF should undergo a household assessment through the Regional NHTU using the HAF. If identified poor, the member/s may proceed to the succeeding activities. If identified as non-poor, the IPDO may refer the member/s to appropriate institutions.

In case the Regional NHTU officially communicates their unavailability to conduct the assessment, the IPDO shall use the SLP Means Test. Only members who are qualified based on the indicators may proceed to the succeeding activities. If identified as unqualified, the IPDO may refer the member/s to appropriate institutions.

On the other hand, attendees found poor in the *Listahanan* database but were initially assessed as unqualified through the PQAF shall be reassessed using the same tool. If the member passes the reassessment, he/she may now proceed with the succeeding activities. Otherwise, he/she shall be referred to appropriate institutions.

4. Micro-enterprise Development Training (MEDT)

The IPDO shall organize a MEDT for the members to understand the components in starting-up micro-enterprises. The MEDT should include a) basic bookkeeping and accounting, b) micro-enterprise feasibility study, and the c) *Mungkahing Proyekto* orientation for MD projects

5. SLPA Formation

During this phase, members of the organization shall attend a series of capability-building activities which includes leadership training and organization building.

However, if the qualified members of the organization have enough capacities to govern their organization based from the result of the Organization Assessment, they are no longer required to attend capability-building activities.

Once the members have formed their SLPA, they shall formalize their association beginning with the a) election of their SLPA officers; b) crafting their vision, mission, goals and objectives (VMGO); and c) writing their constitution and by-laws.

SLPA Formation shall culminate with the organized SLPA with 5 to 30 members.

6. Issuance of Certificate of Eligibility (COE)

After the SLPA Formation, the IPDO shall transmit to the Provincial Coordinator through a memorandum the following documents for the request for the issuance of Certificate of Eligibility:

- Draft Certificate of Eligibility prepared and signed by the IPDO
- Activity Report of the SLP Orientation
- Documentation of the MEDT
- Documentation of the SLPA Formation (Leadership Training and Organization Building), if applicable. Otherwise, Certificate of Participation / certification of similar trainings attended shall be provided

Upon receipt of the aforementioned, the PC shall review the submitted documents. If found compliant, the Certificate of Eligibility shall be issued to the SLPA within 5 working days.

Once the COE is issued, the IPDO shall prepare and countersign the Certificate of Social Preparation (CSP). After which, the same CSP shall also be countersigned by the PC before submitting to the SLP-RPMO for signing of the Division Chief or Regional Program Coordinator (RPC).

Below is a list of documents necessary for each of the aforementioned activities:

Steps	Documents	Accountable Person/s
1. SLP Orientation	<ul style="list-style-type: none"> • Activity Report 	IPDO
2. Organization Assessment	<ul style="list-style-type: none"> • Accomplished Organization Assessment Form 	IPDO
3. Assessment of Members	<ul style="list-style-type: none"> • Household Profile • Accomplished SLP Means Test • Regional NHTU Matching Result 	IPDO
<i>Note: Only qualified members after the assessment shall proceed to the succeeding activities.</i>		
4. Micro-enterprise Development Training (MEDT)	<ul style="list-style-type: none"> • Activity report • Basic Livelihood Training Learning Assessment 	IPDO

5. SLPA Formation	<ul style="list-style-type: none"> • SLP Attendance Sheet (Organization Building and Leadership Training, if applicable) • Certificate of Participation / certification of similar trainings attended, if applicable 	IPDO
6. Issuance of Certificate of Eligibility (COE)	<ul style="list-style-type: none"> • Draft Certificate of Eligibility prepared and signed by the IPDO • Activity Report of the SLP Orientation • Documentation of the MEDT • Documentation of the SLPA Formation (Leadership Training and Organization Building) • CSP 	IPDO

PROCEDURES FOR WITHDRAWAL OF PARTICIPANTS / SLPA

The following processes shall apply for participants who backed-out:

	Process
Before administration of the SLP Participants Qualification Assessment Form	The IPDO shall secure a waiver from the participants who are no longer interested to participate in the Program.
After the initial SLP Assembly	
After the second SLP Assembly	
During / after the Basic Livelihood Training	
Before submission of Letter of Intent	
During SLPA Formation	
After SLPA Formation	The SLPA shall issue a resolution for the acceptance of the withdrawal of the member/s and transmit this officially to the IPDO. After which, the IPDO shall forward the same to the Provincial Coordinator and the latter to acknowledge.

Note: In cases where the entire SLPA backed-out after the SLPA Formation, the IPDO should conduct an assessment and submit a feedback report to the Provincial Coordinator. The SLPA shall issue a resolution on their withdrawal to be signed by at least 75% of the members.

C. RESOURCE MOBILIZATION STAGE

The Resource Mobilization stage contains planning and preparatory activities for setting up or rehabilitating the micro-enterprises of program participants or securing employment for them. These activities involve securing new and additional livelihood assets, including maximizing and optimizing current resources and/or facilitating job referrals for direct employment.

Program participants shall undergo three phases under the Resource Mobilization stage:

1. Phase 1: Project Proposal Preparation;
2. Phase 2: Project Proposal Review and Approval; and
3. Phase 3: Provision of Modalities.

Meanwhile, the Sustainable Livelihood Program, as facilitator, should continuously initiate external partnership engagements to mobilize resource and linkages with external stakeholders who can provide appropriate assistance to program participants. Thus, program implementers shall also engage with external stakeholders and seek to optimize resources and interventions.

EXTERNAL PARTNERSHIPS

At the National level, the SLP-NPMO through the Partnership Building Unit (PBU) should engage partners for complementary livelihood interventions that may be provided to the program participants.

At the regional and interregional level, the GSPO should lead in public sector partnerships with regional counterparts of NGAs, state universities and colleges (SUCs), and other government organizations, while the PSPO should lead in private sector partnerships with business networks and chambers, NGOs, and CSOs.

Meanwhile, the PC should lead in provincial partnerships with both public and private sectors. The IPDO, on the other hand, should engage with municipal and barangay-level partners.

External Partnerships for Micro-enterprise Development

For the Micro-enterprise Development track, external partnerships could include: 1) development of human assets through community-based trainings and scholarship grants and/or programs; 2) access to and use of natural and physical assets, such as but not limited to farm lands, unutilized lots, multi-purpose buildings, common-service facilities, tools and equipment, among others; 3) link to social assets, such as POs and cooperatives, among others; 4) provision of additional financial assets, such as funding support and grants; 5) policy support through ordinances to assist SLPAs and/or incentivizing local businesses that engage with the SLPAs; and 6) co-implementation of the Program through fund transfer to NGAs, SUCs, and LGUs. These should be stipulated in an MOA/MOU, with specific implementation arrangements, if necessary.

External Partnerships for Employment Facilitation

External partnerships for the Employment Facilitation track could include: 1) development of human assets through participant linking to organizations or institutions conducting community-based life skills and technical-vocational trainings; 2) link to social assets, such as POs and cooperatives, among others; 3) provision of additional financial assets, such as funding support for acquiring employment materials and equipment, obtaining licenses and medical exams, meal and transportation allowances, and/or scholarship grants; 4) employment profiling and/or direct employment facilitation or job placements through the PESO or other job referral networks; 5) policy support through lobbying ordinances incentivizing local businesses that hire SLP program

participants; 6) engagement of partners for the provision of services for acquiring employment requirements; and 7) co-implementation of the Program through fund transfer to NGAs, SUCs, and LGUs. These should be stipulated in an MOA/MOU, with specific implementation arrangements, if necessary.

1. Project Proposal Preparation

The expected outputs during this phase are accomplished *Mungkahing Proyekto* and Modality Application Forms for each of the modalities to be availed by the SLP participants.

In addition, for SLP participants pursuing the MD track, the IPDO must: 1) prepare and countersign the Certificate of Compliance (COC), and CSP; 2) sign the Proof of Existence, for each SLPA; and 3) ensure that the SLPA CBL was signed and ratified by all of the members

The COC, CSP, Proof of Existence, and SLPA CBL shall be attached to the *Mungkahing Proyekto* along with the Modality Application Forms that will be submitted to the PC for review.

For SLP participants who are pursuing the MD track and are members of Non-DSWD Organized CSOs, the requirements stipulated in the Memorandum Circular No. 17, Series of 2017 entitled *Amended Guidelines on the Accreditation of Civil Society Organizations as Beneficiaries of DSWD Projects and/or Programs shall be strictly followed.*

Likewise, for SLP participants pursuing the EF track, the IPDO must: 1) prepare and sign the COE, Certification of Guaranteed Employment, and Employment Assistance Fund Needs Assessment; and 2) secure the Fund Utilization Commitment signed by the program participants. These shall be attached to the *Mungkahing Proyekto* that will be submitted to the PC for review.

a. Micro-enterprise Development Track

i. DSWD-Organized SLP Associations

For participants pursuing the MD track, the members shall group themselves depending on their chosen livelihood project/s based on the results of the SLA during the SLPA Formation. All program participants pursuing the MD track are required to be members of an SLPA.

Types of Microenterprises

Within each SLPA, the members should identify the micro-enterprises they intend to pursue. The allowable types of micro-enterprises are the following:

- Association micro-enterprise – to be managed by all of the members of the SLPA
- Individual microenterprise – to be managed by the individual members of the SLPA provided that it is related to the association micro-enterprise

An SLPA may have a combination of association and individual enterprises.

The SLPA, with the guidance of the IPDO, shall prepare the Modality Application Forms for each of the SLP modalities it will avail, namely, Seed Capital Fund (SCF), Cash for Building Livelihood Assets Fund (CBLAF), and Skills Training Fund (STF).

These documents shall detail their identified microenterprise/s, project costs, and procedures necessary for the livelihood project/s/. The accomplished Modality Application Forms must be attached to the *Mungkahing Proyekto*, which shall serve as the summary of all the application forms of the SLP participants.

The *Mungkahing Proyekto* for MD track shall have the following *minimum* attachments:

- a. SLPA CBL (signed by the SLPA Members and Officers)
- b. CSP (to be signed by the RPC)
- c. SLPA Proof of Existence (signed by IPDO)
- d. Modality Application Form/s (SCF/CBLAF/STF)
- e. COC (IPDO to countersign beside the name of PC)

Aside from the documents mentioned above, additional attachments shall be required depending on the chosen SLP modality. The table below shows the summary of attachments to the *Mungkahing Proyekto* for MD.

Summary of Attachments of the *Mungkahing Proyekto* for MD

SLP Modality	Attachments	Responsible Person
Seed Capital Fund (SCF)	<ol style="list-style-type: none"> 1. SCF Modality Application Form 2. <i>Program of Works if the grants will be used for the establishment of Common Service Facility</i> 	SLPA
Cash for Building Livelihood Assets Fund (CBLAF)	<ol style="list-style-type: none"> 1. CBLAF Modality Application Form 2. Tenurial Agreement <ul style="list-style-type: none"> o Usufruct o Resolution o Deed of Donations 	SLPA
Skills Training Fund (STF)	<ol style="list-style-type: none"> a. STF Modality Application Form 	SLPA

Note: For the MD track, two (2) sets of Mungkahing Proyekto and all the aforementioned minimum attachments shall be submitted by the IPDO to the PC. Later on, one set of the documents will be forwarded to the Office of the Regional Director or designated official, for approval, while the other set will be forwarded to the Field Office Accreditation Committee (FO-AC) for accreditation of the SLPA as CSO beneficiary and issuance of Certificate of Accreditation.

ii. Existing/organized groups or associations considered as NGOs /POs

The SLPA, upon receipt of the COE, will apply, in person, for beneficiary CSO accreditation to the nearest DSWD office.

The application of the SLPA for beneficiary CSO accreditation shall be pursuant to existing guidelines of the Department. Requirements listed in *MC 17 S 2017: Amended Guidelines on the Accreditation of Civil Society Organizations as Beneficiaries of DSWD Projects and/or Programs* shall be duly accomplished.

After applying for beneficiary CSO Accreditation, the SLPA shall proceed to proposal development and succeeding activities similar to those to be undertaken by DSWD-organized SLPAs.

In cases where the group or association has ready proposals, an assessment shall still be undertaken.

b. Employment Facilitation Track

After the Track Selection, the IPDO shall prepare a COE, Certificate of Guaranteed Employment, Employment Assistance Fund Needs Assessment of the program participants to be signed by the PC, and Fund Utilization Commitment to be signed by the program participants.

The COE shall serve as proof that the participants who will pursue EF track have undergone/participated/attended the different activities of the pre-implementation and social preparation stages of the Program (e.g. SLP Assemblies and the Basic Livelihood Training, among others).

The IPDO shall craft the *Mungkahing Proyekto* for the provision of the Employment Assistance Fund (EAF) for eligible program participants pursuing the EF track. The *Mungkahing Proyekto* details the rationale, objectives, profile of eligible participants, employment opportunities, and a list of components with corresponding proposed amount.

The *Mungkahing Proyekto* for the EAF shall have the following *minimum* attachments:

- a. Certificate of Eligibility (prepared and signed by the IPDO)
- b. Certification of Guaranteed Employment (certified by the IPDO)
- c. EAF Needs Assessment (prepared by the IPDO)
- d. Fund Utilization Commitment (signed by the program participant)

The IPDO shall ensure that external partnership engagements as identified in the R/P/MLAMM, with various employment partners in both private and public sectors are maximized. S/he shall tap the PSPO and GSPO, if necessary.

2. Project Proposal Review and Approval

For this phase, the *Mungkahing Proyekto* both for MD and EF submitted through the IPDO shall undergo assessment to ensure that the proposed projects are compliant to program standards prior to approval.

For *Mungkahing Proyekto* for MD, the PC should sign the COC and countersign the CSP to signify his/her confirmation after the review at the provincial level. These documents, including all the other attachments, shall then be submitted to the RPMO, along with the *Mungkahing Proyekto* for MD, to undergo further review and approval by the Regional Review Committee (RRC).

The RRC shall be composed of the RPC, as chairperson; and three (3) other members, composed of the Regional Monitoring and Evaluation Officers for Finance, and Operations (RMEF and RMEO), and either the PSPO or GSPO. They shall review the *Mungkahing Proyekto* vis-à-vis compliance to program standards, cost parameters, as well as the completeness and correctness of attachments.

Once all documents are found in order, the RPC shall sign the CSP, and COC to signify concurrence. These documents shall be included in the *Mungkahing Proyekto* that will be endorsed to the Assistant Regional Director for Operations (ARDO) who shall also sign to signify approval of the *Mungkahing Proyekto*, and issuance of the COC. In the absence of an ARDO, the Regional Director (RD) shall designate an official to sign the said documents.

a. Project Proposal Review

i. Project Proposal Review at the Provincial Level

The following shall be undertaken during the project proposal review at the provincial level:

1. Prior to submission of the hard copies of the *Mungkahing Proyekto* to the PC, the IPDO must encode the details of the Modality Application Forms in the project tracker and send this to the Provincial Monitoring and Evaluation Officer (PMEO).
2. The PMEO shall be responsible in updating the project tracker for all actions/progress of the submitted *Mungkahing Proyekto* and ensure that the IPDO and PC are updated.
3. If the attachments are found incomplete, the PC shall notify the IPDO to submit or revise the documents that are needed to be complied or provided within two (2) days upon receipt of the *Mungkahing Proyekto*. The PMEO is tasked to update the project tracker to indicate that the *Mungkahing Proyekto* has been returned to the IPDO.
4. The PC should conduct a Provincial Project Review and Assessment (PPRA) and may invite partners or technical experts who could help in providing technical inputs in assessing the proposals.
5. At least one RPMO specialist (GSPO, PSPO, RMEF or RMEO, or Training Officer) must attend the PPRA to provide technical inputs in assessing the proposals. No PPRA shall be conducted in the provincial level without the representative/technical staff from the RPMO.

Otherwise, the RPMO should inform in writing the PC on the unavailability of an RPMO specialist.

6. The PC and the technical staff from the RPMO must ensure that all approved *Mungkahing Proyekto* to be endorsed to the RPMO are thoroughly reviewed and assessed.
7. The assessor should review the feasibility of the proposed project/s using the *Project Assessment Tool (PAT)* for each modality. The PAT shall serve as the basis of the RRC in approving, deferring, or disapproving project proposals.

The assessors must review and assess the submitted Modality Application Forms based on the following:

SLP Modality	Criteria for assessment
Seed Capital Fund (SCF)	<ol style="list-style-type: none"> 1. Result of the SLA; 2. Organizational readiness of the SLPA on the management of grants, enterprise and their association as reflected in the CBL and the result of Basic Livelihood Training; and 3. Compliance to all necessary attachments and other supporting documents.
Cash for Building Livelihood Assets Fund (CBLAF)	<ol style="list-style-type: none"> 1. Use of asset or common service facility to be established/enhanced that will contribute to the development/profitability of the micro-enterprise of SLPA/program participants; 2. Counterpart of the LGU and/ or other identified partner/s as to financial and/ or other logistical support which includes maintenance of the assets developed/rehabilitated; 3. Tenurial agreement on the use of land between the participants and the land owner; and 4. Compliance to all necessary attachments and other supporting documents.
Skills Training Fund (STF)	<ol style="list-style-type: none"> 1. Use of the STF in the enterprise/s of the SLPA/program participants; 2. Justification for the proposed training; 3. Resource counterpart of the partner/s on the conduct of the training (quality of training, technical expertise of the partner, other possible arrangement in relation to the conduct of training that is beneficial both for the participants and the partner institution;) and 4. Compliance to all necessary attachments and other supporting documents.
Employment Assistance Fund (EAF)	<ol style="list-style-type: none"> 1. Nature of employment, duration of work, area of assignment/location, monthly wage, etc.; and 2. Compliance to all necessary attachments and other supporting documents.

The following must be undertaken after the assessment:

Result of Assessment	Actions to be undertaken
Approved Proposals	<ol style="list-style-type: none"> 1. For <i>Mungkahing Proyekto</i> for MD, the PC should sign the COC confirming the selection process undertaken during the pre-implementation, social preparation, and project proposal development. On the other hand, the PC should sign the COE for the approved <i>Mungkahing Proyekto</i> for EF. 2. The PC shall endorse all approved <i>Mungkahing Proyekto</i> to the SLP-RPMO not exceeding 3 days after the assessment.
<p>Note: <i>The PC may defer the signing of the CSP, COE (for EF proposals and Non-DSWD organized groups) and COC (for Mungkahing Proyekto for MD) should s/he have reservations on the execution of pre-implementation, social preparation and resource mobilization activities and may request the IPDO to submit additional documents.</i></p>	
Deferred Proposals	<ol style="list-style-type: none"> 1. The PC should immediately inform the concerned IPDO on the findings on the submitted <i>Mungkahing Proyekto</i>, through a memorandum, not exceeding 2 days after the assessment; and 2. The IPDO must submit the missing attachments or must revise/reconstruct the <i>Mungkahing Proyekto</i> based on the findings of the PC, not exceeding three (3) days upon receipt of the notice.
Disapproved Proposals	<ol style="list-style-type: none"> 1. The PC should immediately inform the concerned IPDO on the findings on the submitted <i>Mungkahing Proyekto</i> through a memorandum, not exceeding two (2) days after the assessment; and 2. The SLPA/program participant may opt to submit new project proposal, through the IPDO, which shall undergo the usual assessment procedures. Otherwise, the SLPA / program participant shall submit a resolution or written documentation indicating that they no longer intend to pursue their participation in the program.

ii. Project Proposal Review at the Regional Level

1. The RMEO shall update the project tracker for all actions/progress of the submitted *Mungkahing Proyekto* and ensure that the IPDO, PME0, and PC are informed on the status of the submitted *Mungkahing Proyekto*.
2. The *Mungkahing Proyekto* shall be reviewed by the RRC, composed of the RPC, RME0, RMEF, and GSPO/PSPO, as to: 1) program standards and parameters and 2) completeness and correctness of attachments. The RRC members will affix their signature on the same

Project Assessment Tool (PAT) accomplished by the PC and RPMO specialist (if applicable) during the PPRA.

The RRC must undertake the following after the review of the *Mungkahing Proyekto*:

Results of the Review	Actions to be undertaken
Approved Proposals	<p><i>Micro-enterprise Development Funds</i></p> <ol style="list-style-type: none"> 1. The RPC shall sign the COC in concurrence on the selection process conducted prior to the final signing of the ARDO or designated official. 2. After the issuance of the COC by the ARDO, one set of the <i>Mungkahing Proyekto</i> shall be forwarded to the Office of the Regional Director for approval, not exceeding two (2) days after the assessment. <p>The other set of the same <i>Mungkahing Proyekto</i> shall be forwarded to the FO-AC through its FO-AC Secretariat for the processing of Certificate of Accreditation (COA).</p> <ol style="list-style-type: none"> 3. For Non-DSWD organized groups issued with COE, the <i>Mungkahing Proyekto</i> for MD shall have as attachments all the application documents for beneficiary CSO as stipulated in Section VI.B of Memorandum Circular No. 17, Series of 2017 entitled <i>Amended Guidelines on the Accreditation of Civil Society Organizations as Beneficiaries of DSWD Projects and/or Programs</i>. <p><i>Employment Assistance Fund</i></p> <p>All <i>Mungkahing Proyekto</i> for EF issued with COE by the PC shall be forwarded to the Office of the Regional Director or designated official for approval.</p>
Deferred Proposals	<ol style="list-style-type: none"> 1. The RRC shall inform the PC through a memorandum on the deferment of the submitted <i>Mungkahing Proyekto</i> not exceeding two (2) days after the assessment; 2. The PC shall comply with the findings of the RRC within three (3) days after receipt of the memorandum. 3. Deferred project proposals may or may not undergo PPRA depending on the findings and instructions of the RRC
Disapproved Proposals	<ol style="list-style-type: none"> 1. The RRC must prepare a memorandum addressed to the program participant and/or the SLPA to be coursed through the PC and IPDO immediately informing them that the <i>Mungkahing Proyekto</i> has been irrevocably disapproved due to violation of the program standards. 2. The SLPA/program participant may opt to submit a new <i>Mungkahing Proyekto</i>, through the IPDO, which shall undergo the

	usual assessment procedures. Otherwise, the SLPA / program participant shall submit a resolution or written documentation indicating that they no longer intend to pursue their participation in the program.
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b. Project Proposal Approval

i. Approval of the Regional Director

1. The SLP-RPMO should ensure that all *Mungkahing Proyekto* approved by the RD shall be returned to them for tracking and shall be endorsed to the Budget and Accounting units for processing and funding.
2. The RMEF is responsible for updating the project tracker for all actions/progress of the approved *Mungkahing Proyekto* that are endorsed for funding and ensure that the IPDO and PC are informed on the status.

ii. Process of Funding for Approved *Mungkahing Proyekto*

Track	Actions to be undertaken
MD Track (SCF, STF, CBLAF)	<ol style="list-style-type: none"> 1. After the receipt of the approved <i>Mungkahing Proyekto</i> for the MD from the RD, the SLP-RPMO shall endorse it to concerned fiduciary units of the Field Office for obligation of funds. <p><i>Note: For Non-DSWD Organized/ Existing Groups, their Mungkahing Proyekto for the Provision of MD Grants shall only be obligated after the receipt of the Certificate of Accreditation (COA).</i></p> <ol style="list-style-type: none"> 2. After the receipt of the Certificate of Accreditation (COA) from the FO-AC, the SLP-RPMO shall endorse it to the concerned fiduciary unit of the Field Office for the preparation of cheque/s of the accredited SLPA.
EF Track (EAF)	After the receipt of the approved <i>Mungkahing Proyekto</i> for EF from the RD, the SLP-RPMO shall endorse it to concerned fiduciary units of the Field Office for obligation and preparation of cheque/s.

Standard procedures on the approval of *Mungkahing Proyekto*, funding, and implementation are subject to the existing policies and guidelines on accounting and auditing rules of the Department/ Government.

3. Provision of Modalities

Once the *Mungkahing Proyekto* is approved, it shall immediately be funded for project implementation. Grants shall be disbursed as stipulated in the procedures for the release of funds. The IPDO should facilitate the timely delivery of grants for each modality based on the approved *Mungkahing Proyekto*, and ensure that all proposed activities are conducted and identified assistance for the participants are provided.

a. Micro-enterprise Development Track

The grants shall be given directly to the SLPA, as a DSWD-accredited beneficiary CSO, through a cheque addressed to the SLPA or release of grants to their bank account. The only allowable co-signatories for withdrawal from the bank account are the SLPA president, treasurer, and a nominated SLPA officer, as indicated in a resolution. The SLPA must release an official resolution signed by majority of its members before each withdrawal.

During this phase, the IPDO should accomplish a Modality Provision Status Report for each modality as a final output, while the MPDO shall conduct a project site visit and submit a Grant Utilization Monitoring Report. Likewise, the SLPA shall prepare a Grants Utilization Report.

i. Seed Capital Fund (SCF)

The SCF serves as a start-up capital for the SLPA/program participant to purchase small tools, raw materials, and common service facilities such as machinery, equipment, and plant needed in starting or expanding a micro-enterprise. The SLPA shall canvass at least three (3) potential suppliers for the aforementioned. It may also be used to fund/process business requirements such as business name registration and permit/s to operate, among others.

A program participant pursuing the MD track may avail of a maximum seed capital amounting to Php 15,000.00. Should the proposed project require additional funding, it may be endorsed to other NGAs, LGUs, or other partners.

Procedures for Release of Seed Capital Fund (SCF):

Step 1: Receipt of Grants. The SLPA should submit the accomplished Grants Acknowledgement Receipt, signed by all the current active members, as a confirmation that it has received the funds from the DSWD. This must be submitted to the IPDO within three (3) days from date of receipt. The IPDO shall forward this to the PC within two (2) days after the submission of the SLPA. Only the total allocated grants for the current active members will be utilized. Grants originally earmarked for inactive members will not be withdrawn from the SLPA's bank account.

Step 2: Withdrawal. Only the SLPA president, treasurer, and the identified SLPA officer may jointly withdraw the grants. Every bank withdrawal must be supported by a resolution signed by majority of the SLPA members.

Step 3: Internal Fund Utilization Check. Within seven (7) to ten (10) working days upon release of the SCF, the SLPA officers must report and monitor the utilization of the grants.

For association enterprise, all purchases made must have acceptable means of verification, such as official receipts, reimbursement expense receipts, or any other acceptable proof of purchase. Purchase of items not indicated in the approved *Mungkahing Proyekto* must be approved by majority of the SLPA members through a resolution, provided that it will still lead to the establishment of the approved micro-enterprise. The SLPA President shall notify the IPDO regarding the changes.

For SLPA members with individual enterprises, each member must submit a Grants Acknowledgement Receipt for Individual SCF as a proof that they have received the funds from the SLPA for their individual projects. Likewise, all purchases made must have acceptable means of verification, original copies of which must be submitted to the SLPA Auditor. Purchase of items not indicated in the approved *Mungkahing Proyekto* must be supported by a written justification submitted to the IPDO.

The IPDO shall inform the PC and SLP-RPMO on any changes in the purchased items for both the individual and association enterprise through an official written communication.

The SLPA Auditor must keep copies of receipts of the purchases and provide the original copies to the IPDO. The SLPA Treasurer should prepare the SLPA SCF Utilization Report and present it to all SLPA members for transparency. Once all expenses are accounted for, the SLPA President should sign and submit the SLPA Grants Utilization Report to the IPDO.

Step 4: Grants Utilization Monitoring. The IPDO should submit the SLPA SCF Utilization Report, including the original copies of official receipts, reimbursement expense receipts, or any other acceptable proof of purchase to the PC. The IPDO should provide the SLPA technical assistance on how to fast track the utilization of the remaining grants.

After which, the PC, shall instruct the MPDO to countercheck the fund utilization of the SLPA based on the submitted report vis-à-vis the approved *Mungkahing Proyekto*.

After counterchecking, the MPDO shall submit a Grant Utilization Monitoring Report together with the SLPA SCF Utilization Report/s to the PC for review. Both aforementioned reports shall be endorsed to the RMEF for review and endorsement to the FO Accounting Unit to comply with the grants liquidation requirements. These must be submitted within 30 days from provision of the SCF. All grants unutilized 45 days after provision of the SCF shall be withdrawn from the SLPA bank account. After which, it shall be transmitted to the concerned DSWD Field Office Cash Unit for them to revert it to the Bureau of Treasury.

Step 5: Savings Mobilization: While the seed capital released by DSWD is a grants, the SLPA has the responsibility to recover the grants extended to them in the form of savings among its members. The savings to be generated must be equivalent to the amount of grants received. The generated savings shall be used for capital build-up, operational fund, and emergency fund. The SLPA shall set up a system for the management of grant, which details the a) savings

mobilization; b) provision for re-loans, if necessary; and c) incentives and penalties for borrowers. These shall be discussed during the formulation of the SLPA CBL. The rationale of this section is to inculcate social responsibility and accountability among the members.

ii. Cash for Building Livelihood Assets Fund (CBLAF)

The CBLAF modality is implemented through labor-intensive projects executed by program participants to build, re-build, and/or protect natural and physical assets necessary for more profitable, self-sustaining and resilient micro-enterprises. The short-term activity will be considered only as an input under the MD Track.

Program participants who shall avail of the CBLAF will receive a cash stipend equivalent to 75% of the prevailing daily regional minimum wage for rendering work for a maximum of 11 days each, inclusive of a half day pre-CBLAF orientation and half day post-CBLAF wrap-up meeting. However, if there is a need to extend the project with the same group of participants, it may be extended, provided that there are valid and justifiable reasons subject to approval. Justification shall be included in the CBLAF Modality Application Form prepared by the SLPA President. Furthermore, the allowable extension should not exceed three (3) months, following regular working day schedules.

Labor-intensive projects in this modality include the development, rebuilding or rehabilitation of agriculture-based livelihood assets that have deteriorated or have been destroyed due to natural or man-made disasters. These projects also cover the restoration or building of common service facilities utilized by the program participants as production centers or consolidation units. Aside from these, labor-intensive projects also include the preparation, building and/or rehabilitation of physical assets that allow better access to markets in acquiring additional assets or selling products and services of their micro-enterprises, such as but shall not be limited to farm-to-market roads or road clearing programs of works. Moreover, these projects shall also cover the protection and/or rehabilitation of productive natural assets that directly contribute to livelihood projects, such as reforestation or planting activities, among others. Environmentally hazardous/destructive activities identified by concerned authorities are not allowed to be implemented.

Procedures for Release of Cash for Building Livelihood Assets Fund (CBLAF):

Step 1: Receipt of Grants. The SLPA should submit the accomplished Grants Acknowledgement Receipt, signed by all the current active members, as a confirmation that it has received the funds from the DSWD. This must be submitted to the IPDO within three (3) days from date of receipt. The IPDO shall forward this to the PC within two (2) days after the submission of the SLPA. Only the total allocated grants for the current active members will be utilized. Grant originally earmarked for inactive members will not be withdrawn from the SLPA's bank account.

Step 2: Pre-CBLAF Orientation. A half-day orientation is given to the participants covering the purpose, roles and/or tasks, work schedule, terms of payment, and other pertinent information regarding the project. The orientation should also include safety precautions and procedures to

all identified CBLA participants. The IPDO and/or LGU Livelihood Worker/MSWDO shall administer this orientation.

Step 3: Work and Payment. During the days of work, the IPDO and the other co-implementers monitoring the implementation of the project must maintain a daily logbook for attendance, signed by the program participants, including the signature of the assigned activity monitor. They should also document the CBLA activity, including photos before, during, and after work.

For the terms of payment, the stipend should either be given daily or weekly. It should be strictly paid within two (2) weeks or not longer than fourteen (14) days after the last working day. In case program participants fail to report to work, corresponding deductions shall be made on the stipend to be given. The terms of payment to be administered by the authorized SLPA officers/members must be supported by a resolution. Only the SLPA president, treasurer, and the identified SLPA officer may jointly withdraw the grants. Every bank withdrawal must be supported by a resolution signed by majority of the SLPA members.

Upon receipt of the stipend, each program participant should sign the CBLAF Stipend Acknowledgement Receipt. All unutilized grants shall be withdrawn from the SLPA bank account. After which, it shall be transmitted to the concerned DSWD Field Office Cash Unit for them to revert it to the Bureau of Treasury.

Step 4: Internal Fund Utilization Check. Within three (3) to seven (7) days after the last day of release of the stipend to the participants, the SLPA officers must report the utilization of the grants to the members. The SLPA must keep copies of the daily logbook of attendance and acknowledgement sheets for the payment of stipend. The SLPA Treasurer should prepare the SLPA CBLAF Utilization Report and present it to all SLPA members for transparency. Once all expenses are accounted for, the SLPA President should sign and submit the SLPA CBLAF Utilization Report to the IPDO.

Step 5: Grants Utilization Monitoring. The IPDO should submit the SLPA CBLAF Utilization Report, including the copies of daily logbook of attendance and original CBLAF Stipend Acknowledgement Receipts, to the PC. After which, the PC, shall instruct the MPDO to countercheck the fund utilization of the SLPA based on the submitted report vis-à-vis the approved *Mungkahing Proyekto*.

After counterchecking, the MPDO shall submit a Grants Utilization Monitoring Report together with the SLPA CBLAF Utilization Report/s to the PC for review. Both aforementioned reports shall be endorsed RMEF for review and endorsement to the FO Accounting Unit to comply with the grants liquidation requirements. The Grants Utilization Monitoring Report and all the attachments must be submitted within 30 days from the last day of release of the stipend to the participants. All grants unutilized 45 days after the last day of release of the stipend shall be withdrawn from the SLPA bank account. After which, it shall be transmitted to the concerned DSWD Field Office Cash Unit for them to revert it to the Bureau of Treasury.

iii. Skills Training Fund (STF)

The STF is a capability-building assistance amounting to a maximum of Php 15,000.00 per training to be utilized for the acquisition of technical and vocational knowledge and soft skills delivered in the form of orientations and lectures, demonstrations, and other methodologies.

Any program participant pursuing the MD track may avail of the following: a) technical-vocational/soft skills training fee / registration fee; b) food, lodging, and transportation allowance; c) training consumables; d) the honorarium and transportation fee of the resource person for community-based trainings; and e) the program participants' assessment fee. The SLPA shall canvass at least three (3) potential service providers for their identified skills training activity.

Procedures for Release of Skills Training Fund (STF):

Step 1: Receipt of Grants. The SLPA should submit the accomplished Grants Acknowledgement Receipt, signed by all the current active members, as a confirmation that it has received the funds from the DSWD. This must be submitted to the IPDO within three (3) days from date of receipt. The IPDO shall forward this to the PC within two (2) days after the submission of the SLPA. Only the total allocated grants for the current active members will be utilized. Grant originally earmarked for inactive members will not be withdrawn from the SLPA's bank account.

Step 2. Selection of Service Provider. The SLPA shall select the service provider among the previously canvassed potential service providers. The selection must be supported by a resolution signed by majority of the SLPA members. The contract between the SLPA and the service provider/training institution must be signed for the training activity to proceed.

Step 3. Start of Micro-enterprise Skills Training Activity. The IPDO should convene the participants and conduct a short meeting prior to their first day of the activity. The IPDO will clarify skills training activity procedures and address concerns that the SLPA/program participants may have.

Step 4: Monitoring of Micro-enterprise Skills Training Activity. The IPDO should track the program participants' progress in the trainings until they are given the pertinent certificates (e.g. National Certification) after training completion. The IPDO should ensure the 100% attendance of the participants to the training activities through a daily logbook.

Step 5: Payment. The terms of payment must be clearly stipulated in the contract. It may be paid in tranches or within three (3) to seven (7) days after the complete provision of all the identified training components, including assessment of participants, if applicable.

Step 6: Internal Fund Utilization Check. Within three (3) to seven (7) days after the payment of the service provider, the SLPA officers must report the utilization of the grants to the members. The SLPA must keep copies of the daily logbook of attendance and official receipt of payment to the service provider. The SLPA Treasurer should prepare the SLPA STF Utilization Report and present it to all SLPA members for transparency. Once all expenses are accounted

for, the SLPA President should sign and submit the report to the IPDO, including copies of the official receipt.

Step 7: Grants Utilization Monitoring. The IPDO should submit the SLPA STF Utilization Report, including all means of verification, to the PC. After which, the PC, shall instruct the MPDO to countercheck the fund utilization of the SLPA based on the submitted report vis-à-vis the approved *Mungkahing Proyekto*. The MPDO shall also visit/interview the service provider.

After counterchecking, the MPDO shall submit a Grants Utilization Monitoring Report together with the SLPA STF Utilization Report to the PC for review. Both aforementioned reports shall be endorsed to the RMEF for review and endorsement to the FO Accounting Unit to comply with the grants liquidation requirements. The Grants Utilization Monitoring Report and all the attachments must be submitted within 30 days from the last day of training activity or assessment of program participants. All grants unutilized 45 days after the last day of training activity shall be withdrawn from the SLPA bank account. After which, it shall be transmitted to the concerned DSWD FO Cash Unit for them to revert it to the Bureau of Treasury.

b. Employment Facilitation Track

i. Employment Facilitation Fund (EAF)

Program participants may avail of the EAF for the following: 1) processing of employment documentary requirements; 2) payment of medical exams; 3) purchase of basic employment tools and materials; and 4) transportation allowance, meal allowance, and board and lodging until the first 15 days of employment. To access the EAF, the program participants should be able to secure a proof of guaranteed employment and indicate the specific employment requirements.

Each program participant may receive a maximum of Php 5,000.00. Only the exact amount shall be provided to the participant based upon the requirements indicated in the *Mungkahing Proyekto*. Other related expenses in excess of the allotted amount may be accessed from other partners and/or covered as counterpart of the participant.

This modality shall be given as financial assistance through cash or individual cheque payment, where each program participant must formally and personally acknowledge receipt.

During this phase, the IPDO should accomplish a Modality Provision Status Report as a final output, while the MPDO shall visit the program participants' employment site or office two (2) weeks after the release of grants. Accordingly, the MPDO shall accomplish a Grant Utilization Monitoring Report to determine if program participants have received the EAF and have pursued employment. Both reports shall be endorsed to the PC which shall, later on, be submitted to the RPMO.

Procedures for Release of Employment Assistance Fund (EAF):

Step 1: Participant Mobilization and Payout. The IPDO should inform the program participants on the scheduled disbursement of the EAF, and set the meeting time and venue.

Before commencing with the payout, the IPDO must conduct a refresher on the use of the grants. The IPDO must be able to relay that a) the program participants shall issue an EAF Acknowledgement Receipt; b) a grant utilization check will be conducted to monitor the program participants who have availed of the modality; and c) that each program participant should submit copies of official receipts, acknowledgement receipts, or any other proof of purchase.

The IPDO should coordinate and schedule the most efficient time for payouts. A Special Disbursing Officer (SDO) should conduct the payout in a secured location. The program participants must make a personal appearance to receive the grants, bringing a valid ID, such as Pantawid ID, voter's ID, or LGU certification of participation in the program, if no IDs are available. The IPDO should schedule another payout if there are program participants who are unavailable during the scheduled pay-out.

Individuals not enlisted in the approved *Mungkahing Proyekto* cannot receive grants. Program participants who will no longer pursue employment will forfeit their eligibility to receive the grants. During such cases, the IPDO should provide a summary report and a waiver stating reason/s of program participants for not pursuing their participation in the Program. The waiver shall be duly signed by the program participant/s. The corresponding amount shall be transmitted to the concerned DSWD Field Office Cash Unit for them to revert it to the Bureau of Treasury.

Step 2: Grants Utilization Report. The IPDO, should endorse to the PC a Grants Utilization Report in accordance with the governing accounting and auditing rules and regulations.

Step 3: Grants Utilization Monitoring. The PC shall instruct the MPDO to visit the program participants' employment site or office two weeks after the release of grants to determine if they have received the EAF and have pursued employment. A corresponding Grant Utilization Monitoring Report must be endorsed by the MPDO to the PC who shall later on submit it to the RPMO.

D. PROJECT IMPLEMENTATION STAGE

1. Micro-enterprise Development Track

Once the project is funded, it shall be implemented according to the approved *Mungkahing Proyekto*. During this stage, amending the approved project proposal and/or replacement of participant/s are no longer allowed.

The IPDO shall supervise project implementation, along with other DSWD programs and partner institutions.

Project Implementation shall cover at least the first three (3) months of micro-enterprise operations. During such time, the IPDO should ensure that all SLPA members are actively involved in the daily operations of their respective micro-enterprises. Moreover, the IPDO should ensure that all procedures, activities, materials and equipment in starting up the micro-enterprises have been met.

After the first three (3) months of operations, the SLPA shall assemble for a meeting where all micro-enterprises within the association shall present a statement of account and the highlights of their operations, along with the next courses of action for their respective micro-enterprises.

This should also be a platform to discuss matters concerning the association, including grants utilization, membership and/or registration to concerned government agencies, or local networks and cooperatives, participation in additional trainings, and engagements with suppliers and/or buyers. Aside from that, the SLPA may use this as an opportunity for members to share their experiences, learn strategies and areas for improvement, but also to update each other about their respective micro-enterprise operations.

The PC, through PMEIO, should consolidate all implementation reports from the IPDOs which details information regarding the utilization of grants that were transferred to the SLPAs, and ensure that these reports are duly turned over to the MPDOs.

2. Employment Facilitation Track

Project Implementation shall cover at least the first three (3) months of employment. For program participants employed within their respective municipalities, in adjacent or nearby municipalities, the IPDO shall convene a meeting with the program participants after their third month of employment. The meeting should be scheduled on a day agreed upon by the program participants.

During the meeting, the IPDO should gather feedback from the program participants regarding their employment conditions, including the provisions stated in their respective employment contracts, such as salaries and benefits, work hours, and other employment requirements.

For program participants employed away from their respective municipalities, or outside their provinces, but within the region, the PC should facilitate and call for the meetings after three (3) months of employment, in coordination with the PSPO and/or GSPO.

For check and balance, the PSPO and/or GSPO should also meet with employers regarding the performance of the program participants. They should ensure that arising concerns from the employers are also discussed and addressed. Further, they should provide feedback to the PCs and IPDOs regarding matters raised by the employers.

The PMEIO should consolidate all implementation reports from the IPDOs, GSPO and/or PSPO, and ensure that these reports are duly turned over to the MPDOs.

E. PROGRAM PARTICIPANT MAINSTREAMING STAGE

The Program Participant Mainstreaming stage shall focus on ensuring that the SLPAs/program participants are continuously capacitated towards self-governance and that the operations of the established micro-enterprises and the acquired employment are sustained after the provision of SLP modalities. This shall be done through continuous tracking, mentoring, coaching, and capability building for a period of one year and three (3) quarters incubation period.

There shall be quarterly monitoring and semestral assessments from the time the micro-enterprise started its operations or the program participants were employed.

For the MD track, the MPDO shall assume the tracking, provision of technical assistance (e.g. review of the enterprise plan, review of organizational structure, enterprise expansion/diversification of products/services, etc.) and coordinating functions which will commence three (3) months after the start of the micro-enterprise. There shall be quarterly monitoring and semestral assessments from the time the micro-enterprise started its operation.

At the end of the one year and three (3) quarters incubation period, the MPDO shall prepare a final report to be reviewed by the PC for submission to the SLP-RPMO. The final report shall contain the organizational, financial and micro-enterprise project status of the SLPA/program participants and next steps based on their long-term plan. This incubation period shall serve as the transition stage for the SLPA/program participants to scale up their business operations and become self-governing.

For the EF track, the MPDO shall assume the tracking, provision of technical assistance (e.g. proper management of salary, work etiquette, etc.), and coordinating functions which will start three (3) months after the program participant was employed. There shall be quarterly monitoring from the time the program participants were employed.

To ensure accuracy, the PC and RPMO must conduct spot-checks to validate the reports submitted by the MPDOs. At the end of the one year and three (3) quarters incubation period, the MPDO shall prepare a final report to be reviewed by the PC for submission to the SLP-RPMO. The final report shall contain the employment status of the program participant within one year and three quarters monitoring period, which shall serve as the transition stage for the program participants to secure stable employment.

The result of the monitoring conducted by the MPDO will determine the course of action that may be undertaken for the participants. SLPAs who were found self-governing and participants who have sustained their employment will be mainstreamed.

For program participants served in 2018 onwards whose micro-enterprise failed or whose employment ended, due to unforeseen events such as natural and/or man-made disaster/calamity, upon monitoring of the MPDO during the one year and three (3) quarters incubation period may be served again by the Program subject to further assessment by the MPDO. If assessed as eligible for the provision of additional intervention for the last time, program participants shall

be required to submit a new project proposal, subject to review and approval through the assistance of the IPDO, and availability of funds.

For both tracks, the IPDO shall facilitate the provision and implementation of the additional intervention/s. Participants who were provided with additional SLP intervention/s shall be monitored by the MPDO. The incubation period for participants provided with additional SLP intervention/s is still one year and three (3) quarters after the provision of the first intervention.

At the end of the incubation period, the MPDO shall prepare a final report to be reviewed by the PC for submission to the SLP-RPMO. Program participants whose micro-enterprise failed or whose employment ended even after the provision of additional intervention/s will no longer be eligible to receive additional interventions from the Program and may be referred to other NGAs or partner institutions.

COMMUNITY MOBILIZATION FUND

The Community Mobilization Fund (CMF) is intended to finance meals and transportation allowance of program participants for capability-building activities. The exact amount to be given shall be based upon the prevailing market rates within the locality. For each household, a maximum of two (2) members shall be covered. Below are the activities to be funded through the CMF:

Activity	Duration	Amount per Participant (Php)
Both Tracks		
Sustainable Livelihood Analysis	2 days	700.00
Basic Livelihood Training	2 days	700.00
Reorientation of program participants before the release of SLP modality/ies	1 day	350.00
MD Track only		
SLPA Formation	2 days	700.00
<i>Mungkahing Proyekto</i> preparation	1 day	350.00
EF Track only		
Job fairs	2 days	700.00


Alternative to funding the SLA and Basic Livelihood Training, the CMF may also be used for the meal and transportation allowance of program participants for other capability building activities and community meetings related to their livelihood projects.

The possible modes of disbursement for the CMF are through cash or individual cheque payments to program participants.

IV. EFFECTIVITY

This Memorandum Circular shall take effect immediately and it shall supersede all existing guidelines on the implementation of the Sustainable Livelihood Program.

Issued on 26th day of June 2018 in Quezon City, Philippines.



VIRGINIA N. OROGO
Acting Secretary
Department of Social Welfare and Development

Certify True Copy:

 6.29.18

PAMELA E. BERNARDO
Admin. Assistant III

AS – Records and Archives Management Division