

**Department of Social Welfare and Development
National Capital Region
389 San Rafael corner Legarda Streets, Sampaloc, Manila**

REGIONAL MEMORANDUM ORDER

NO. 001
Series of 2017

**AMENDING REGIONAL ADMINISTRATIVE ORDER #1063 SERIES OF 2011 ALSO KNOWN AS GUIDELINES
IN PROVIDING TECHNICAL ASSISTANCE AND RESOURCE AUGMENTATION (TARA)
TO LGUS IN NATIONAL CAPITAL REGION (NCR) THROUGH THE
SOCIAL WELFARE AND DEVELOPMENT (SWAD) TEAMS**

I. Rationale

It has been more than 2 decades now since the social welfare basic services were devolved to the local government units in compliance to RA 7160 or the Local Government Code of the Philippines. Simultaneous to the devolution, the Department of Social Welfare and Development has capacitated itself to perform its mandated functions specifically along provision of technical assistance and resource augmentation to its intermediaries not only on the implementation of the devolved programs but including the special projects initiated by the National Government.

On the other hand, it has also retained some programs give the varying level of readiness of the Local Government Units and the need to provide continuous response to different clientele groups which could not be served by the LGUs. This includes the management of residential facilities for the different sectors in need of special protection, livelihood assistance for associations and the management of cases of adoption.

FO-NCR has set up its TARA structure by designating a permanent TARA Focal Person in each LGU instead of creating SWAD Teams considering the accessibility of the Field Office to the 16 Cities and 1 Municipality in NCR.

Recognizing the uniqueness of each LGUs in NCR, a careful matching of staff to be assigned in a particular LGU was done. As the TARA role performance of the DSWD in being intensified, higher officials including the Assistant Regional Directors, the Social Welfare Officers V (SWOs V) and the Social Welfare Officers IV (SWOs IV) were designated as TARA Focal Person with alternates not lower than a Social Welfare Officer III.

Through the TARA focal persons, signing of MOA with the LGUs were facilitated. Out of the 17 LGUs in NCR in 2003, 16 MOAs were forged except Quezon City. Annual TARA planning and implementation were done since 2003 and at the onset of 2016; DSWD-NCR initiated a 3-Year TARA Plan. Major areas for technical assistance were orientations and consultations on newly enacted SWD laws and DSWD guidelines and management of residential centers, accreditation of center facilities and service providers. Resource augmentation from DSWD was mostly felt by LGUs during disaster response.

The involvement of the TARA focal person was institutionalized by incorporating TARA planning and implementation in the Semestral Performance Commitment of the official/ staff.

However, gaps in the provision of TARA to 17 LGUs were noted as follows:

- TARA activities were not based on comprehensive assessment and diagnosis of the needs of the LGUs;
- Delay in TARA planning and reporting of plan implementation were always noted given other equal priorities of LGUs and TARA focal persons;
- TARA plan implementation were not religiously monitored as this serves as add on function of the focal persons, majority of whom are center managers. Hence planned activities were not fully implemented;
- Most of the TARA provided were not captured in the TARA plan as implementation of regular programs and services and special projects were not included in the plan. This is despite efforts to integrate TARA planning during workshop with LGUs on the preparation of its WFP.
- Need to strengthen communication systems and mechanisms with the TARA focal persons to enable them to effectively function as DSWD link with their assigned LGU. Practically, the updating on program implementation for TARA focal persons was only integrated in the regular organizational meetings/ activities of the region.
- Difficulty in synchronizing TARA activities considering the unique dynamics of each LGUs and other intervening activities of the field office.

In several organizational meetings and activities (TARA Meetings, RMDC, Regional Performance Assessment of FO-NCR, SWAD Team National PREW and coaching sessions with the Coach/ Mentor of DSWD FO NCR), these issues were raised and areas to improve the TARA were identified.

Moreover, with the thrust of the Department in pursuing convergence of DSWD core social protection programs, there's an urgent need to restructure the TARA set up in NCR to SWAD Teams integrating the element of Convergence Strategy which also requires the creation of Convergence Teams. This is fully actualize convergence of the three (3) major poverty programs of DSWD, Pantawid Pamilyang Pilipino Program, Self-Employment Assistance Kaunlaran and KALAHI-CIDSS. With this, series of consultations with the TARA Focal Persons and various staff from Field Office were conducted in the conceptualization in the formulation of this guideline.

Hence the formulation of this **GUIDELINES IN PROVIDING TECHNICAL ASSISTANCE AND RESOURCE AUGMENTATION (TARA) TO LGUS IN NATIONAL CAPITAL REGION (NCR) AND CREATING THE SOCIAL WELFARE AND DEVELOPMENT (SWAD) TEAMS**

II. Legal Bases

1. Memorandum Circular #16 series of 2014 or the Standards for the Functionality of Local Social Welfare and Development Offices. This guideline mandates all units and personnel of DSWD to assess the functionality of social welfare and development offices of the provinces, cities, and municipalities that were established in pursuant to Republic Act No. 7160 of 1991 based on set standards.

2. Memorandum Circular #4 series of 2008 for the SWAD Teams to serve as the DSWD organizational link in cities/ municipalities. Issued to ensure a more efficient provision of TARA to the LGUs and at the same provide immediate response and represent the Department when and as needed, the Social Welfare and Development Action (SWAD) Teams in every province were strengthened.
3. Administrative Order #44 series of 2002 or the Guidelines in the Provision of Technical Assistance and Resource Augmentation to DSWD Intermediaries. This serves as guide for the agency to engage with its intermediaries as a Technical Assistance and Resource Augmentation (TARA) provider.
4. Executive Order 221 series of 2003- Restores to DSWD the mandate to implement statutory and specialize programs directly lodged with the Department and those not yet devolved in addition to steering and technical assistance functions.
5. Executive Order 15 series of 1998 – Redirected the functions and operations of the Department from direct service provider to technical assistance provider to intermediaries, national policy and regulation institution for SWD, innovator of new strategies on social services and development, advocate for SWD concerns, administrator of special services and social development funds, among others.

III. Objectives

General: Enhance FO-NCR mechanisms in providing technical assistance and resource augmentation to LGUs and other intermediaries thru strategically setting up a functional SWAD Teams towards improved program implementation and service delivery to the intermediaries.

Specific:

1. To identify the general policies and procedures in providing TARA to LGUs and other intermediaries in NCR
2. To set up the DSWD-NCR SWAD Teams ensuring agency representation and provision of responsive TARA to intermediaries in covered geographical areas.
3. To sustain the SWAD Team according to their roles and functions.

IV. Scope & Coverage

This order shall cover provision of technical assistance to all LGUs within the jurisdiction of the DSWD-NCR.

V. Definition of Terms

1. C/MDAT- refers to the City/ Municipal Action Team headed by the C/MAT Leader who is designated by the Regional Director from among the staff assigned in the particular city/ municipality with the following members: City/ Municipal Links, Project Development Officers II of SLP, PDO II of MCCT, Social Welfare Assistant of RCCT, Child Welfare Assistant of MCCT, Community Facilitators, Municipal Roving Bookkeepers staff of the Department in the City/ Municipality. (MC #14 SERIES OF 2015)
2. LGU Coordinators- refers to the identified experienced technical staff of DSWD-NCR with basic knowledge of the programs and services of the Department who shall serve as organizational link and are competent in building partnership and providing technical assistance based on the needs of the LGUs.

3. Local Social Welfare and Development Office (LSWDO) Functionality- refers to local social welfare and development office compliance to the "must" standards set covering the four work areas namely administration and organization, program management, case management and physical structure to deliver quality local social welfare and development programs and services to target beneficiaries at the locality. (MC 16 series of 2014)
4. Resource Augmentation- refers to the provision by the DSWD of manpower, funding, facilities and supplies to LGUs, NGOs, Pos, and other social welfare and development intermediaries to enable them to deliver basic social services devolved or transferred to them by virtue of devolution, divestment, localization and/ or licensing accreditation or those which they developed requiring resources from the National DSWD. (Administrative Order No. 44 series of 2002)
5. SWAD Team- composite teams organized which will serve as the DSWD "organizational link" in every cities/ municipality in the region. The team will foster continuing assistance to LGUs, NGOs and Pos to enable them to respond to issues and concerns in their respective localities and areas of operations.
6. Technical Assistance- refers to activities through which DSWD imparts technical and organizational skills and know-how to a local government unit, another agency or organization, groups or individuals, especially where the latter seek for such, with the ultimate aim of standardizing and upgrading delivery of basic social services. (Administrative Order No. 44 series of 2002)
7. Regional Monitoring Team- refers to identified technical staff from the four (4) Division/ Sections of the FOs namely Protective Services Unit (PSU), Institutional Development Division (IDD), Policy and Plans Division (PPD) , and General Administrative and Service Division (GASD), preferably with positions not lower than Social Welfare Officer II and a representative of the Area Based Standards Network (ABSNET) Cluster to represent the registered, licensed and accredited social welfare agencies in the field who shall assesses and evaluates the level of compliance of LSWDOs operating within their geographical jurisdiction on the set standards. (MC 16 series of 2014)
8. Regional SWAD Secretariat- refers to the identified staff from the Institutional Development Division through the Capacity Building Section (CBS) to perform technical and administrative support to the Regional SWAD Team.

VI. General Policies

1. The SWAD Team shall facilitate forging of General Memorandum of Agreement (Unified MOA) for the delivery of all programs and services implemented in partnership with the 17 LGUs;
2. Baseline on needs assessment for each LGUs shall be conducted by the validation team headed by Planning Unit (PU) using the Regional/ LGU Social Protection and Development Report (SPDR), Social Welfare and Development Indicator (SWDI), result of National Household Targeting System, Training Needs Inventory (TNI) results, results of the assessment in the Local Social Welfare and Development Offices (LSWDOs) headed by the Regional Monitoring Team (RMT), and other documents which can be the basis of identifying the TARA needs of LGUs and technical assistance to be provided by the SWAD Teams.
3. Protect and promote the best interest of the partner beneficiaries through ensuring the delivery of quality SWD programs and services.

4. Identified activities in the TARA Plan shall likewise be included in the Work and Financial Plan of concerned unit or in SWAD Team WFP whichever is applicable as well as in the LGU Investment Plan for allocation of resources.
5. A 3-Year TARA Plan shall be formulated based on the identified priority needs of the LGUs and results of the Regional Monitoring Team assessment of the LSWDOs in agreement and signed by LCE/ CSWDO.
6. A Memorandum of Agreement (MOA) between the Field Office and LGUs shall be forged as an official document of commitment for the implementation of the TARA Plan and delivery of all social welfare programs and services implemented in LGUs.
7. Target activities in the TARA Plan shall be reflected in the individual performance contract (IPC) of each member and for monitoring of respective supervisors copy furnished the SWAD Team Leaders.
8. The SWAD Team shall use the convergence strategy to avoid overlapping of roles and functions of the staff in implementing programs and services of the Department.
9. The designation of the SWAD Team Leader in every cluster shall be for a period of 3 years to be rotated among the other SWO V and/ or SWO IV of the FO and center/ residential care facilities who are also members in each cluster as approved by the Regional Director.
10. To ensure functionality of the created Regional SWAD Team, effective communication system such as meetings, consultation, and coordination activities between the SWAD team leaders and members, between the Field Office and the SWAD Teams and LGUs be conducted.
11. Discussion on the concerns of SWAD Teams and other concerns on TARA can also be integrated in the regular organizational communication mechanisms of the agency like MANCOM and RMDC meetings and consultation meetings with CSWDOs.

VII. The SWAD Team, Composition, and SWAD Station

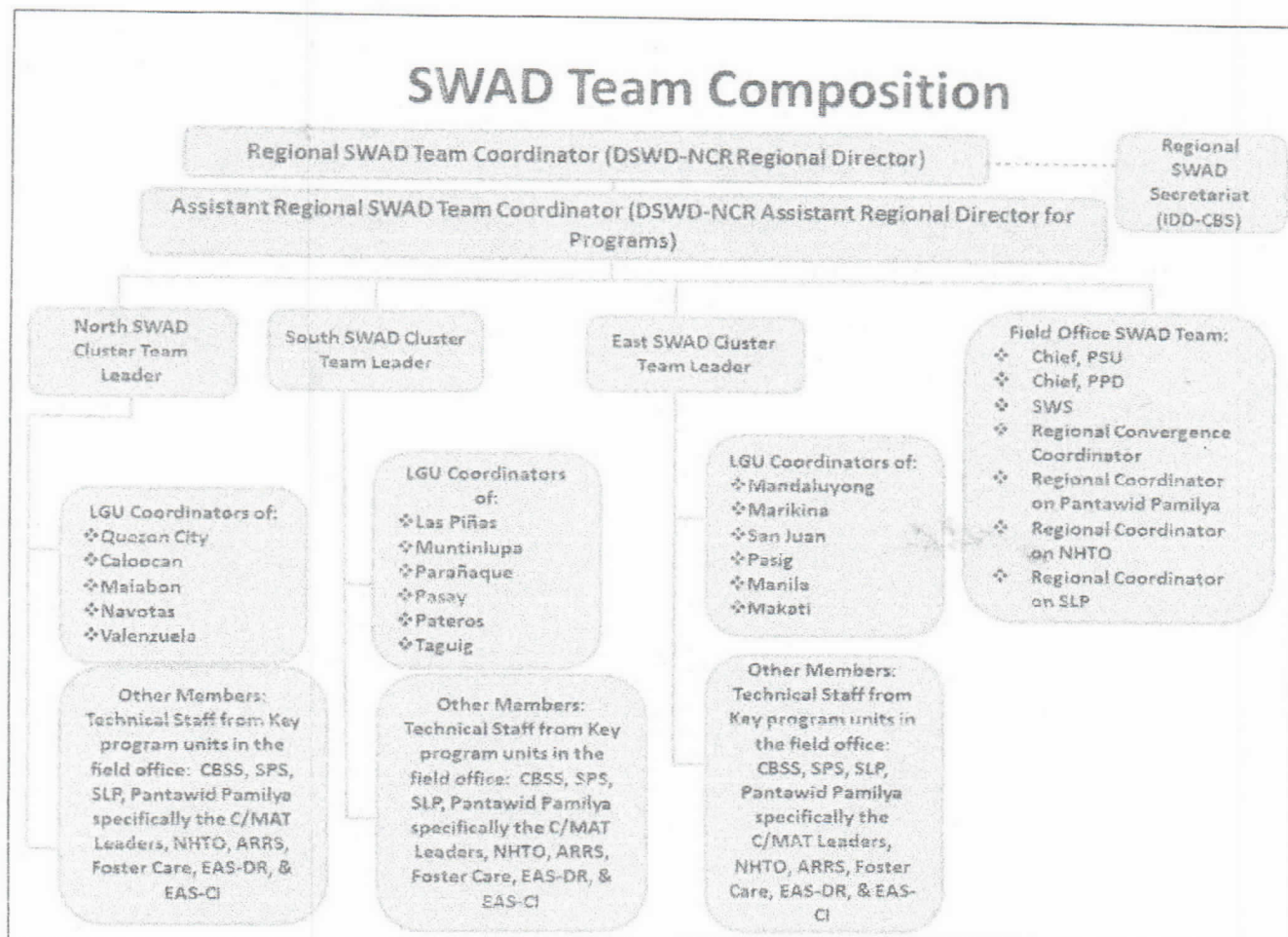
A. SWAD Team

Regional SWAD Team in National Capital Region shall be created to respond to the emerging concerns on the provision of technical assistance and resource augmentation to 17 LGUs in NCR. This is also one way of ensuring that TARA efforts of all Sections/ Units/ technical Staff of the Department are captured and properly documented, the Regional SWAD Team is composed of the following:

1. Regional Director
2. Assistant Regional Directors (Programs and Administration)
3. Field Office SWAD Team (Chief, Protective Services Unit, Chief, Policy and Planning Division, Social Welfare Specialists, Regional Convergence Coordinator, Regional Coordinator on Pantawid Pamilya, Regional Coordinator on NHTO, Regional Coordinator on SLP)
4. SWAD Clusters:
 - I. SWAD North Cluster : covering 5 LGUs belonging to First and Third District (Quezon City, Caloocan, Malabon, Navotas, and Valenzuela)
 - II. SWAD EAST Cluster : covering 6 LGUs belonging to Second District (Mandaluyong, Marikina, Pasig, San Juan, Makati and Manila)

- III. SWAD South Cluster : covering 6 LGUs belonging to Fourth District (Las Piñas, Muntinlupa, Parañaque, Pasay, Pateros, and Taguig)

B. Organizational Structure:



C. Team Composition

To ensure its functionality as organizational link, SWAD Team should be composed of staff that is competent to provide technical assistance and do liaisoning on the concerns of the Department with the LGUs.

Regional SWAD Coordinator will be the Field Office Regional Director and Assistant Regional Directors (Programs and Administration) will be the Assistant Regional SWAD Coordinator. Chief of Protective Service Unit will serve as the leader of the Field Office SWAD Team and compose of the following: Chiefs of each Division; Social Welfare Specialists; Regional Coordinators on Convergence, Pantawid Pamilya, NHTO, and SLP.

On the other hand, each SWAD Clusters shall be compose of Heads of the Centers, the Social Welfare Specialist and technical staff from key program units in the field office:

- Community-based Services Section (CBSS),
- Sustainable Livelihood Program (SLP),
- Special Projects Section (SPS),
- Adoption Resource and Referral Section (ARRS),
- Foster Care Section,
- Emergency Assistance Section-Crisis Intervention (EAS-CI),
- Emergency Assistance Section-Disaster Response (EAS-DR),
- National Household Targeting Office (NHTO),
- Standards Unit (SU)
- C/MAT Team Leaders, and
- Concerned SWO-IVs and SWO IIIs of the Pantawid Pamilya (C/MAT).

Assignment of staff to a particular SWAD Team shall consider their present LGU assignment given to them by their respective office of origin. This is particularly the set up in SLP, SU, ARRS, Foster, and Pantawid Pamilya. For the other program units with limited number of manpower like the SPS, EAS-CI, EAS-DR, CBSS, and NHTO, they shall be involved in all the 3 clusters as members.

Each SWAD Cluster shall be shepherd by a SWAD Cluster Leader who will be designated by the Regional Director from among the Social Welfare Officer V/ Social Welfare Officer IV of Field Office or from centers/ residential care facilities. The LGU Coordinators as part of the SWAD Cluster will be joined by other program and technical staff from the Field Office when engaging with the LGUs for TARA Planning and monitoring as a Team.

D. Official Work Station of SWAD Teams

As the field office establishes the SWAD Teams, it shall maximize the available residential facilities as the official work station which shall be made known to different LGUs. Selection of work station shall be based on the capacity of the center to accommodate the logistical requirements for SWAD Team operations especially for meetings and provision of technical assistance as well as its accessibility to covered LGUs.

The following will be the designated work station for the SWAD Teams:

- I. SWAD North Cluster : RSCC, Bago Bantay, Quezon City
- II. SWAD East Cluster : Nayong Kabataan , Welfareville Compound, Mandaluyong City
- III. SWAD South Cluster : Elsie Gaches Village, Alabang Muntinlupa City

Further, Karunungan Conference Room will serve as the official work station for the Field Office SWAD Team.

VIII. Institutional Arrangements
A. Roles and Functions

1. The Regional SWAD Team Coordinator

To oversee the operations of the SWAD Teams (Regional and Clusters), the Regional Director will be the overall Regional SWAD Team Coordinator and Assistant Regional Directors (Programs and Administration) will be the Assistant SWAD Team Coordinator who shall be expected to perform the following roles and functions:

- a. Monitor implementation of TARA activities to intermediaries
- b. Execute and implement policy standards, regulations and work plans
- c. Make periodic inspection of SWAD Team Cluster to determine effectiveness of provision of TARA to intermediaries and evaluate activities and accomplishment of the team
- d. Recommend changes in program policies based on needs of the region
- e. Recommend measures to improve existing policies, procedures, and regulations
- f. Provide over all directions in the conduct of TARA intermediaries
- g. The RD shall approve recommendation on items D and E.

2. Field Office SWAD Team

- a. Contribute in advocating with LGUs SWD legislative and program agenda to solicit local support;
- b. Provide technical assistance needed in the implementation of the TARA plan with LGU and other needs of the LGU based on requests;
- c. Ensure proper recording and reporting of accomplishments.

3. The SWAD Cluster Leader

The designated SWAD Team Leader shall serve as leader and overall focal person in their assigned Cluster. Specifically, they shall perform the following:

- a. Coordinate the activities of the SWAD Team in covered LGUs ensuring the responsive provision of technical assistance and resource augmentation;
- b. Ensure planning, implementation and reporting of TARA provision with LGUs on given timelines;
- c. Ensure action on issues and concerns along TARA by concerned TARA provider;
- d. Represent the Regional Director in activities which can be delegated to the SWAD Team Leader;
- e. Conduct regular SWAD Team Cluster meetings and attend to Regional SWAD Team meetings;
- f. Elevate to Field office issues and concerns of LGUs which could not be responded at the SWAD Team level and recommend actions;
- g. Prepare and submit report of accomplishment of the SWAD Team to Field Office;
- h. Perform other tasks as may be directed by the Regional Director.

Overall Secretariat of the SWAD Teams and shall perform technical and administrative support to the Regional SWAD Team Coordinator to do the following:

- a. Monitor submission of TARA plans and reports;
- b. Synchronize TARA activities to maximize agency's resources and LGU participation;
- c. Consolidate report of SWAD Cluster accomplishment on TARA provision to LGUs with analysis for review and approval of the Regional SWAD Team Coordinator on a semestral basis. Further, concerned Divisions/ Sections/ Units are provided copy of the consolidated TARA activities for inclusion in their work and financial plan (WFP);
- d. Prepare work and financial plan for the operations of SWAD Teams;
- e. Conduct regional meetings for SWAD Teams;

- f. Keeps records on TARA;
- g. Perform other task as may be directed by the Regional Director.

The SWAD Cluster Leader may select or identify Cluster Secretariat for a year and be replaced as need arises. The Cluster Secretariat will do the following:

- a. Assist the SWAD Team Leader in the preparation/submission of needed reportorial documents;
- b. Convene members of the cluster.

B. Institutional Activities

These activities may include but not limited to the following:

Activity	Attendees	Frequency	Initiator
Regular LGU TARA Meetings	LGU Coordinators, SWAD Team Cluster Leader (ANA), Alternate and assigned members per LGU The CSWDO and senior staff	Quarterly/ ANA	SWAD Team
SWAD Cluster Meeting	SWAD Cluster Leaders, LGU Coordinators, Alternate and assigned members per LGU	Quarterly	SWAD Cluster Leader
Field Office SWAD Team Meeting	Members of the Field Office SWAD Team	Quarterly	Members of Field Office SWAD Team
Regional SWAD Team Meeting	SWAD Team Member	Semestral	Institutional Development Division Chief and SWAD Secretariat
TA Meetings / consultations on WFP of LGU	LGU Coordinators and C/MAT/ DAT Leaders The CSWDO and senior staff	Starting February and not later than March of preceding the year of plan period	SWAD Team
Program Implementation Review	SWAD Team Members	Annual (every 4 th quarter of the year)	SWAD Secretariat

C. Budget

Operational cost in the operation of the Regional SWAD Teams shall be funded either by the FO-NCR direct release and centrally managed fund under TARA based in approved Work and Financial Plan for SWAD Team, Other fixed expenses for the maintenance of SWAD Team Cluster work station shall be charged to the regular fund of the host center/ institution while transportation expenses of SWAD Teams shall be charge to the staff regular TEV. While for the specific TARA activities expenses of the Field Office SWAD Team shall be funded based in approved Work and Financial Plan of their respective offices/ units/ sections.

Funding requirements for the provision of TARA to LGUs shall follow cost sharing scheme with the LGUs and intermediaries as per approved TARA plans. Should there be a funding commitment by the FO-NCR for the conduct of TARA activities, it shall be integrated in the respective WFP of concerned TARA provider in FO programs units. Generating resource or accessing to other agencies to respond to TARA need and issues of the partner LGUs shall be expected from the SWAD Teams given the limited budget of the Department.

D. Reporting, Monitoring and Evaluation

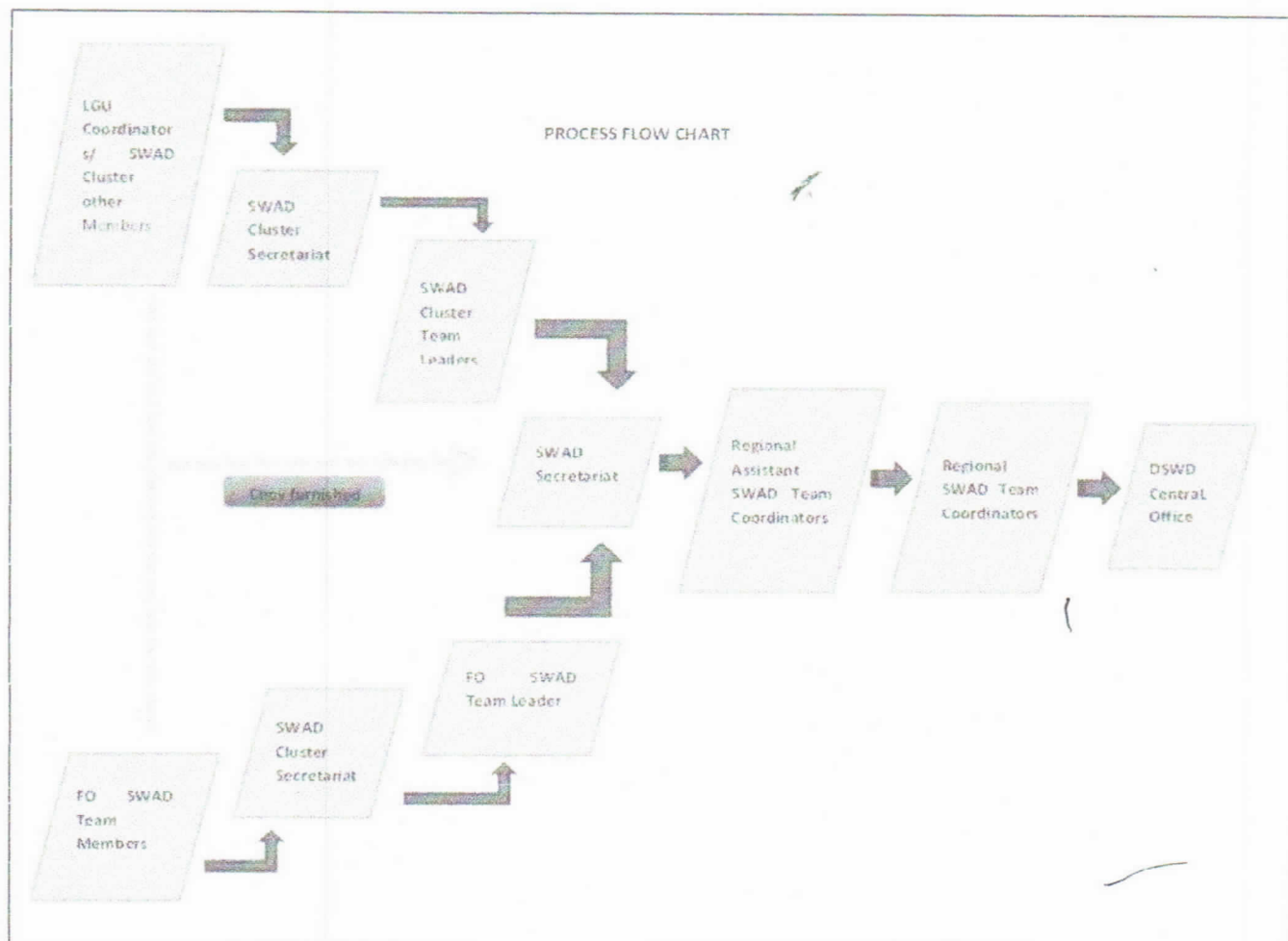
Monitoring and evaluation of the TARA Plan implementation should be jointly done by LGU Coordinators and concerned LGUs on a semestral basis (prior to the formulation of WFP of the succeeding year of every offices for TARA activities to be included in the budget) to determine the status of implementation and to address identified gaps and concerns.

As part of the monitoring of the SWAD Cluster operation, each shall submit the following reportorial requirements:

Type of Report / Document	Source of Report	User/Receiver of Report	Frequency of Reporting
Feedback Reports on TA visit	SWAD Team Members	SWAD Cluster Leader copy furnished SWAD Secretariat	Within 5 days after the TA Visit
SWAD Plan	SWAD Cluster Team	SWAD Team Regional Coordinator/ SWAD Secretariat	Every 20 th day of November
Semestral Accomplishment report for SWAD Team	SWAD Cluster Team	SWAD Team Regional Coordinator / SWAD Secretariat	Every 20 th day of May and November
LGU 3-Year TARA Plan	LGU Coordinators/ C/MAT members	SWAD Cluster Leader / Regional Director/ SWAD Secretariat	Every after 3 Years (with annual updating)
LGU TARA plan Implementation Report (Semestral)	LGU Coordinators/ C/MAT members	SWAD Cluster Leader / Regional Director/ SWAD Secretariat	Every 20 th day of May and November
Regional TARA Plan Implementation Report	SWAD Team Secretariat	SWAD Team Regional Coordinator / DSWD-Central Office	Every EO of Semester
Minutes of Regional SWAD Team and Cluster Meetings	SWAD Team Members	SWAD Team Leader / SWAD Team Regional Coordinator	15 days after the meeting

Evaluation on the extent of provision of TARA to LGUs shall be integrated on the annual program implementation review of the region.

Process Flow of Reporting



IX. EFFECTIVITY

This order takes effect immediately and revokes all previous orders contrary thereto.

Issued in Manila, This 4th of June, 2017

Vincent Andrew T. Leyson
VINCENT ANDREW T. LEYSON
 Regional Director