

Department of Social Welfare and Development
National Capital Region

Regional Memorandum Order

No. 04

Series of 2016

SUBJECT : **ENHANCED GUIDELINES ON THE INSTITUTIONALIZATION OF CAPABILITY BUILDING (CB) FOCAL PERSONS IN DSWD CENTERS/ RESIDENTIAL CARE FACILITIES/UNITS AND SECTIONS (C/RCF/U/S)"**

I. RATIONALE

Institutionalize, according to Merriam – Webster means, “... *to incorporate into a structured and often highly formalized system.*” For over six (6) years since 2010, the CB Focal Persons served as contributing factor in implementing need-based training programs in the respective DSWD C/RCF/U/S. With the presence of CB Focal Persons and Alternates there has been collaborative effort in sustaining the provision of quality capability building programs to organic staff and intermediaries. This is in support to the Department stance to assume the major leadership role in Social Protection Sector.

The CB Focal Person has pro-active role in ensuring all staff in DSWD C/RCF/U/S is provided with equal opportunities through attendance to seminars, trainings, fora and other technical lecture sessions. Thus, for the employees to transform into a competitive workforce who are capable to respond to the emerging needs of the organization.

It can be further noted in the previous Performance Review Evaluation (PRE) of DSWD C/RCF/U/S the increase in the number of center and unit initiated activities implemented which resulted to improved capacities of the staff. Some of the capability building activities initiated was focused on Gender and Development (GAD), Orientation on Sexual Orientation Gender Identity Expression (SOGIE), Trauma Informed Care (TiC), Upgrading Capacities on Financial Management, Stakeholders Forum, Workshop on Technical Writing and Lecture on Healthy Lifestyle, among others.

Given this remarkable development, the institutionalization of Capability Building Focal Persons in the DSWD C/RCF/U/S can surely contribute to improved capacities, productivity and innovation efforts of the Department.

II. LEGAL BASES

1. **Executive Order No. 292 or “ Administrative Code of 1987” Section 31** – Each department or agency shall prepare a career and personnel development plan for its employees (at least 1 training program per staff per year) which include provisions on merit promotions, performance evaluation, in-service training, including overseas and local scholarships and training grants, job rotation, suggestions and incentive award systems, and such other provisions for employees’ health, welfare, counseling, recreation, and similar services.
2. **Administrative Order No. 20 Series of 2004 or “Omnibus Policies and Guidelines on the Management of DSWD Capability Building Efforts”** – provides uniformity and clarity in the implementation of capability building efforts/opportunities in the DSWD by coming up with training and development standards or parameters guided by the training agenda.

3. **Memorandum Circular No. 04 series of 2010 “ Amendment to the DSWD Institutional Framework (MC No. 32 series of 2004)”** – provides the context through which risks and vulnerabilities are assessed vis-à-vis policies, programs, capacities, resources, systems and structure. Interventions are planned to address the gaps identified whether through capability building programs, organizational development, human resource development, etc.
4. **Memorandum Circular No. 7 series of 2010 “ Terms of Reference on the Use of Standard Forms on Training Design, Syllabus and Documentation”** – provides the standards for the format and contents in the design and documentation of training programs and other related capability building activities.
5. **Memorandum Circular no. 11 series of 2010 or “Guidelines in the Preparation and Submission of IDCB Plans and Accomplishment Reports”** – ensures the appropriate, relevant and necessary training programs are implemented and reported through the set template.

III. OBJECTIVES

Generally, this guideline aims to provide over-all directions on the institutionalization of CB Focal Persons for a uniform and consistent process in management of institutional strengthening and capability building efforts in the Field Office.

Specifically, it intends to accomplish the following:

1. Define the specific roles and functions of IDCB Focal Person during the pre-training, actual training, and post training phase;
2. Ensure that capability building activities are responsive to the training needs of staff and each staff is provided with training opportunities;
3. Ensure that re-entry plans are implemented and monitored;
4. Ensure timely submission of documentation of capability building activities of C/RCF/U/s.

IV. DEFINITION OF TERMS

1. **Alternate Focal Person** – refers to a person or individual who serves as representative in the absence of the CB Focal Person.
2. **Capability Building**—refers to the enhancement of human and institutional capabilities for the performance of given tasks and/or achieving a specific goals.
3. **Evaluation Tools** – refers to a device or activity (i.e. chart, report, brain storming session) that helps the state of the training process either before or after the event.
4. **CB Focal Person** – refers to a designated staff of the center/residential care facility/unit/section who coordinate, implement, and monitor the conduct of institutional development and capability building activities initiated by the C/RCF/U/Ss.
5. **Implementation Phase** – refers to the actual conduct of training.
6. **Institutional Development** – refers to the process of developing needs-based design (with modules) and concept papers of different interventions for the organization.

7. **Institutionalization** – refers to a structured and usually well-established system.
8. **Outside Training Invitation** – refers to invitation to training programs organized either by local or international agencies.
9. **Post Training Phase** – refers to the monitoring and evaluation of the training conducted.
10. **Pre – Training Phase** – refers to needs assessment, formulation of training program and preparation of training requirements.
11. **Social Technology**–refers to innovative concepts, interventions, strategies and approaches that address emerging needs of the poor, disadvantaged and vulnerable sectors. (MC No. 06 series of 2011 Guidelines on the Development of Social technology Projects, series of 2010)
12. **Regional Training Agenda** – refers to a plan which consists of different capability building activities that are systematically designed to develop, enhance, and improve the skills and abilities of individual staff for an improved work performance.
13. **Training Evaluation** – refers to a systematic process of collecting data that measure efficiency and effectiveness of training programs. It serves as quality control by providing feedback on the result of activity.
14. **Training Needs Inventory** – refers to the inventory of identified training needs of employees as basis in developing a training plan.
15. **Training Needs Assessment** – refers to the process of consolidating technical/functional and interpersonal competencies, its level of applicability and proficiency of staff to effectively identify appropriate capability building activities to be provided.
16. **Capacity Building Section** – refers to the unit mandated to provide for, develop and implement training and development opportunities in support of the thrusts and priorities of the Region. (Adopted from AO No.20 Series of 2004)

V. COVERAGE

This shall cover all the CB Focal Persons and the Capacity Building Section in the implementation of institutional development and capability building efforts of the C/RCF/U/S in the Field Office.

VI. GENERAL POLICIES AND IMPLEMENTING PROCEDURES

1. A minimum of 24 training hours or three days per staff per year for all levels shall be pursued to ensure equal opportunity in terms of personal and professional growth and development and in support to the Career Development and Management System of the Department.
2. The CB Focal Person shall monitor the number of training hours per staff in the center/unit and ensure that each staff attends a minimum of 24 hours of training.
3. The CB Focal Person shall act as facilitator in the conduct of activities initiated by C/RCF/U/Ss.

4. All CB activities shall be funded based on the approved Work and Financial Plan.
5. All C/RCR/U/Ss should designate a CB Focal Person based on the following minimum criteria: good documentation skills and flexible to different kinds of situations.
6. The respective center/residential care facility/unit/section heads shall designate an Alternate CB Focal Person to perform same functions in the absence of the CB Focal Person.
7. The designation of a CB Focal Person shall be within two (2) years. After his/her term, the Alternate shall be designated as the CB Focal Person and another alternate will again be identified. Identification of IDCB Focal and Alternate Focal Person shall be based on assessment and evaluation of his/her performance during the two-year term. However, CB Focal Person and Alternates may be re-designated after the two-year term has lapsed.
8. In case of reassignment of either of the CB Focal Person and/or the Alternate to other C/RCF/U/S, the concerned Head shall recommend for their replacement.
9. All CB Focal Persons who have served their two-year term shall be included in the Pool of CB Support Staff to serve as Facilitator or Documenter during the conduct of regional activities.
10. The CB Focal Person shall perform mentoring and coaching to the Alternate to ensure transfer of knowledge and skills enhancement of staff.

A. Pre – Training Phase

1. The CB Focal Person of the C/RCF/U/S will distribute the Training Needs Inventory (TNI) Tool per required position. A focused group discussion will be conducted in every C/RCF/U/S prior to accomplishing the TNI Tool to determine the training needs of staff.
2. The CB Focal Person shall ensure that all staff has accomplished the TNI Tool for endorsement to CBS.
3. The CBS will consolidate, assess, and analyze the accomplished TNI Tools of all C/RCF/U/S for the preparation of the TNA as basis in the formulation of the three-year Regional Training Agenda.
4. The CBS will transmit the TNA to the ARDs, Chiefs, SWO Vs, SWO IVs, Center/Residential Care Facility/Unit/Section Heads, and CB Focal Persons for reference in providing technical assistance or basis in identifying priority training need for the conduct of unit/center-initiated training.
5. All project proposals and training syllabi from the C/RCF/U/S shall be reviewed by the CB Focal Person within **3 days** before submission to the Center/Unit Head for approval.
6. The project proposals from the C/RCFs shall be forwarded to CBS for review copy furnish the Regional Center Coordinator for monitoring purposes.

7. The CBS will review the project proposal and training syllabus/program of centers/units and will be recommended for the Regional Director's approval within **5 days** upon receipt.
8. Either approved or disapproved all project proposals will be endorsed to the proponent C/RCF/U/S from the Regional Director's Office.

B. Implementation Phase

The CB Focal Person shall:

1. Coordinate with the proponent service/unit regarding admin tasks.
2. Facilitate conduct of actual training of center/unit initiated training in coordination with the proponent unit.
3. Assist the proponent in documentation.
4. Administer the accomplishment of the general evaluation form to measure the Level One (1) or Reaction Level of the participants which include their perception, opinion, thoughts and feelings about the training program.

C. Post Training Phase

The CB Focal Person shall:

1. Ensure submission of feedback report of staff who attended a training or re-entry action plan of staff who attended a trainer's training.
2. Consolidate, assess, and analyze the accomplished general evaluation form of the participants.
3. Submit documentation of training activities including the evaluation result 15 days after the activity.
4. Monitor the trained staff's submission of Report on Re-Entry Plan Implementation from the training of trainers attended to measure the Level 3 Behavioral Level so as to **determine whether the actual job-performance of the trained staff has changed as a result of attending the training program.** This is done six months after the training program.
5. Monitor the implementation of the trained staff's action plan.

VII. INSTITUTIONAL ARRANGEMENT

To ensure the quality of conduct of all institutional development and capability building activities, below are the roles and responsibilities of the following:

A. CAPACITY BUILDING SECTION

1. Serve as the "clearing-house" of all C/RCF/U/S initiated capability building activities for internal staff and intermediaries and takes charge of the over-all training management for region initiated IDCB activities.
2. Provide technical assistance to the proponent C/RCF/U/S and/or intermediaries for the conduct of capability building activities.
3. Review the contents of project proposal and training syllabus for the capability building activity. The CBS shall consolidate the inputs of the Policy and Plans Division and C/RCF Coordinator Group (for center-initiated training) for endorsement to the proponent center/unit.
4. Recommend for the approval of project proposal.
5. Submit the Regional IDCB Plan and Accomplishment Report to the Capacity Building Bureau – DSWD Central Office.
6. Recommend to the C/RCF/U/S the capability building activities they could initiate to conduct based on the results of the Training Needs Assessment (TNA).
7. Serves as secretariat in the conduct of regular Consultation Meeting and Capability Building Activity with CB Focal Persons to provide opportunities for skills enhancement on training development and management.

B. CENTERS/RESIDENTIAL CARE FACILITIES/UNITS/SECTIONS

1. Prepare the project proposal for the conduct of the initiated activity.
2. Prepare the administrative arrangement and documentation of initiated activity.
3. Designate one (1) CB Focal Person and one (1) Alternate to assist the CB Focal Person based on set criteria. This will be endorsed to the Institutional Development Division.

C. SOCIAL WELFARE SPECIALISTS

1. Shall provide technical inputs, comments, and recommendation in the Project Proposal and syllabus of the proponent C/RCF/U/Ss.
2. Act as Resource Person of special topics on center-initiated trainings as deemed necessary.

D. REGIONAL CENTER COORDINATOR (RCC)

1. Shall provide technical inputs, comments, and recommendation in the Project Proposal and syllabus of the proponent centers/ residential care facilities/ units/ sections.
2. Act as Resource Person of special topics on center-initiated trainings as deemed necessary.

3. Elevate to the Field Office IDCB issues and concerns of centers/ residential care facilities/ units/ sections relative to the initiated activity.

VIII. SUBMISSION OF REPORTS AND OTHER DOCUMENTS

The CB Focal Person of the respective centers/institutions/units shall prepare and submit the following reports/document to CBS:

- Monthly IDCB Accomplishment
- Monthly Masterlist of Trained Staff
- Monthly Calendar of Activities
- Annual Indicative Calendar of Activities
- REAP Monitoring Report

IX. EFFECTIVITY

This order takes effect immediately and supplement/amends the previous Order pertinent hereto.

Issued in Manila, this 7th day of September, year 2016.


VINCENT ANDREW T. LEYSON
Regional Director