

Republic of the Philippines
Department of Social Welfare and Development

GUIDE IN THE PREPARATION OF MANUAL OF OPERATION

I. Introduction/Rationale

1. State the history of the establishment/or operation of the agency.
2. State briefly the situation of the targeted community the agency wants to address. It should answer the questions why is there a need to operate? Include statistics, issues, challenges, etc)

II. Vision/Mission and Goals/Objectives of the agency

1. Explicitly state the Vision and Mission of the Agency
2. State the goal/s of the agency
 - Goal/s is/are broad statements of intent and desired long-term outcomes of programs in order to achieve the mission
3. State the objectives of the agency
 - The objective should be specific, measurable, attainable, result oriented and time bounded
 - Objectives are desired short term outcomes. These may express the immediate means towards which efforts are directed in order to attain the goal

III. Clientele/Beneficiaries

A client/beneficiary is refer to the disadvantaged, marginalized and vulnerable individuals, groups, families and communities availing any of the services offered by social welfare and development agencies. These may include but not limited to the following:

1. Abandoned, neglected, orphaned, abused and exploited children and other children in need of special protection eg. children in conflict with the law;
2. Out-of-school youth and other youth with special needs;
3. Women in especially difficult circumstances (WEDC);
4. Persons with disabilities or differently-abled persons;
5. Senior citizens;
6. Marginalized and disadvantaged individuals, families and communities e.g. indigenous group/s, those in crisis situation/s, internally displaced due to armed conflict and other developmental projects; and
7. Victims of natural and man-made calamities/disasters

The agency's focus is on a specific clientele/beneficiary it intends to serve considering the agency's Vision, Mission and Goals (VMG) and resources

IV. Geographical Coverage of Operation

Operation is refer to either direct or indirect implementation of social welfare and development programs and services by a SWDA within a specified geographical coverage or place over a period of time using its own or tapped resources and conduits.

This shall indicate specific geographical area/s or place/s of operation where the agency shall implement its programs and services.

V. General Policies

A policy is a definite course of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions. It must be based on and developed in consideration of the agency's VMG

Agency's policies for organization, administration and management and programs and services must be stated

VI. Programs and Services

A program is a coordinated group of activities maintained over a period of time aimed at producing specific types of services, directed to the achievement of an objective or set of objectives, e.g. income-generating program, day care program, etc.

A service is a set of specific activities provided by the agency to concretely answer the needs and problems of target clientele

1. The agency's programs and services must be designed to achieve agency objectives
2. The programs and services should be described in detail
3. Specific procedures and implementing guidelines of the programs and services should be stated including corresponding structures and systems of the organization responsible in every phase or component of the programs and services

Further, helping process/case management system in providing services to the target beneficiaries from the intake assessment to termination and follow-up shall also be indicated particularly to those social welfare agency and resource agency providing direct services to the beneficiaries.

VII. Organization and Administration

1. The organizational structure of the agency must be able to provide a clear definition of responsibilities and duties of the governing body, it's management personnel and it's service providers. Relationships between and among persons and functions must be described
2. The organizational chart should indicate flow of work and other activities
3. Policies and systems of the agency in terms of administration must be stated

Some areas to be considered are:

- Personnel/Human Resource Management/Development

- Financial Management
- Property and Supplies Management
- Communication and Information System

VIII. Personnel

1. Enumerate each position, stating job title, qualification standard, job description and area/s of responsibility
2. State corresponding salaries, honorarium and benefits to be received by each of the employee and/or volunteers and area of responsibilities
3. State the number of personnel per program or organizational functional function
4. Note that number of personnel must be adequate in accordance with appropriate standards
5. The agency personnel may be composed of paid staff or volunteers. Such must be indicated specifically in the manual.
6. Described how the personnel in the organization are supervised; described system of supervision

IX. Budget

1. Indicate agency's annual budget
2. Indicate agency's source/s of fund, local and/or foreign
3. Indicate corresponding financial support for specific programs, services and activities of the agency

X. Monitoring and Evaluation

1. Describe the system that the agency uses to ensure that the programs and services are well implemented
2. Enumerate and describe the methods and tools in monitoring and evaluation; explain how these are used or are done in the context of the organization and of programs and services
3. Specify indicators and log frame to have a clear measure of its impact and outcome

XI. Reporting/Documentation

SWDAs must keep records of its activities. These records provide important information to the agency especially where it has to make decisions about expanding changing or terminating programs and services and for reporting to the community and donors on how funds have been used

1. Described the records system of the agency for:
 - Programs and services and;
 - Organizational/administrative functions
2. Indicate each report being made by the agency for the above-mentioned areas, describing its content, purpose, uses and frequency of preparation