

GUIDE IN THE PREPARATION OF MANUAL OF OPERATION**I. Introduction/Rationale**

This shall include the following:

1. History and background of the establishment and operation of the SWDA
2. Demographic situation of the target geographical coverage of operation
3. General description on the prevailing issues/challenges that the SWDA wants to address

II. Vision, Mission and Goals/Objectives of the SWDA

1. Explicitly state the Vision and Missions of the SWDA
 - Vision - refers to the statement that outline where the SWDA want to be in the future
 - Mission – refers to the statement that outline how the SWDA will get to where they want to be. Its concern is the present leading to its future.
2. State the goal/s of the SWDA
 - 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 SWDA
 - 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. Beneficiaries

This shall include who the Agency beneficiaries are and they shall be selected, accepted, and accepted, supported/accompanied by forms and templates. Beneficiaries refers to disadvantaged, marginalized or vulnerable individuals, families, groups, and communities availing services provided by SWDAs. They include but not limited to, the following:

- i. Abandoned, neglected, orphaned, voluntarily committed, abused and exploited children, and other children in need of special protection;
- ii. Out-of-school youth and other youth with special needs;
- iii. Women;
- iv. Families, such as dysfunctional families;
- v. Persons with disabilities (PWDs);
- vi. Senior citizens;
- vii. Internally Displaced Individuals and communities such as victims-survivors of natural or human-induced calamities or disasters; and
- viii. Indigenous peoples; and

Individuals or groups in crisis situation/s beneficiary that intends to serve considering the SWDA's Vision, Mission and Goals (VMG) and resources.

IV. Geographical Coverage of Operation

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

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This shall indicate specific geographical area/s or place/s of operation where the SWDA 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 SWDA's VMG

SWDA's general policies for organization, administration and management and programs and services as well as beneficiary's protection policy must be stated.

VI. Programs and Services

This shall present the procedures in implementing the agency's 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 SWDA to concretely answer the needs and problems of target beneficiaries

1. The SWDA's programs and services must be designed to achieve SWDA 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 in providing services to the target beneficiaries from intake assessment to termination and follow-up shall also be indicated particularly to the SWDA that required being registered, licensed and accredited.

Case Management refers to specific social work methods and processes applied to the beneficiaries as individuals and/or a group with certain problems that need to be resolved. These include:

- Manageable number of beneficiaries are handled by the Registered Social Workers and other qualified paraprofessionals
- Application of specific social work methods, innovative approaches/strategies and processes in accordance with the assessment of the beneficiaries' problems and treatment plan
- Systematic documentation of the helping process as basis for determining appropriate interventions and their effects on the beneficiaries being assisted.

Mandatory content includes:

- Client Protection Policy (conduct rules and client protection regulation)

VII. Administration and Organization

1. The organizational structure of the SWDA must be able to provide a clear definition of responsibilities and duties of the governing body, its management personnel and its service providers. Relationships between and among persons and functions must be described
2. The organizational chart is a visual description outlining the chain of command within a SWDA. It clearly identifies the line of authority from the Board, management and employees. The SWDA should complete the organizational chart that will clearly outline the SWDA's flow of work and other activities
3. Policies and systems of the SWDA in terms of administration must be stated

Mandatory Content includes:

- Personnel/Human Resource Management/Development – refers to the process of maximizing the human capital or the employees. This include the (i) selection and recruitment, (ii) separation and termination, compensation, (iii) evaluation and management performance, (iv) promotions, and (v) training and development
- Financial Management – refers to policies and procedures on how the financial transactions will be carried out in a constant, timely and accurate manner. This involves the acquisition, handling and control of the funds of the SWDA. Internal controls and check and balances mechanisms are put in place to properly protect the assets entrusted to the SWDA for the benefit of its programs and beneficiaries
- Property and Supplies Management - refers to the policies and procedures on how the SWDA's properties and supplies acquired, utilized, and disposed as well as control system to safeguard the property against loss, damage or theft. It also entails the regular inventory of the property and supplies of the SWDA.
- Communication and Information System – refers of the policies and procedures on communicating within the SWDA, with the beneficiaries and donors such as mail, and telephone, and among others.
- Policy-Making process - refers of the policies and procedures on review and formulation of agency policies involving the Board and the executive side.

VIII. Personnel

1. Enumerate each position, stating job title, qualification standard, job description and area/s of responsibility
2. State corresponding salaries, benefits, incentives and honorarium as well as retirement package, if any, 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. The number of personnel must be sufficient and qualified to supervise and take charge of its social welfare and development activities in accordance with the set standards.
5. The SWDA 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

Mandatory Content includes:

- Ethical conduct – Written and Clear policies governing conflict of interest and ethical standards in dealing with clients.

IX. Budget

1. Indicate SWDA's source/s of fund, local and/or foreign
2. Indicate corresponding financial support for specific programs, services and activities of the SWDA
3. Indicate financial management and other financial controls

X. Planning Implementation, Monitoring and Evaluation

1. Describe the system that the SWDA uses to ensure that its operation and program and services are covered by planning system. E.g. Annual, three year Strategic Planning
2. Describe the system that the SWDA uses to ensure that the programs and services are well implemented

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3. 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
4. Specify indicators and log frame to have a clear measure of its impact and outcome.
5. Specify periodic accomplishment reports prepared by whom and submitted to whom e.g. prepared by the Social Workers/Program Officers submitted to Program Manager, submitted to Executive Director quarterly.

XI. Reporting and Documentation

The SWDA must keep records of all social development and/or welfare activities being handled. These records provide important information to the organization 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 SWDA for:
 - Programs and services and;
 - Organizational/administrative functions
2. Indicate each report being made by the SWDA for the above-mentioned areas, describing its content, purpose, uses and frequency of preparation