

**Subject: Framework and Guidelines for Capability Building of
DSWD Social Protection Intermediaries and Stakeholders**

I. Rationale

The continuing poverty has for years challenged the capability of government and non-government organizations, people's organizations, private sector and civil society to respond to the problems of the poor and vulnerable populace. Thus, as the leader in the social protection arena, DSWD mandates itself to provide better, faster and smarter programs and services implemented together.

Efficient and effective achievement of these government outcomes in addressing social protection divides and inequities depends largely on the multi-stakeholders capabilities through an integrated and collaborative response mechanism.

Capability building (CB) of DSWD intermediaries and stakeholders is viewed as important for the SP development network to perform its expected roles and functions. This engagement of the Department with its intermediaries and stakeholders requires a responsive management of capability building program for the social protection workforce.

This vision attuned with the DSWD Reform Agenda will create opportunities for intermediaries and stakeholders to work collaboratively and contribute to the overall societal outcomes to empower communities, improve governance, reduce poverty and reduce the risks of the poor, vulnerable and disadvantaged members of the society.

The Social Welfare Institutional Development Bureau (SWIDB) as an institutional development arm of the Department is responsible for network and alliance building with partners and stakeholders in the social protection sector in order to develop a broad-based stakeholder participation in policy and program development, greater synergies on program implementation and service delivery and close gaps in knowledge learnings and competencies between and among the various social protection (SP) institutions.

The SWIDB is responsible for the provision of capability building opportunities for SP intermediaries and stakeholders which came up with this operational framework formulated to illustrate how the capability building for SP intermediaries and stakeholders is to be implemented at the national, regional and local levels.

II. Legal Bases

1. Republic Act No. 7160 otherwise known as "An Act Providing for a Local Government Code of 1991" states that the realization of local autonomy shall be facilitated through improved coordination of national government policies and programs an extension of adequate technical and material assistance to less developed and deserving local government units;
2. Executive Order No. 15, series of 1998, redirecting the functions of DSWD from a direct service deliverer to technical assistance provider to Local Government Units, Non-Government Organizations and People's Organizations;
3. Administrative Order No. 44, series of 2002: "Guidelines in the Provision of Technical Assistance and Resource Augmentation (TARA) to DSWD Intermediaries" which states that it is part of the mandate of the Department to provide technical assistance and resource augmentation to its intermediaries;
4. Executive Order No. 221, series of 2003, amending E.O. No. 15, series of 1998 entitled "Redirecting the Functional Operations of DSWD";
5. Administrative Order No. 82, series of 2003 entitled Standards on Social Welfare and Development Service Delivery System in the Local Government Units states that standards are formulated and are deemed as important tool for the LGUs to gauge the quality of SWD service delivery at any level of local implementation and establish a basis for national and local collaboration, technical assistance and resource augmentation;
6. Administrative Order No. 20, series of 2004 entitled "Omnibus Policies and Guidelines on the Management of DSWD Capability Building Efforts", states that the DSWD advocates for continuous and sustained intervention to develop and empower its human resources to effectively perform its new role as leader in social welfare and development. Likewise, it states that the Department recognizes the importance of human resource development and provides a nurturing environment for staff development in a manner that continuously build and develop excellent public servants by harnessing potentials and creativity;
7. Administrative Order No. 20, series of 2005: "Guidelines in the Establishment of Social Welfare and Development Learning Network" creating a learning network providing accessible, relevant and quality Social Welfare and Development (SWD) capacity building programs to enhance the capacity of organizations, groups and individuals that are engaged in poverty alleviation and social protection;
8. Administrative Order No. 18, series of 2008: "Amended Guidelines in the Organization and Strengthening of ABSNET" which aimed to strengthen cooperation and coordination among area-based intermediaries to promote quality implementation of social welfare and development programs and services for SWD constituents and clients;
9. Memorandum Circular No. 4, series of 2010 entitled "Institutional Development Framework" Amending for the Purpose of Memorandum Circular No. 32, series of 2004;
10. Memorandum Circular No. 5, series of 2010: "The DSWD Reform Agenda" stating that SWIDB's role is to empower the LGUs through capacity building, technical assistance and resource augmentation

III. Objectives

General Objective:

To provide a framework and operational guidelines as basis for planning and implementation of the capability building program for the Social Protection sector at the national, regional and local levels

Specific Objectives:

1. To come up with a database along capability building (CB) of SP intermediaries and stakeholders which will contain its inventory of existing capabilities, CB requirements, services/resources for sharing/linking/accessing including service provider on training and gaps/needs on policy and program development, resource mobilization/matching, standards regulation, SP service delivery, capability building, capacities and resources, information and monitoring and evaluation;
2. To craft three-year Capability Building Agenda, annual CB calendar, training modules and designs;
3. To conduct appropriate CB intervention for SP intermediaries and stakeholders;
4. To institute mechanism for the monitoring and evaluation of the capability building programs for SP sector at the national, regional and local levels.

IV. Definition of Terms

- a. Intermediaries – refer to persons, group, network of social welfare agencies, local government units (LGUs), Non-Government Organizations (NGOs), People's Organizations (POs), business and private sectors, church-based organizations and civic groups which are being provided with technical assistance by the DSWD
- b. Stakeholders – refer to any person, group or institution that has an interest in development activities, projects or programs
- c. Capability building – this refers to the provision of institutional assistance to DSWD's intermediaries such as local government units, non-government organizations, people's organizations and other social welfare and development agencies, as well as its internal staff the purpose of which is geared at enhancing their competencies through the transfer of technical and organizational skills and know-how so as to enhance human and institutional capabilities
- d. Bridging Leadership – is the type of leadership that is appropriate in promoting multi-stakeholder processes to address societal inequities. It is about leading collaborative action to bring about social change

- e. Co-creating – there are institutional arrangements which are new and innovative rules for and ways of doing things. Over time, the new arrangements that are inclusive, accountable and transparent lead to more empowered citizens and more responsive institutions. Empowered citizens & responsive institutions, supported by new arrangements, collaborate on responsive programs & services that bring about societal equity
- f. Co-owning/co-ownership – a process where the bridging leader convenes the stakeholders with a purpose of co-owning the issue. Through a process of dialogue and engagement, the stakeholders arrive at a shared vision and shared response. The vision becomes the societal outcome aspired for by everyone
- g. Conflict/Dispute Resolution – is a skill a social worker/personnel should be able to exercise when disputes arise in the organization and should be handled towards resolution
- h. Delivery System Knowledge Development – is a competency that every personnel should have especially in a case management framework of service delivery, manages a complex web of human services that are available in the communities
- i. DSWD Reform Agenda – is a comprehensive medium-term agenda of the Department in addressing the issues of poverty and sustainable social development focusing on the more disadvantaged sectors of society
- j. Inequities – refer to differences in the availability of opportunities to different individuals
- k. Institutional development – is defined as the distinct interconnected practice and process by which a diversity of individuals, organizations and social systems continuously increase their capacities and improve their performance in achieving shared social aspirations. It involves: a sustained process of internal socialization, goal and shared aspirations, increasing level of performance and effectiveness of human organizations and strategic and planned intervention
- l. Professional Competence Development – this refers to the maintenance of high quality of practice by personnel by devoting time and effort in improving his/her practice. He/she engages in activities that strengthen his/her effectiveness and job performance
- m. Research and Policy Development – is the process of collecting data about social conditions/situations and assist policy-makers in arriving at useful SWD policies and programs which every social worker should be knowledgeable

- n. Resource Augmentation - is 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
- o. Social Protection – is defined as set of interventions that aim to assist vulnerable sectors of society especially the poor in managing various risks and hazards they face in their every day lives. These include prevention, mitigation and coping strategies
- p. Societal Divides – are issues/conditions/situations that act as a barrier between groups of people in society and commonly cause serious disagreement/conflict/tension between them. Some examples are uneven power relationships, disparity in access to resources, services or opportunities, socio-economic gaps, under-representation and disparate impact
- q. Staff Information Exchange – this refers to a process of acquiring knowledge and skills of social workers to be able to contribute to decisions in the organization
- r. Technical Assistance – are 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

V. Description of the Framework

Capability building for DSWD intermediaries and stakeholders is a strategic intervention to upgrade social protection (SP) workforce's knowledge, attitude and skills to efficiently and effectively address particular SP inequities. DSWD together with its intermediaries and stakeholders will have an integrated and comprehensive capability building (CB) initiatives based on identified priority agenda along social protection. A Social Protection - Capability Building Agenda (SP-CBA) at the national, regional and local levels will be formulated to guide its implementation.

The framework presents that DSWD and its SP intermediaries and stakeholders will undertake capability building activities to equip them with appropriate skills and technology to become effective and efficient catalysts of social change efforts. The SP-CBA will serve as venue to engage the DSWD SP intermediaries and stakeholders to exchange and share their best practices, lessons learned, and new technologies in social protection programs and services. The framework will use the "bridging leadership" model to ensure

that interested/committed intermediaries and stakeholders will have a common frame of mind, perspective and understanding of the situational environment and the different driving forces that influence a particular sector. As such, the different DSWD SP intermediaries and stakeholders will journey together towards "co-creating and co-owning" the desired state of social protection as envisioned in their shared vision and goal.

The framework has four phases:

- Phase 1: Scanning and Diagnosis of DSWD SP intermediaries and stakeholders in which the CB needs of DSWD and its intermediaries and stakeholders are identified and assessed
- Phase 2: Capability Building Intervention Design and Development in which the CB activities that will respond to the needs are identified
- Phase 3: Implementation of CB Intervention with SP intermediaries and stakeholders in which the CB activities as identified and planned are conducted
- Phase 4: Monitoring and Evaluation of CB Intervention for SP intermediaries and stakeholders in which the CB activities which are planned vis-à-vis accomplishment are tracked

Undergoing the phases will yield to have an effective, collaborative and responsive DSWD SP intermediaries and stakeholders with capability building bridging leader practitioners. Further, poverty alleviation, improved governance and community empowerment are the societal outcomes anticipated.

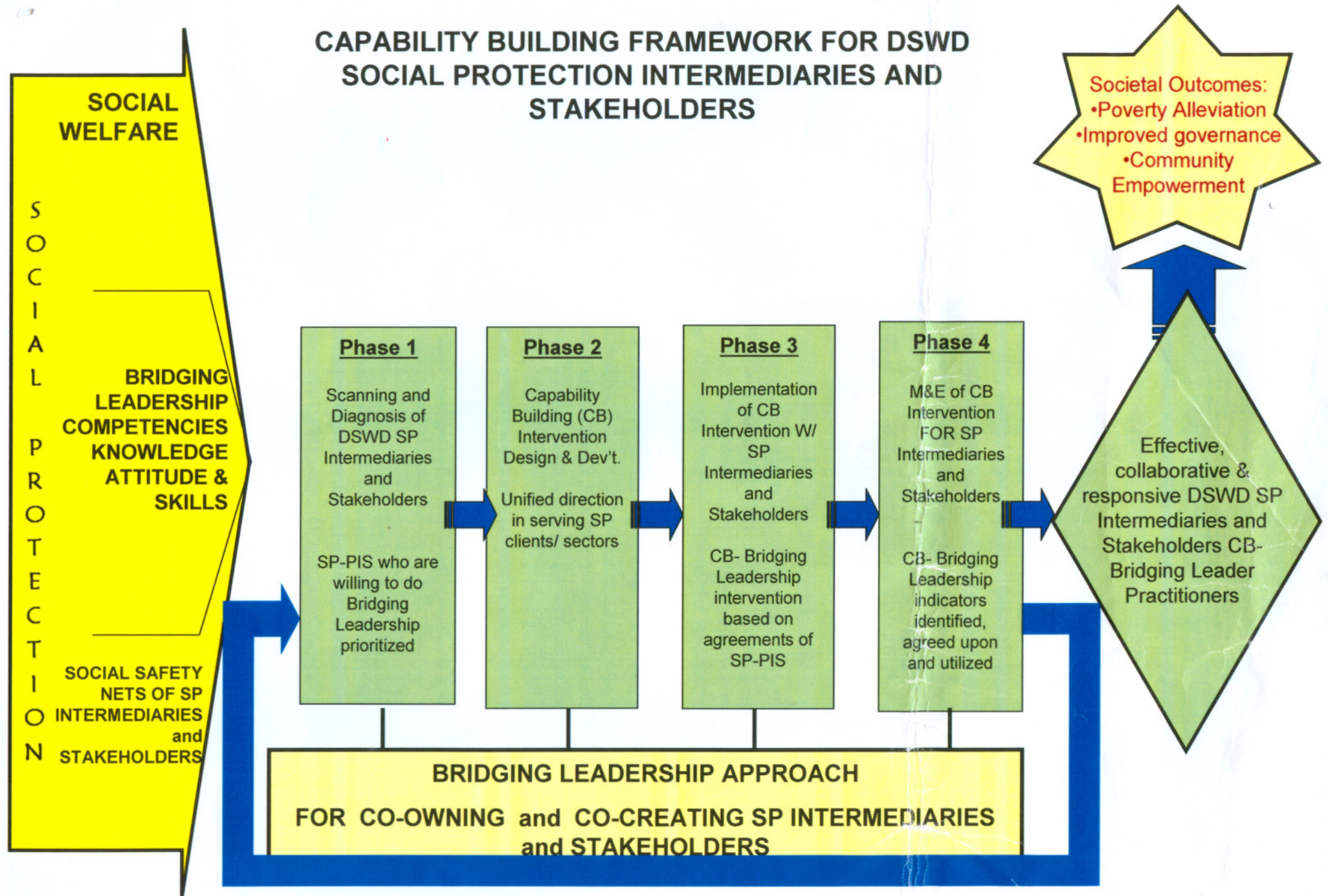
VI. Operationalizing the Framework

PHASE 1: Scanning and Diagnosis of DSWD Social Protection Intermediaries and Stakeholders CB Needs and Priorities

A. Description

- Anchored on the national SP situation, identification of CB needs of DSWD and its intermediaries and stakeholders will provide a clear picture of what changes must be introduced to provide effective and efficient CB interventions.
- Knowing what must be done to ensure participation of the SP intermediaries and stakeholders start with an assessment of who they are and what they have contributed so far in the social protection of the poor, vulnerable and marginalized people of the country.
- Collaboration among key stakeholders at the national and local levels at this stage will provide common understanding of the required capacities, skills, knowledge and technologies of the SP intermediaries and stakeholders, improve resource generation efforts, contribute to effective advocacy activities and fill in gaps in implementing CB for SP intermediaries and stakeholders.

CAPABILITY BUILDING FRAMEWORK FOR DSWD SOCIAL PROTECTION INTERMEDIARIES AND STAKEHOLDERS



B. Process

- In this phase the following activities are to be undertaken:
 1. Review of accredited and licensed intermediaries within SP clusters
 2. Identification of DSWD Social Protection intermediaries and stakeholders
 3. Conduct of profiling, data gathering and mapping of SP intermediaries and stakeholders at the national/regional/provincial/city/municipal level
 4. Once intermediaries and stakeholders are identified, a Training Needs Assessment tool will be developed and administered to serve as basis for building capacities of LGUs in data collection and analysis, and employment planning through the provision of technical assistance (TA) e.g. implementation of programs, on conflict management, on how to identify food insecurities and vulnerable areas in the delivery of feeding programs, technical support and on disaster risk management, etc. A resource assessment will also be conducted that will identify the physical and capability building capacities of the LGUs.
- The social protection handbook prepared by DSWD-Policy Development and Planning Bureau will serve as one of the reference tools in the implementation of social protection programs in the local government unit level.

C. Expected Outputs

- Expected outputs of this phase which will be updated every three (3) years are as follows :
 1. Identified existing capabilities along SP of intermediaries and stakeholders;
 2. Identified CB requirements along SP of intermediaries and stakeholders;
 3. Identified services/resources for sharing/linking/accessing including service provider on training; and
 4. Assessed and identified gaps/needs of the SP intermediaries and stakeholders along:
 - Policies and program development and resource mobilization/matching
 - Standards and regulation
 - SP service delivery
 - Capability building
 - Capacities and resources
 - Information
 - SP monitoring and evaluation
- A database along capability building of SP intermediaries and stakeholders will be established and maintained to contain the expected data outputs of this phase.

PHASE 2 : Capability Building (CB) Intervention Design and Development

A. Description

- The DSWD through linkages and collaboration with intermediaries and stakeholders will develop the three (3)-year national and local Capability Building Agenda (CBA). The CBA developed will be implemented to create an impact in addressing the SP inequities of the SP intermediaries and stakeholders own sector priorities and on the overall welfare of the disadvantaged populace.
- SP-CBA aims to enhance DSWD SP intermediaries and stakeholders magnify necessary knowledge, behavior and skills in the following areas to deliver better social protection services as indicated under Administrative Order 82, Series of 2003: Standards on Social Welfare and Development Service Delivery System in the Local Government Units depending on the nature of their programs and services as well as their clientele system:
 1. Professional Competence Development
 2. Delivery System Knowledge Development
 3. Staff Information Exchange
 4. Conflict/Dispute Resolution
 5. Research and Policy Development

B. Process

- The inter-agency Technical Working Group is composed of five (5) Regional IDU representatives two (2) from Luzon, 1 from Visayas and 2 from Mindanao), one (1) representative from Philippine Association of Social Workers, Inc. (PASWI), one (1) from the Association of Medical Social Workers, two (2) representatives from the Area-Based Standards Network (ABSNET), and three (3) representatives from the LGUs with the following roles and functions:
 - a. Participate in the Bridging Leadership (BL) Training to be organized by SWIDB. This is to ensure that the aimed BL approach will be promoted and internalized by the members;
 - b. Come up with a CB Agenda every three (3) years which will be issued to our Field Offices on the 15th day of November as basis for IDCB plan formulation. The existing Technical Assistance and Resource Augmentation (TARA) by DSWD to LGUs will have a broader but a more focused CB intervention along social protection. The annual TARA plans as incorporated in the Institutional Development and Capability Building (IDCB) plans of the Institutional Development Unit (IDU) of the DSWD Field Offices will serve as basis for planning with other DSWD SP intermediaries and stakeholders existing CB programs and services to address together identified social protection inequities which are primarily at the LGU level;

- c. Review and enhance the CB Agenda every year;
- d. Finalize the calendar of CB activities and interventions for the year; and
- e. Evaluate the accomplishment of the target CB activities every year

Active Social Welfare Development Learning Network (SWD L-Net) members shall be considered in choosing the representatives from the intermediaries and stakeholders. Members of the TWG shall be determined by SWIDB-SPNDD to accommodate participation of all SP intermediaries and stakeholders.

- CB activities will be linked with SWD L-Net to capture the value of resource sharing since SP intermediaries and stakeholders can avail of the capability building programs and services of the SWD-L Net through agreed upon terms and conditions.
- The inter-Agency TWG shall meet once a year in a workshop to be conducted which will serve as the venue for exchange of information, technology, resources, etc. and evaluation. This activity will likewise include continuous/advanced BL covers to ensure attainment of co-ownership and co-creation engagement.
- Identified LGUs needing capability building per result of evaluation and classified per LGU Classification System for DSWD Program Intervention will be prioritized for the administration of TNA tool. Further, for non-government organizations, those that are registered, licensed or accredited in the DSWD by virtue of A.O. No. 17, series of 2008 also known as "Rules and Regulations on the Registration and Licensing of Social Welfare and Development Agencies and Accreditation of Social Welfare and Development Programs and Services" will be invited to capability building and skills enhancement activities to be organized by the Department.
- The Field Offices through their TARA plan and results of TNA will be used as a guide in the prioritization of CB activities. The TNA results either through questionnaire or consultation dialogue/workshop will be a good benchmark in the identification of CB activities.
- The Field Office IDU will review the documents/results of TNA/TARA plan to ensure that the CB activities are aligned and responsive to the emerging needs/trends appropriate to the target intermediaries/stakeholders.

C. Expected Outputs

- The following are the expected outputs of this phase:
 1. Three-year Capability Building Agenda (CBA)

Ladderized CB programs will be developed to address the identified CB needs of particular intermediaries and stakeholders based on results of scanning and diagnosis phase of this guideline. This shall be the basis in responding to the TARA/CB phase of the LGU/SP intermediaries and stakeholders.

2. Annual CB Calendar

CB calendar will be developed based on the CBA to ensure the achievement of the plan as well as to facilitate efforts responsive to the needs of the intermediaries and stakeholders properly and timely.

3. Training modules to be developed by the SWIDB

4. Training designs/proposals

PHASE 3: Implementation of SP Intermediaries and Stakeholders CB Intervention

A. Description

- The need for government to work with intermediaries and stakeholders in the area of capacity building can be done through provision of technical assistance, staff training, consultation, coaching, mentoring and resource augmentation. This can improve the effectiveness of intermediaries and stakeholders in implementing social protection programs. The multi-stakeholders participation to social protection programs is a valuable strategy to strengthen community ownership, and contribute to program sustainability and accountability.
- This phase aims to enhance linkages with LGUs to improve program effectiveness, partnership building and installation of collaborative mechanisms in the institutional development and capacity building of the department will be the important core strategies. This partnership and collaborative mechanism through the implementation of the CB intervention an existing allowable amount during the period will lead to a better, faster and collaborative delivery of social services utilizing the cost sharing schemes and observing the austerity measures in the selection of venue, resource person, facilitator and documenter, choice of transportation, selection and allocation of supplies and materials.

B. Process

- The SWIDB in coordination with the Field Office specifically with the Institutional Development Unit (IDU) and Bureaus/Services in the Central Office is responsible for implementing the training activities identified in the CB calendar aligned with the CB agenda.

C. Expected Outputs

- The following are the expected outputs of this phase:
 1. Number of trainings conducted
 2. Number of participants who completed training
 3. Number of intermediaries with trained implementers
 4. Training reports
 5. Number of intermediaries that attended other capability building activities conducted such as:
 - a. coaching and mentoring
 - b. consultation
 - c. technical assistance

PHASE 4: Monitoring and Evaluation of CB Interventions

A. Description

- Installation of proper monitoring and evaluation system or model for CB programs is crucial to maximize CB program impact in the social protection sector.
- Regular evaluation of the CB interventions/programs will provide some benchmarks and milestones. This episodic assessment of change in targeted results will be attributed to the intent of the CB intervention to SP intermediaries and stakeholders.
- This phase aims to demonstrate the worth of CB related interventions, to know whether the intervention is an investment rather than a cost to the organization, and to prove that said interventions enhance the intermediaries and stakeholders behavior and performance in their efforts on SP which positively affect their service delivery and enhance existing CB programs and/or develop new ones, results, behavioral, learning and reaction levels of evaluation will be applied as deemed necessary.

B. Process

- In the conduct of CB activities, there are four levels of evaluation that can be administered to measure the effectiveness of the activity to its participants as follows:
 - a. Level 1 (Reaction level): Extent of participants' reaction to the training activity/program. Common tool used is comment/feedback sheet. It is administered at the end of each training day;
 - b. Level 2 (Learning level): Extent of improvement of participants' knowledge and skills and change in attitudes as result of the training where the common tool used is pre and post test instrument. It is done before and after the training sessions;
 - c. Level 3 (Behaviour level): Extent of participants' change in behaviour back in the workplace as a result of the training. The common tool used is the Performance Assessment Matrix. This can be done after 6 months after training;

- d. Level 4 (Results-based level): Extent of organizational benefits that resulted from the training that changed the lives of individuals, groups and communities served. Documents such as progress and terminal reports, financial reports, evaluative research reports, case studies and results of interview with stakeholders can be used as basis for this level of evaluation. This can be administered 3-5 years after training and synonymous to impact evaluation
- SWIDB will conduct an annual monitoring of re-entry plans for all trainings conducted by the Department for SP intermediaries and stakeholders to ensure that planned roll out activities are conducted/implemented within time frame and learnings are shared with other workers. This will further ensure that the knowledge and skills gained are properly utilized by the trained intermediaries/ stakeholders' staff/personnel.
 - The routine tracking of the implementation of the CB programs along social protection, its inputs and outputs, will be recorded/documented, yearly reported through varied mechanisms. The monitoring component of this framework will assess the implementation of the on-going programs. For capability building related activities, monitoring of re-entry plan will be done particularly for training of trainers, and monitoring of action plan for the regular trainings conducted.
 - Evaluation results of trainings conducted will be consolidated and analyzed and will be shared to the inter-agency TWG members by SWIDB. The evaluation report/s will be used as one of the basis in assessing and re-planning CB activities and updating and enhancement of CB agenda.
 - An impact evaluation of a CB intervention will be conducted after 3-5 years with focus on what have happened to the intermediaries and stakeholders and their constituents after receiving the SP CB related intervention.

C. *Expected Outputs*

- The following are the expected outputs for this phase:
 1. Establishment and updating of effective database for social protection programs will help track the progress of social protection programs along capability building interventions for intermediaries and stakeholders. This will provide the government intermediaries and stakeholders access to important statistics, that can be used as basis for policy formulation and program improvements, and help government assess overall effectiveness of its current responses to major social risks;
 2. Reports on consolidated training evaluation results and re-entry plans with analysis and recommendations; and

3. Report on impact evaluation conducted to a certain group of intermediaries

VII. Institutional Arrangements

The Social Welfare Institutional Development Bureau (SWIDB) shall be the lead office/unit of the DSWD who will coordinate and provide technical assistance on all CB related SP intermediaries and stakeholders' activities and interventions at the national level. Likewise, as the counterpart of SWIDB in the Field Office, the Institutional Development Unit (IDU) shall also serve as the focal unit and coordinator for all CB activities and interventions of SP intermediaries and stakeholders at the Field Office level.

All members of the SP intermediaries and stakeholders shall designate a focal office and or individual/s at the national, regional and local levels which shall serve as the counterpart and focal office/person along SP CB related endeavors.

In the implementation of the CB framework, stated herein is the delineation of tasks per phase to be undertaken by SWIDB, Central Office Bureau/Service and the Field Office IDU as follows:

Phase	SWIDB	Field Office IDU	CO B/S
Phase 1: Scanning and Diagnosis of DSWD Social Protection Intermediaries and Stakeholders CB Needs and Priorities	<ol style="list-style-type: none"> 1. Develop the scanning and diagnostic tool for the SP partners and stakeholders such as but not limited to the training needs assessment; 2. Come up with a report on the list of needs and priorities of SP intermediaries and stakeholders which shall be the course and basis for all its CB activities and interventions. The report shall be disseminated to all SP intermediaries and stakeholders; and 3. List of service providers on training along SP 	<ol style="list-style-type: none"> 1. Administer the scanning and diagnosis tool to target SP intermediaries and stakeholders once every three years; and 2. Consolidate the data gathered and shall also submit to the SWIDB SPND the result of the consolidation 	<ol style="list-style-type: none"> 1. For Standards Bureau to provide the list of registered, licensed and accredited non-government organizations and peoples' organizations
Phase 2: Capability Building (CB) Activities and Intervention	<ol style="list-style-type: none"> 1. Convene the inter-agency technical working group (TWG) once a year; 2. Prepare the CB 	<ol style="list-style-type: none"> 1. For identified FO members of the TWG, participate in the meetings to be scheduled by 	<ol style="list-style-type: none"> 1. Prepare training design and syllabus using the standard template per MC No. 7, series of

Phase	SWIDB	Field Office IDU	CO B/S
Design and Development	<p>Agenda through the assistance of the inter-agency TWG;</p> <p>3. Develop/enhance/ package training manuals/modules and always ensure that Field Offices, intermediaries and stakeholders' access to these documents;</p> <p>4. Ensure utilization of set standards on training design, syllabus and proceedings;</p> <p>5. Ensure that training modules are gender and culture-sensitive and include topics on BL as appropriate;</p> <p>6. Develop a year-round training course for intermediaries/ stakeholders based on CB Agenda and results of TNA conducted, if available;</p> <p>7. Prepare training design and syllabus for trainings to be managed by SWIDB;</p> <p>8. Link/access LGUs and SWA to service providers; and</p> <p>9. Prepare plans in the conduct of other CB activities such as coaching and mentoring, consultation and technical assistance</p>	<p>SWIDB;</p> <p>2. Prepare training design and syllabus guided with the developed module/s by SWIDB to be conducted by Field Office staff; and</p> <p>3. Link/access LGUs and SWA to service providers</p>	<p>2010 guided with the developed module/s by SWIDB to be conducted by the concerned Bureau/ Service</p>
Phase 3: Implementation of SP Intermediaries and Stakeholders' CB Activities and Interventions	<p>1. Provide the necessary technical assistance in the implementation of the CB activities and interventions and ensure that the activities/ interventions are conducted within the training standards of</p>	<p>1. Provide the necessary technical assistance in the implementation of the CB activities and interventions and ensure that training standards</p>	<p>1. Act as resource persons in the conduct of CB activities of which field/area will be enhanced;</p> <p>2. Fund selected training activities identified in the CB</p>

Phase	SWIDB	Field Office IDU	CO B/S
	<p>the DSWD; and</p> <p>2. Ensure that developed and enhanced training modules are utilized by intermediaries through the FOs</p>	<p>set by the DSWD are met;</p> <p>2. Mobilize the identified sectoral core group of specialists, other technical staff of the FO as resource persons, as deemed appropriate;</p> <p>3. Maximize the expertise of specific SWDL Net members per A.O. No. 20, series of 2005 and other training institutions; and</p> <p>4. Submit the necessary reports to SWIDB following the set templates</p>	<p>plan; and</p> <p>3. Submit the necessary reports to SWIDB following the set templates</p>
<p>Phase 4: Monitoring and Evaluation of CB Interventions</p>	<p>1. Design a monitoring tool for all the CB activities and interventions;</p> <p>2. Ensure that all levels of evaluation are observed, as appropriate;</p> <p>3. Promote the significance of having all the levels of evaluation to FOs, OBS, intermediaries and stakeholders;</p> <p>4. Determine the necessity and conduct of an impact evaluation in coordination with the Research Unit of PDPB;</p> <p>5. Consolidate and analyze results of training evaluations and reports submitted by the Field Offices and Central Office's Bureaus/Services; and</p> <p>6. Share and discuss with the inter-agency</p>	<p>1. Carry out the monitoring and submit a report integrated in the quarterly accomplishment report;</p> <p>2. Consolidate and analyze results of training evaluations conducted by the Field Offices; and</p> <p>3. Coordinate with SWIDB on the conduct of Level 3 and Level 4 evaluations to specific training program and seek technical assistance as needed</p>	<p>1. Carry out the monitoring and shall submit a report integrated in the quarterly accomplishment report;</p> <p>2. Consolidate and analyze results of training evaluations conducted by the Central Office's Bureaus/Services; and</p> <p>3. Coordinate with SWIDB on the conduct of Level 3 and Level 4 evaluations to specific training program and seek technical assistance as needed</p>

Phase	SWIDB	Field Office IDU	CO B/S
	TWG the results of the evaluation and plan how to utilize/maximize the results		

VIII. Budgetary Requirement

All CB related activities and interventions such but not limited to training of trainers (TOT), orientations, seminars, workshops and similar activities at the national and regional levels that are initiated by SWIDB and the IDU shall be included in their yearly budget. Similarly, all CB activities intervention by SP intermediaries and stakeholders shall be given a yearly allocation by the individual office/agency.

IX. Reportorial Requirement

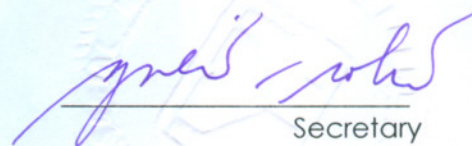
SWIDB as the lead focal office shall provide the template for the preparation of the semestral report on the national accomplishment along CB activities and interventions. Likewise, the IDU shall submit to SWIDB a quarterly accomplishment report on or before the last day of the last month of the reference quarter for the regional accomplishments using the prescribed templates per MC No. 11, series of 2010.

X. Repealing Clause and Effectivity

This Order shall take effect immediately and revokes Administrative Order No. 20, series of 2004 entitled "Omnibus Policies and Guidelines on the Management of DSWD Capability Building Efforts" and all other issuances inconsistent herewith.

Copies shall be made available to all Social Protection intermediaries and stakeholders for information and guidance.

Issued this 16th day of Dec. 2010, in Quezon City.


Secretary