

DRN: SWIDB-CBD-A-COMM-24-12-33886-S

MEMORANDUM

FOR : ALL OFFICES, BUREAUS, SERVICES AND UNITS (OBSUs)
DSWD Central Office

FROM : THE DIRECTOR IV
Social Welfare Institutional Development Bureau (SWIDB)

SUBJECT : ENDORSEMENT OF LEAD AND ALTERNATE DESIGNATED
FOCAL PERSONS FOR LDIs AND CAPABILITY BUILDING
PROGRAMS FOR CY 2025-2027

DATE : 19 DECEMBER 2024

In line with the commitment of the Department of Social Welfare and Development (DSWD) to reinforce accountability and enhancing the implementation of Learning and Development Interventions (LDIs) and capability building programs, all OBSUs of the Central Office are hereby directed to endorse their respective Lead and Alternate Focal Persons.

This designation of CapBuild Focals within the OBSUs adheres to the directive of the Secretary and strengthens the implementation of his instructions outlined in the Memorandum entitled "Centralization of all Capability Building Activities of the Central Office to the SWIDB-DSWD Academy" dated 01 February 2024. The instruction to endorse the lead and alternate LDI and CapBuild focals is pivotal in operationalizing this mandate, ensuring alignment with the centralized framework and standardizing the Department's capability building efforts.

Guidelines for Designation

The roles and responsibilities of the requested Lead and Alternate Focal Persons are outlined in the Terms of Reference (TOR) attached herein. Specifically, please consider the following provisions in identifying the staff for this designation.

- **Primary Roles and Responsibilities.** The designated Lead Focal Person will serve as the primary point of contact and facilitator for all matters related to LDIs and capability building programs within their respective OBSU. The Alternate Focal Person will support the Lead and assume responsibilities in their absence to ensure continuity of operations.
- **Term of Designation.** The designated lead and alternate focal persons shall serve a minimum term of three (3) years to ensure stability and sustained expertise in the role. Changes to the designation will only occur under the following conditions: (1) (a) the focal person voluntarily resigns the position s/he holds in DSWD; (b) the focal person is transferred to another office within DSWD; and, (c) exceptional circumstances where a change is deemed necessary by the OBSU head or higher management.

- **Issuance of Special Order.** A special order (SO) from the Secretary will be issued upon receipt of the endorsement of the identified Lead and Alternate focal persons from the OBSUs. The SO will formalize the designation and empower them to fulfil the roles and responsibilities as specified in the TOR. The issued SO will remain valid for three (3) years, with any amendments requiring proper justification and approval.

Submission Requirements

All OBSUs are required to submit the names of their designated Lead and Alternate Focal Persons to SWIDB on or before 08 January 2025. Submissions must include the following details:

- Full Name
- Position in the OBSU
- Nature of Employment (Permanent, Contractual or COS)
- Contact Information (Email and Mobile Number)
- Official Endorsement Letter signed by the OBSU Head

Orientation and Onboarding

Please be advised that the designated Lead and Alternate Focal Persons will be convened for an orientation and onboarding meeting within the last week of January 2025. The Notice of Meeting (NOM) will be issued to communicate the final schedule and venue. All designated focal persons are expected to make themselves available for this important activity.

Should you have any clarifications, please do not hesitate to reach out to **Ms. Alma M. David** or **Ms. Noemie Joy P. Estabillo** of the SWIDB Capability Building Division through their official DSWD email address at amadavid@dswd.gov.ph and njpestabillo@dswd.gov.ph, respectively, or through the official SWIDB email address at swidb@dswd.gov.ph.

For your compliance and usual cooperation.



ATTY. JUSTIN CAESAR ANTHONY D. BATOCABE



EJSC/PAD

TERMS OF REFERENCE

ROLES AND RESPONSIBILITIES OF THE DESIGNATED FOCAL PERSONS ON OBSU-INITIATED LDIs AND CAPABILITY BUILDING PROGRAMS

I. Rationale

The Department of Social Welfare and Development (DSWD), as the lead agency in social protection, continually invests in the development of its workforce and stakeholders to ensure the effective delivery of services. Learning and Development Interventions (LDIs) and other capability-building programs are critical to equipping the social welfare and development (SWD) workforce and practitioners with the competencies needed to respond to emerging social challenges. Recognizing the value of a centralized and strategic approach to managing LDIs and capability-building programs, the DSWD has emphasized the importance of efficient coordination and alignment through the designation of focal persons within Offices, Bureaus, Services, and Units (OBSUs).

These focal persons will serve as the key link between their respective OBSUs and the Social Welfare Institutional Development Bureau (SWIDB) to ensure alignment of initiatives with the Department's strategic goals for SWD workforce development. Centralized management fosters consistency in the design, implementation, and evaluation of LDIs and capability-building initiatives hence contributing to standardization of high-quality programs across all levels of the organization. Moreover, this centralized approach strengthens the role of the DSWD Academy in serving as a hub for learning excellence. This enables the Academy to develop, curate, and deliver programs that address the core competencies required by the SWD sector.

By establishing a coherent and centralized system, the DSWD aims to maximize the impact of its LDIs and capability-building efforts and ensure that the Department is responsive to both organizational and sectoral needs. This structured coordination empowers the workforce, enhances the effectiveness of interventions, and advances the Department's mission of providing responsive, efficient, and effective social welfare services to its stakeholders.

II. Objectives

This Terms of Reference (ToR) seeks to:

1. Establish clear roles and responsibilities for focal persons in managing and implementing OBSU-initiated LDIs and capability building programs
2. Ensure that LDIs are aligned with the DSWD's organizational objectives and competency framework for the SWD workforce, stakeholders, and other practitioners
3. Foster a collaborative approach in planning, implementing, monitoring, and evaluating LDIs across all OBSUs
4. Define planning and reporting requirements and timelines to track the progress and outcomes of capacity-building efforts through the conduct of LDIs and capability building programs

III. Definition of Terms

Key terms used in this TOR are defined below to clarify the scope and foundation of the roles and responsibilities assigned to the designated focal persons.

- **Capability Building Programs:** Comprehensive initiatives including LDIs, training programs, workshops, coaching, mentoring, and other structured learning opportunities designed to strengthen the collective capacity of OBSUs to perform their SWD program-related functions effectively. This does not include training programs, workshops, coaching, mentoring, and other programs intended for institutional development activities such as program review and evaluation workshops (PREW), teambuilding activities, and other activities intended to attend to emerging needs or concerns on management systems, financial resources, and external relations. Capability building programs, in this TOR, particularly refer to programs or projects intended to directly improve the individual's capabilities necessary for SWD program or service delivery.
- **Social Welfare and Development (SWD) Workforce:** refers to the managers and technical and administrative staff engaged in the implementation of social welfare and development programs and services. These can come from the government, private sectors, and civil society organizations, both local and international, in various fields of work.
- **Focal Persons:** Individuals designated by the OBSUs to coordinate and oversee LDI- and capability-building program-related activities within their respective units. They are identified as *lead* and *alternate* to ensure continuity and responsiveness in managing tasks.
- **OBSUs:** Offices, bureaus, services, and units (OBSUs) within the DSWD Central Office are responsible for delivering specific mandates and functions through a variety of strategic interventions that include the conduct of LDIs and capability building programs.

IV. Roles, Functions and Responsibilities

1. Coordination and Support

- Act as the primary liaison between their OBSU and SWIDB for all LDI- and capability-building-related matters. This includes annual LDI or capability-building plans and accomplishment reports, LDI or capability-building program or activity proposals, LDI Design and Implementation Plans, training program manuals, learning modules, LDI-related terms of reference (TORs), and procurement documents (if any), and all other official communication or memorandum that concerns the management and implementation of LDI or capability building programs in DSWD.
- Coordinate with SWIDB to identify training priorities and ensure alignment with the DSWD competency framework.

- Promote awareness and encourage participation in LDIs among personnel in their OBSU and the SWD workforce involved in fulfilling specific mandates and functions of the OBSUs.

2. Needs Assessment and Planning

- Facilitate the identification of learning and capability-building needs through consultations, assessments, and feedback mechanisms.
- Ensure that the LDI and capability-building programs identified are practical, relevant and aligned with the DSWD Competency Framework or to a job-specific competency standard to improve the overall performance and efficiency of the OBSU.
- Consolidate the identified LDIs and capability-building programs planned for the year in an LDI plan and submit endorsement to SWIDB on the set deadline.
- Assist in developing LDI proposals, designs, and learning materials tailored to the specific needs of their OBSU.

3. Implementation

- Provide or make the necessary technical assistance available to the learning management teams (LMTs) of the OBSUs.
- Oversee the logistical and administrative requirements of LDIs conducted for their OBSU.
- Ensure timely communication of schedules, venue arrangements, and learners' profile.

4. Monitoring and Evaluation

- Ensure that feedback from participants or learners and stakeholders is gathered to measure the effectiveness of the LDIs and capability-building programs implemented by their respective OBSUs.
- Analyze the data in aggregate and assess whether the learning objectives were met and provide recommendations for improvement.
- Conduct post-assessment meetings or workshops with the LMTs to assess learning program implementation vis-a-vis objectives and performance, and identify learning needs and interventions to enhance capabilities along LDI management.

5. Documentation and Reporting

- Organize all the pertinent documents and materials related to the conduct of the LDI or capability-building program.
- Maintain accurate and updated records of LDI participation, outputs, and outcomes within their OBSU
- Submit the required reports to SWIDB on the specific given timelines.

6. Provision of Technical Assistance (TA) specific to themes related to L&D

- Facilitate consultations, surveys, or focus group discussions to gather data on the specific needs of OBSU staff on L&D-related competencies.
- Analyze findings and recommend appropriate LDIs or capability-building program initiatives tailored to address these.

- Design, organize, or facilitate training programs that enhance the competencies of staff in planning, managing, and executing LDIs of their respective OBSUs.
- Collaborate with SWIDB to access resources, tools, and technical assistance for the conduct of a particular learning program or intervention that will address the identified learning need.

7. Support to the DSWD Academy

- Serve as *resource persons* in the DSWD Academy's training programs to share their technical knowledge and expertise in various fields and as necessary
- Participate as members of the DSWD Academy's learning management teams (LMTs) to assist in the effective delivery of LDIs and capability-building programs
- Foster collaboration between their OBSU and the DSWD Academy to ensure smooth implementation of their OBSU's LDI and capability-building programs that are aligned with the DSWD's LDIs and capability-building agenda.

V. Reportorial Requirements

The OBSUs, through the designated focal persons, are required to submit the following to SWIDB:

1. **Annual LDI / CapBuild Plan.** A comprehensive plan detailing the LDIs and capability-building programs the OBSU intends to implement within the year. It includes identified priorities, target participants, proposed schedules, objectives and alignment with the DSWD Competency Framework, capability building agenda and other related directives. Following a prescribed template, the plan for the upcoming year shall be endorsed to SWIDB within October of the current year.
2. **Quarterly LDI / CapBuild Accomplishment Report** - A report summarizing the physical accomplishments of LDIs and capability building programs conducted within the quarter. This includes data on completed activities, number of participants and alignment with planned targets. Following a prescribed template, below illustrates the submission schedules:
 - a. **1st Quarter Report:** Covers January to March and shall be submitted in the 2nd week of April.
 - b. **3rd Quarter Report:** Covers July to September and shall be submitted within the 2nd week of July.
 - c. Data for the 2nd and 4th quarters will be consolidated into the semestral and annual accomplishment reports, respectively.
3. **Semestral LDI / CapBuild Accomplishment Report.** A mid-year report providing a detailed summary of the physical accomplishments and the qualitative outcomes of the implemented LDIs within the semester. This incorporates assessments on the quality of the LDI or capability building programs and initial measure of results including improvements in knowledge, skills and competencies of the participants. This shall also include assessments or ratings of logistical and technical service providers (i.e. venue, caterers,

vehicle rental, consultants, resource persons, facilitator, documenter, etc.) engaged for the LDI and capability building programs. Following a prescribed template, this report covers January to June and shall be submitted within the 2nd week of October.

4. **Annual LDI / Capbuild Accomplishment Report.** A consolidated year-end report reflecting all LDIs and capability-building programs conducted by the OBSU. Includes data on activities, outcomes and impact assessments highlighting how these initiatives contributed to the improvement of individual and OBSU performance. This provides insights, lessons learned, and recommendations for future LDIs or capability building programs. Lastly, this should also include the consolidated list of engaged logistical and technical service providers including the assessments or ratings that correspond to the rendered service. Following a prescribed template, this report shall be submitted within the 3rd week of January of the succeeding year.

5. **Updated Directory of Engaged Technical Service Providers.** A regularly updated directory containing information on service providers engaged in delivering LDIs and capability-building programs of the OBSU. This consolidates assessments or ratings of providers including details on their expertise, contact information, and performance feedback. The directory includes information on whether each service provider is recommended for future engagements or for blacklisting based on their performance and reliability. Following a prescribed template, the updated directory shall be shared to SWIDB upon request.

All specifically prescribed templates and exact deadlines for the submission of these reports will be officially communicated by SWIDB to the OBSUs through memoranda issued on a timely basis. This ensures that focal persons are provided with clear guidance and timelines for compliance.

VI. Capability Building Program Support to the Designated Focal Persons

To enable the designated focal persons to effectively fulfill their roles, functions and responsibilities as outlined in this Terms of Reference, the Social Welfare Institutional Development Bureau (SWIDB) commits to providing comprehensive and targeted support. This support aims to enhance their capacity to: (1) provide technical assistance (TA) to their respective OBSUs' staff on managing and implementing LDIs and capability-building programs; and, (2) plan, monitor, and evaluate the implementation of the Annual LDI Plan of their respective OBSUs.

1. Orientation and Onboarding Programs

- Conduct orientation sessions to familiarize focal persons with their specific roles, functions, and responsibilities
- Provide an overview of the centralized LDI framework, including tools, templates and processes necessary to perform the roles, functions and responsibilities stated in this Terms of Reference (ToR)

2. Competency Enhancement Training

- Deliver training programs that focus on the core competencies required for focal persons, such as LDI / CapBuild planning, facilitation and evaluation

- Provide specialized learning on key areas like learning needs analysis, competency-based LDI design development, training management, adult learning approaches, presentation and facilitation skills, monitoring, evaluating and reporting LDI.

3. Technical Assistance and Coaching

- Offer one-on-one or group coaching sessions to address specific challenges encountered by the focal persons in their roles
- Assign technical advisors or resource persons from SWIDB to guide focal persons through critical processes such as needs assessments and LDI / CapBuild program evaluations

4. Resource Provision and Accessibility

- Develop and share manuals, guidelines and reference materials that focus on the technical and operational aspects of managing LDI / CapBuild programs
- Ensure focal persons have access to DSWD's learning platforms such as the DSWD Academy, KM portal, eLMS and other official repository of materials, for additional resources and tools.

5. Peer Learning and Networking Opportunities

- Organize regular learning exchanges, forums or communities of practice where focal persons can share experiences, best practices and innovative solutions
- Facilitate networking with other focal persons and subject matter experts to strengthen collaboration and knowledge sharing

6. Monitoring and Feedback Support

- Create a system for tracking focal persons' performance and providing constructive feedback to help them continuously improve
- Use monitoring results to identify further capacity building needs and adjust support accordingly.

7. Recognition and Motivation

- Establish mechanisms to recognize the achievements and contributions of focal persons in advancing (e.g. innovations) LDI implementation and capability building programs
- Offer incentives or awards for exemplary performance to foster a culture of excellence and accountability

VII. Institutional Arrangements

The DSWD reinforces the commitment of the designated focal persons to their roles and ensures that their contributions are formally recognized and evaluated. This strengthens accountability and enhances the overall implementation of LDIs and capability building programs across the DSWD. To ensure accountability and formal integration of the roles and responsibilities of the designated focal persons, the following institutional arrangements shall be observed:

1. **Designation of Lead and Alternate Focal Persons.** The *lead focal person* serves as the primary point of contact and facilitator of decision-making for all matters related to LDIs and capability building programs within the OBSU. They are responsible for overseeing the planning, coordination, implementation and monitoring of these initiatives. The *alternate focal person* supports the lead focal person and assumes the responsibilities in their absence. They ensure continuity of operations and provide assistance in managing tasks as stated in this Terms of Reference.

2. **Terms of Designation.** The designated lead and alternate focal persons shall remain in their roles for a minimum of three (3) years to ensure stability and sustained expertise. Changes in designation will only occur under the following conditions: (a) the focal person voluntarily resigns the position s/he holds in DSWD; (b) the focal person is transferred to another office within DSWD; and, (c) exceptional circumstances where a change is deemed necessary by the OBSU head or higher management.

3. **Issuance of Special Order.** A *Special Order (SO)* shall be issued upon endorsement of the OBSUs' identified lead and alternate focal persons. The SO will officially designate the focal persons who will perform and fulfill the roles and responsibilities as detailed in this Terms of Reference. This formal issuance reinforces the authority of focal persons to coordinate and oversee LDIs and capability building programs within their OBSU. The SO shall be valid for three (3) years. Any changes to the designation during this period will require proper justification and approval by the OBSU head. This shall be formally communicated to SWIDB through a request letter for the issuance of amendments to the SO.

4. **Inclusion in Performance Contracts.** The roles, functions and responsibilities of the designated focal persons, as outlined in this Terms of Reference, shall be explicitly included in their *Individual Performance Contracts (IPCs)* for regular or permanent employees or *Contractor Commitments for Cost of Service (COS)* personnel. This inclusion ensures that tasks related to LDIs and capability building programs are formally recognized as part of their work obligations and performance evaluations.

5. **Anchoring on OBSU Performance Contracts.** The performance of the focal persons shall be directly anchored on the Performance Contract of their respective OBSU, particularly in terms of compliance with the submission of reportorial requirements related to LDIs and capability building programs. Focal persons are responsible for ensuring the timely, accurate and comprehensive preparation and submission of reports which are critical indicators of the OBSUs performance in SWD workforce capability building initiatives.

6. **Alignment with Organizational Objectives.** The roles of focal persons are aligned with the DSWD's performance management system where their contributions directly impact the achievement of OBSU objectives and organizational goals. Key performance indicators (KPIs) for focal persons will include adherence to reporting timelines, quality of documentation and the effectiveness of their coordination and implementation efforts.

7. **Accountability and Oversight.** OBSU heads or the immediate supervisor shall monitor the performance of the focal persons to ensure compliance with their IPCs or contractor commitments. Non-compliance or delays in meeting reportorial requirements will impact the overall performance assessment of both the focal persons and the OBSU.

VIII. Effectivity

The designation of the Lead and Alternate L&D and Capability Building Program focal persons shall be upon the discretion of the Director or the Head of the OBSUs and shall be officially endorsed to the Social Welfare Institutional Development Bureau (SWIDB) every three (3) years.

DRN: SWIDB-A-COMM-24-01-09386-S

MEMORANDUM FROM THE SECRETARY

TO : ALL OFFICES, BUREAUS, SERVICES, AND UNITS
DSWD Central Office

SUBJECT : CENTRALIZATION OF ALL CAPABILITY BUILDING ACTIVITIES (CBAs) OF THE CENTRAL OFFICE (CO) TO THE SWIDB-DSWD ACADEMY

DATE : 1 FEBRUARY 2024

To enhance organizational effectiveness and efficiency, the centralization of all the capability-building activities (CBAs) of the Office, Bureaus, Services and Units (OBSUs) is ordered to achieve the following results:

1. All training programs shall be compliant to learning and development (L&D) standards processes and systems for uniform management of CBAs across OBSUs and Field Offices (FOs), incorporating templates, guidelines, and workflows for consistent and efficient planning, execution, and evaluation;
2. A more holistic approach to Capability Building (CB) by ensuring that the analysis, design, and development of learning materials, its implementation and evaluation are aligned with the broader goals of the Department; and;
3. A centralized approach to targeting learners of CBAs, which will achieve the DSWD commitments to its Strategic Plan 2023-2028. Align all CBAs with the Department's organizational goals and capacity-building needs which will facilitate effective monitoring, streamlined communication, and compliance with DSWD established requirements which is cost-effective.

In the exigency of service, the Standards and Capacity Building Group (SCBG) through the Social Welfare Institutional Development Bureau (SWIDB) is hereby designated to lead in the smooth and effective transition of the identified offices to their new organizational units, effective 12 February 2024 and to continue until further orders:

1. All training activities in the DSWD Central Office and Field Offices will be centralized to the SWIDB effective 12 February 2024.
2. All divisions and sections of performing capability-building functions shall be transferred to the SCBG thru SWIDB, to include the Training Specialists (TS) and Capability-Building (CB) Focals of the following:
 - a. Pantawid Pamilyang Pilipino Program NPMO;
 - b. Sustainable Livelihood Program NPMO; and
 - c. KALAHID CIDSS NPMO.

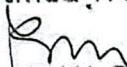
3. The salaries for Training Specialists and Capability Building Focals, will be charged from the budget allocations of their corresponding OBSUs.
4. The Capability Building (CB) funds allocated for the respective OBSUS will be implemented as planned. However, coordination of all these CB activities with SWIDB shall be undertaken to guarantee compliance with established standards. All TS and CB Focal will undergo retooling activities tailored to address specific competency needs.
5. The Human Resource Management and Development Service (HRMDS) shall collaborate with the SWIDB to ensure adherence of the Department to Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) requirements given the Centralization initiative.
6. All OBSUs are directed to provide appropriate assistance and support to SWIDB to ensure smooth transition and implementation of activities crucial to carry out the objectives of this centralization. The Centralization is primarily to facilitate collaborative initiatives and platforms that encourage cross-functional learning among DSWD OBSUs and to promote an innovative learning culture.

In view of the foregoing, I hereby direct all OBSUs to take the necessary action to ensure that these directives are materialized.

For your compliance.


REX GATCHALIAN
Date: 01 FEB 2024

Certified True Copy


WILLIAM V. GARCIA, JR.
PIC-Division Chief
Records and Archives Mgt. Division

05 FEB 2024

- **Issuance of Special Order.** A special order (SO) from the Secretary will be issued upon receipt of the endorsement of the identified Lead and Alternate focal persons from the OBSUs. The SO will formalize the designation and empower them to fulfil the roles and responsibilities as specified in the TOR. The issued SO will remain valid for three (3) years, with any amendments requiring proper justification and approval.

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Should you have any clarifications, please do not hesitate to reach out to **Ms. Alma M. David** or **Ms. Noemie Joy P. Estabillo** of the SWIDB Capability Building Division through their official DSWD email address at amadavid@dswd.gov.ph and njpestabillo@dswd.gov.ph, respectively, or through the official SWIDB email address at swidb@dswd.gov.ph.

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