



Republic of the Philippines
Department of Social Welfare and Development
Batasan Pembansa Complex, Constitution Hills
Quezon City
Telephone No. 931-8101 to 07

DEPT. OF SOCIAL WELFARE & DEVT.
IBP ROAD, CONSTITUTION HILLS, QC.

ADMINISTRATIVE ORDER

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Subject : OMNIBUS POLICIES AND GUIDELINES ON THE
MANAGEMENT OF DSWD CAPABILITY BUILDING EFFORTS

RATIONALE

The Department of Social Welfare and Development (DSWD) advocates for continuous and sustained interventions to develop and empower its human resources to effectively perform its new role as leader in social welfare and development. In line with this, it seeks better ways to improve its existing human resource management system so that a core of technical and administrative staff from various levels and categories deliver quality service.

The Department, recognizing the importance of human resource development, shall provide a nurturing environment for staff development in a manner that continuously build and develop excellent public servants by harnessing their potentials and creativity.

However, it has been observed, that there are discrepancies in the implementation of capability building and development activities, which are not committed to the corporate standards and has resulted to low morale and indifference among agency personnel. The participation to training in which potential staffs are selected and budget parameters are two of the common differences observed.

To respond to the evolving capability building needs of the Department's organic staff as well as its intermediates and stakeholders, the Social Welfare Institutional Development Bureau (SWIDB) has been mandated to provide for, develop and implement training and development opportunities in support of the thrusts and priorities of the DSWD. This Bureau shall work closely with the Human Resource Management Service (HRMS) through its Career Planning and Development Division (CPDD) which is responsible for identifying organizational and job specific competencies and training needs requirements to meet current and future capability building needs of the DSWD's officials and staff.

This Order has been formulated to guide DSWD officials, staff, stakeholders and intermediaries on matters related to training and development.

I. Objectives:

1. Provide 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;
2. Define training and development program/activities as part of human resource development and management efforts for all levels/categories of staff;
3. Provide guidance along provision of honoraria and other administrative aspect in the conduct of training; and
4. Provide guidance to ensure regular monitoring and evaluation of return on investments of opportunities availed by the agency personnel, and other stakeholders/intermediaries.

II. Legal Bases

- Executive Order 221 dated 30th June 2003 amending EO15s. 1998 entitled "Redirecting the Functional Operations of DSWD"
- National Budget Circular (NBC) 486 No. 486 dated March 26,2003, "Amending NBC No. 442, dated March 29,1995 Relative to the Cost of Participation of Government Officials and Employees in Conventions, Seminars, Conferences, Symposia and Similar Non-training Gatherings Sponsored by Non-Government Organizations or Private Institutions"
- Budget Circular No. 2003-5 dated September 26,2003 "Prescribing Guidelines on the grant of Honoraria to Government Personnel for FY 2003 and onwards"
- Executive Order 15 series of 1998, redirecting the main function of DSWD from that direct implementer to a steerer which involves technical assistance and capability building of LGUs, NGOs, And people's organization.
- Civil Service Circular No. 28 series of 1990, reiterating certain policies in the conduct of government training and development programs and amending the provision of CSC MC #9 series of 1989.

III. Coverage:

This Order shall cover all training and capability building efforts as indicated in Annex A intended for all levels and categories of DSWD's officials/ staff, stakeholders and intermediaries that may be:

- (1) Developed and managed by the Department; and
- (2) Conducted by other organization/training institutions as contracted out by the DSWD.

IV. Policies

1. Training and development opportunities as listed in Annex B may be provided to DSWD officials and staff, stakeholders and intermediaries without prejudice to age, gender, levels, categories and areas of assignments.
2. A minimum training target of 24-48 hours or three to six days per official/staff per year for all levels/categories, shall be pursued to ensure equal opportunity in terms of personal/professional growth and development and in support to Career Development and Management System (CDMS) of the Department.
3. Gender and Development concerns shall be integrated in all training programs/projects and or activities to enable officials and staff of the Department to become active and proactive agents towards the goals of women's empowerment and gender equality. As a gender mainstreaming strategy, SWIDB shall develop and provide module/s on Gender Sensitivity and Gender Mainstreaming so that standard GAD core messages developed by NCRFW shall be adopted. Likewise, basic orientation on environment and sustainable development, drug abuse, HIV/AIDS and measures for its prevention and control shall be provided to officials and staff whenever possible.
4. The SWIDB shall serve as the clearing-house of all central office initiated capability building activities and the Regional Training Unit (RTU) for regional offices. Both are responsible to review the proposed training and development programs, and other related activities in terms of its objectives, course contents, evaluation design/scheme and corresponding tool/s, participants' composition and numbers, resource persons, schedules to avoid overlaps with other training courses in Central and Regional Offices. A training agenda shall likewise be prepared for general circulation preferably during the first quarter of the year for the guidance of all concerned offices.
5. Activities initiated by the Central Office shall be managed by SWIDB in coordination with Bureau/ Services/Units providing substantive contents. Training of implementers shall be conducted at the Regional Offices (ROs) by the Regional Training Coordinators as SWIDB's counterpart.
6. All trainings related to pilot project shall be conducted by the Social Technology Bureau (STB) and concerned Regional Office/s with technical assistance from SWIDB.
7. Subject to availability of funds, regional trainings shall be conducted on the first month of the three (3) quarters of the year e.g. January, April, and July. All CO initiated trainings shall be accommodated by ROs preferably in the middle month of every quarter except those foreign funded like the Early Childhood Development (ECD) and KALAHICIDSS: KKB Projects. Attached Agencies (AA) and UNICEF shall conduct their training activities on the third month of every quarter. The

last quarter of the year shall be devoted to planning/assessment and other activities that may be considered as urgent and/or necessary.

8. The respective bureaus/services/units shall oversee the planning and utilization of centrally managed training funds and shall coordinate with the region/s for regional trainings to be conducted.
9. Training initiated and/or proposed by certain Bureau/Field Office/Service/Unit shall be funded by the proponent.
10. As part of SWIDB's institutional development function, issues and concerns raised during the conduct of training and other development activities shall be culled out, consolidated and disseminated for information and appropriate action of concerned Cluster/Bureau/Service/Unit. Likewise, it shall evaluate outcome of training/s and submit recommendation/s that has implications to policy, programs, new technologies and/or operations. Monitoring of action/s taken on issues and concerns raised shall form part of the SWIDB's institutional development function.

V. Specific Policies per Training Phase

A. Pre-training

The CPDD in line with CDMS' objectives shall conduct annual training and development needs assessment (TNA) as bases in defining the needed program/ courses appropriate to meet the required competencies within DSWD. This will be done in coordination with all concerned units considering that there are unit/s that conduct their own training needs assessment as part of staff development scheme.

1. It shall be the joint responsibility of the supervisor and staff to ensure attendance to relevant capability building intervention. The Director, thru the immediate supervisor may recommend to appropriate unit attendance of his/her staff to training to respond to gap/s identified thru training and or other interventions. The identified needs may also be based on performance appraisal report and/or as expressed by the staff himself/herself. The same shall be forwarded to the Unit responsible in processing request related to attendance to specialized trainings.
2. All training activities shall be coordinated with the SWIDB. Training and development activities included in the training agenda shall be considered priority. Bureaus/Regional Offices/Services/Units are required to submit to SWIDB list of training priorities including budget appropriated preferably on the last quarter of current year. Negotiations of various units/offices in terms of training allocation per year shall be done in close coordination with the Finance Service.
3. The DSWD training calendar for the succeeding year shall be prepared in collaboration with all units concerned. SWIDB shall be responsible to review and evaluate training proposal including evaluation scheme and

tools prior to conduct. For any deficiency from the request of the proposed training and/ or development programs, the document will be returned to the proponent, for compliance indicating the date for re-submission. The CPPD shall be provided a copy of the proposal to link every opportunity provided to CDMS.

4. The SWIDB shall circulate the approved Annual Training Calendar thru the Central Office (CO) Records Section and post the same in the most conspicuous bulletin board for the information of all concerned. Considering that LGUs, NGOs are part of DSWD's intermediaries, they shall be provided copies of the training calendar for their information and guidance thru the ROs. However, in case they express interest to join, counterpart from them shall be solicited e.g. traveling expenses, board and lodging etc.
5. The SWIDB shall be responsible in preparing the training manuals of programs developed by the Social Technology Bureau (STB) and conduct training and or orientation relative to these. The Program Management Bureau (PMB) shall be responsible in monitoring the implementation of these programs at the regional level. On the basis of feedback of the PMB, ROs and other concerned units, the required enrichment /modification of training manuals shall be referred to the SWIDB for appropriate action.
6. Criteria for the selection of participants to Training of Trainers (TOT) of a program shall be set by SWIDB in collaboration with Standard Bureau (SB). Among others, the capacity of the individual staff to transfer the technology/knowledge, attitude and skills gained is one of the major considerations aside from the relevance of the training to his/her job. Bureau/s proposing the TOT shall be responsible to fund cost of re-entry plan submitted by TOT participants.
7. Contracting out services for training purposes

Procurement or acquisition of goods, equipment, works and consultancy services for training, whether thru individual and/ or consulting firm under local or foreign-assisted projects shall be undertaken by the Bids and Awards Committee (BAC). This include contracting out for a package of services e.g. development of entire program, execution/or direct delivery function as well as documentation. Contracting and payment of services shall follow the existing procedures on procurement under RA 9184 series of 2002.

- A. Suggested minimum standard rates for board/lodging and supplies/materials:

Board/Lodging

Live-in	P900/day*
Live-out	P250-P350/day*



* The amount is subject to inflation rate and location of training venue e.g. urban/rural

Supplies/Materials

1-2 days	P150/head
3-4 days	P250/head
5 days or more	P500 or higher/head*

* The amount depends on the nature of training e.g. TOT, technical training

B. During Training

1. All training and development programs involving the entire range of core competencies as defined by the CPDD and identified for a job shall be implemented in the ladderized training approach. The refresher courses shall be implemented in similar manner. For competencies that respond to unique functions of specific level/category of staff, a specialized training course and development program shall be worked-out for the purpose.

2. Ratio of trainer and trainees

To ensure maximum participation of trainees, there will be one (1) trainer/facilitator for every thirty (30) trainees. Likewise, three (3) staff may be allowed per training should process documentation of the program or course is necessary; two (2) process documenters, one (1) administrative assistant to handle administrative matters, encoding and operation of audio-visual equipment, etc.

3. Confirmation of attendance of trainee/s

A certificate of attendance shall be awarded to participants who have completed the training program. A certificate of appearance shall be given to those who shall accumulate an absence of not more than ten percent (10%) of the training hours.

4. Meetings/workshops/seminars and other similar activities funded by both Government of the Philippines (GOP) and Foreign Assisted Projects (FAPs) shall be conducted in less expensive venue such as DSWD training facilities, academic/ government run training institutions. These facilities shall be utilized in accordance with existing allowable cost. Non-government, private institutions, hotels can only be used as venue on the following but not limited to these conditions:

- non-availability of government training facilities on the scheduled training program
- the chosen/available facility cannot accommodate all the participants and the required function room/s where the participants will do their group work/workshops are not sufficient;

- contracting party will not entail additional expense in transporting the participants to and from the training site
- the activity is of material priority/interest and the participants are dignitaries, multi-racial/sectoral
- training program needed specification beyond workshop/write shops or in door activities, e.g. teambuilding sessions, stress management, and other similar activities.
- the total number of participants is more than 200 which normally cannot be accommodated by DSWD existing training facilities;
- Foreign-assisted training sponsor has specified/recommended facility/institution to secure safety of representatives attending the activity/program.

C. Post-Training

1. Granting of Honoraria

Honoraria is a form or reward paid over and above the regular pay in recognition of gratuitous services rendered by government personnel covered by BC No. 2003-5 dated September 26, 2003.

Government personnel who serve as coordinators, facilitators, lecturers or resource persons in seminars, training programs and similar activities conducted by their own entities shall not be entitled to the honoraria authorized therein.

Documentation for Claims of Honoraria

The following supporting documents shall be attached to the voucher for grant of honoraria:

- Special Order - the basis of which is the letter of invitation
- Certification and computation of actual number of hours rendered as resource persons, lecturer, and panelist or as facilitators as the case maybe, shall be signed/issued by the person who has been designated as the coordinator of the specific training course /program.
- Letter of invitation indicating the participation of claimant in the training course/program
- Training syllabus/program indicating the schedules and topics to be discussed among others
- Copy of lecture/discussion/position paper of the claimant if claimant acted as lecturer or paper presenter.

In case of any change in the schedule specified in the syllabus/program, certifying officer on the voucher should attach corresponding certification and justification.

2. Preparation of Final Report

SWIDB shall take charge of the overall training management. It shall be responsible to prepare the documentary report to include the highlights, issues and concerns raised and result of evaluation. The facilitation and administrative arrangements shall be the responsibility of the training proponent. The same arrangement shall be followed at the Regional Office level.

3. Evaluating the Training

Training evaluation is 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/program. SWIDB as the overall training manager conducts the first and second levels evaluation. The Bureau considering the nature of its involvement may administer for the third and fourth level evaluation. However, for purposes of ensuring objectivity, a person and or firm who is not involved in the actual conduct of training is suggested.

Evaluation scheme include the following:

- Level 1 or the Reaction level is a scheme that measure participants' perceptions opinions, beliefs, thoughts and feeling about the training program; it shows how well people like it. This is done during or right after the training. Result of evaluation of this level is usually included in the executive summary report prepared by the facilitator/training manager.
- Level 2 or Learning Level is a scheme that measure /determine whether or not training objectives have been achieved; it determines what knowledge is learned what skills are developed and what attitudes are changed. This is accomplished by administering and scoring written /oral training tests (pre/post tests) This shall be done during or right after the training.
- Level 3 Behavioral Level is a scheme that measures behavior or that determine whether the actual on-the-job performance of training participants have changed as a result of attending the training program. This shall be done three (3) to six (6) months after the training program.
- Level 4 Result Level is evaluation of result that measures the impact of training on organizational outputs. This shall be done three (3) to five (5) years after a training program has been conducted. Results are expressed in terms of increased individual and organizational benefits. Likewise the report must be

disseminated to the major stakeholders, trainers or persons involved in the conduct of training and if possible the trainees themselves.

VI. Attendance in Convention-Conferences and Professional Associations

1. Attendance of DSWD personnel in conventions/conferences and professional associations shall be based on need, relevance to the functions, responsibility, and availability of funds. Membership and similar fees paid for personal or individual membership in a private organization shall be for the account of the member concerned and shall not be charge to government funds. Only institutional memberships may be charged against government funds.
2. The registration fee or charge for participation in said convention seminar, etc. shall not exceed P 1,200 per day per participant. Any excess of the prescribed rate shall be at the expense of the participant (amended paragraph 3.2 per NBC No. 486 dated March 26, 2003).
3. All expenditures for the purpose shall not exceed the annual appropriation for training and seminar expenses of agencies concerned and shall be subject to the usual accounting and auditing rules and regulations (amended paragraph 3.5 of the same circular.)

VII. Obligations of the participant/s who attend training/seminar/conference:

1. All participants of Training of Trainers (TOTs) shall be required to prepare a re-entry plan to be submitted to the Director of the unit/s concerned and the SWIDB for monitoring purposes. Copy of reference or reading materials provided during the training especially those conducted by other institutions shall be forwarded to the DSWD Library for reference of other officials/staff and other library users. SWIDB shall also provide the DSWD Main Library a copy of reference materials, executive summary and or documentation whichever is available.
2. Conduct of re-echo seminars and sharing sessions shall be encouraged as part of multiplier effect. The same shall form part of the re-entry plan. For short and long- term training, a CSC prescribed service obligation shall be observed by the participants/s. A detailed discussion of this is embodied in the DSWD Memorandum Circular No. 25 series of 2002.

VIII. Submission of Reports:

FOs/Bureaus/Services/Unit shall submit a quarterly report on the conduct of training and development programs to SWIDB on the 15th day of the month succeeding the quarter.

IX. Monitoring and Evaluation of Training participants.

The SWIDB shall develop schemes and monitoring tool in the conduct of periodic in-depth study of agency's training and other development opportunities availed of by official/staff to cover, among others:

- Extent of application of knowledge, skills and attitudes gained out of training and development opportunities;
- Usefulness of knowledge, skills and attitudes acquired in accomplishing the Unit's functions/objectives; and
- Relevance in supporting the agency's vision, mission, goals, roles and functions;

The result of monitoring and evaluation shall be transmitted to the Head of the agency and other appropriate units for purposes of policy formulation, program development, standard setting as well as improving and enhancing the overall capability building efforts and institutional development of the Department.

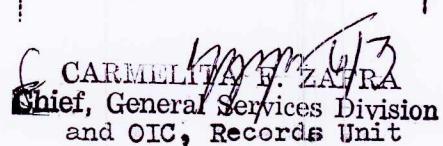
X. Effectivity

This Administrative Order shall take effect immediately and shall supercede all other guidelines, issuance or their specific provision/s inconsistent hereto.

Issued this 3rd day of June 2004.


CORAZON JULIANO N. SOLIMAN
Secretary

A CERTIFIED COPY:


CARMELITA F. ZAFRA
Chief, General Services Division
and OIC, Records Unit

Competency - the acquisition of specified knowledge, skills and attitudes and the application of those within occupational or industry level to the standard of performance required by the employer.

Head of the Agency - persons in authority in central, regional and/or attached agencies who exercise control and autonomy over financial/administrative matters of the office.

Conventions/Seminars - refers to those conducted basically for purposes of sharing, discussing, or disseminating ideas and information on the development of particular field or fields of interest and or common appreciation and resolution of certain issues.



DEFINITION OF TERMS

Training - organizationally directed experiences that are systematically designed to increase the knowledge and skills of personnel for the purpose of improving individual and organizational performance.

Ladderized Training Approach - is conceived as an umbrella training strategy in the organizational process. The LTA, therefore, has the following goals:

- Identify, ensure and facilitate the development and use of competence that will enable the workforce perform present and job and prepare for future jobs;
- Ensure that individual and organizational goals are linked and that what individuals do everyday support the organizational goals; and;
- Ensure an alignment of individual career plans and organization career-management process to achieve an optimal match of individual and organizational needs.

This training approach provides a flexible training pathway for upgrading the competency and performance level of staff. The ladderized format allows the individual employee to take courses either as discrete awards or built upon each other. The approach use simple to complex scheme such as basic to specialized level.

Learning - relatively permanent change in behavior that occurs as a result of practice and experience.

Development - advancement of knowledge skills and competencies and improved behavior of people within the organization for both their personal and professional use.

Career - is the individually perceived sequence of attitudes and behavior associated with work-related experiences and activities over the span of the person's life

Organization - a network relationship between people working together for a common purpose.

TYPE/CATEGORY OF TRAINING

Orientation/Induction - course intended to introduce new employee/personnel to his/her organization and jobs.

Re-orientation - course or training provided to employee/personnel who have been in the organization for 2 years or more, but need to be briefed on the recent development in the organization or in government in general.

Employee Development - refer to programs, which are intended to maintain high level of competence among workers in the first level in the career service, which include clerical/secretarial development training/training for blue-collar workers. It may be basic and/or advanced training courses offered primarily to enable the employee perform his/her job from adequate to superior performance.

Professional/Technical/Scientific - refer to training a course, which covers substantive areas in specific professional/technical or scientific fields intended to enhance knowledge and skills of employee/personnel in the second or third level. Falling under this category is extended training where employee/personnel go beyond his/her current job to be able to handle related jobs on an incidental bases or higher job in due course.

Middle Management Development - refers to courses designed to provide division chiefs or their equivalent with knowledge on management tasks and functions.

Executive Development - courses designed specifically for career executives or third level personnel

Pre-retirement Counseling - training courses for employee/personnel slated to retire. This can be provided to those 50 and above years of age to prepare them to retirement.

Continuing Training - This training course is not immediately related to employee/personnel's current job but enhances the employee/personnel's employability over the long term.