**Annex C.**

**MANUAL OF OPERATION (MOO) PRESCRIBED CONTENT TEMPLATE**

***Note:*** *SWAs may opt to initially submit the version of their MOO containing the mandatory contents for RL (under item A) during their RL application. However, the complete contents of the MOO, which includes the contents for accreditation (under item B), should be submitted prior to the scheduled accreditation assessment visit.*

1. **Mandatory for SWDA applying for Registration and License to Operate:**

# Introduction/Rationale

This shall include the following:

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

# Vision, Mission, and Goals/Objectives of the SWDA

1. Explicitly state the Vision and the Missions of the SWDA

* Vision - It refers to the statement that outlines where the SWDA wants to be in the future.
* Mission – It refers to the statement that outlines how the SWDA will get to where they want to be. Its concern is the present leading to its future.

1. State the goal/s of the SWDA

* Goal/s is/are broad statements of intent and desired long-term outcomes of programs in order to achieve the mission

1. State the objectives of the SWDA

* The objective should be specific, measurable, attainable, result-oriented, and time-bounded
* Objectives are desired short-term outcomes. These may express the immediate means towards which efforts are directed in order to attain the goals.

# Geographical Coverage of Operations

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

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

# Beneficiaries

This shall include the agency’s type of beneficiaries. *(not applicable if the identified beneficiaries are particularly SWDAs.)*. Beneficiaries refer to disadvantaged, marginalized, or vulnerable individuals, families, groups, and communities availing services provided by SWDAs. They include but are not limited to, the following:

1. Abandoned, neglected, orphaned, voluntarily committed, abused, and exploited children, and other children in need of special protection;
2. Out-of-school youth and other youth with special needs;
3. Women;
4. Families, such as dysfunctional families;
5. Persons with disabilities (PWDs);
6. Senior citizens;
7. Internally Displaced Individuals and communities such as victims-survivors of natural or human-induced calamities or disasters; and
8. Indigenous peoples; and
9. Individuals or groups in crisis situation/s beneficiaries that intend to serve considering the SWDA’s Vision, Mission, and Goals (VMG) and resources.

A Beneficiary Protection Policy should be in place to protect its beneficiaries from abandonment and any forms of neglect, abuse, and exploitation during their stay in the agency; and to establish a clear course of action for the agency’s officials and personnel to avoid committing harm to a beneficiary. The policy should include but not be limited to, the following:

* Coverage and Scope
* Definition of Terms
* Policy Statement and Commitment
* Code of Conduct to Ensure Protection of Beneficiary
* Implementing Mechanisms

# Programs and Services

This shall present the procedures for implementing the agency’s programs and services.

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

A service is a set of specific activities provided by the SWDA that must concretely answer the needs and problems of target beneficiaries:

1. The SWDA’s programs and services must be designed to achieve SWDA objectives
2. The programs and services should be described in detail to include information on how beneficiaries shall be selected, accepted, and supported/accompanied by applicable forms and templates.
3. Specific procedures and implementing guidelines for each program and service should be stated.
4. For Private and Public SWAs, helping process/case management in providing services to the target beneficiaries from intake assessment to termination and follow-up shall also be indicated particularly to the SWDA that required being registered, licensed, and accredited.

# Reporting and Documentation

The SWDA must keep records and prepare reports of all social development and/or welfare activities being handled. These records and reports provide important information to the organization especially where it has to make decisions about expanding, changing or terminating programs and services and for reporting to the community and donors on how funds have been utilized.

**B**. **Additional** **Content for SWDAs applying for Accreditation of their Social Welfare and Development Programs and Services**

# Monitoring and Evaluation

1. Describe how the SWDA monitors the implementation of their programs and services;
2. Specify indicators to have a clear measure of its impact and output.
3. Specify periodic accomplishment reports prepared by whom and submitted to whom e.g. prepared by the Program Manager, submitted to the Executive Director quarterly.

# Administration and Organization

1. The organizational structure of the SWDA must be able to provide a clear definition of the responsibilities and duties of the governing body, its management personnel, and its service providers. The relationships between and among persons and functions must be described.
2. The organizational chart is a visual description outlining the chain of command within a SWDA. It clearly identifies the line of authority from the Board, management, and employees. The SWDA should complete the organizational chart that will clearly outline the SWDA’s flow of work and other activities.
3. Policy-making Structure and Process refers to the policies and procedures on review and formulation of agency policies involving the Board and the executive side.

# Personnel/ Human Resource Management/ Development

# Personnel/Human Resource Management/Development is the process of maximizing the human capital or the employees. This includes the (i) recruitment, selection, hiring, and retention system; (ii) separation and termination, compensation; (iii) evaluation and management performance; (iv) promotions; and (v) training and development.

1. Enumerate each position, stating the job title, qualification standard, job description, and area/s of responsibility.
2. State corresponding salaries, benefits, incentives, and honorarium as well as a retirement package, if any, to be received by each of the employees and/or volunteers and area of responsibilities.
3. State the number of personnel per program or organizational functional function.
4. The number of personnel must be sufficient and qualified to supervise and take charge of its social welfare and development activities in accordance with the set standards.
5. The SWDA personnel may be composed of paid staff or volunteers. Availability of such must be indicated specifically in the manual.
6. Describe how the personnel in the organization are supervised; describe the system of supervision.

Ethical conduct – Written and clear policies governing conflict of interest and ethical standards in dealing with beneficiaries.

# Grievance Redress Mechanism

# The Grievance Redress Mechanism is a set of arrangements that enable beneficiaries, personnel, and/or volunteers who wish to submit complaints and expect their concerns to be responded to. This is a general guide for the agency on how to handle and resolve the grievances that will invariably emerge. This aims to capture and resolve grievances effectively and expeditiously in a transparent manner. It also seeks to obtain data on program vulnerabilities with the effect of making refinements where necessary in program implementation.

# Financial Management

# Financial Management – refers to policies, systems, and procedures on how financial transactions will be carried out in a constant, timely, and accurate manner. This involves the acquisition, handling, and control of the funds of the SWDA. Internal controls and check and balances mechanisms are put in place to properly protect the assets entrusted to the SWDA for the benefit of its programs and beneficiaries.

# Communication and Information System

# Communication and Information System – refers to the policies and procedures on communicating within the SWDA, with the beneficiaries and donors such as mail, and telephone, among others.

# Data Privacy

# This shall indicate the Data Privacy Policy and Consent to ensure the security of beneficiaries’, personnel, and/or volunteers’ information disclosure pertaining to records management.

# Occupational Safety and Health

# This shall present Occupational Safety and Health (OSH) policies and/procedures to protect every working person against the dangers of injury, sickness, or death through safe and healthful working conditions, thereby assuring the conservation of valuable manpower resources and the prevention of loss or damage to lives and properties.

# Property and Supplies Management

# Property and Supplies Management – refers to the policies and procedures on how the SWDA’s properties and supplies are acquired, utilized, and disposed of as well as a control system to safeguard the property against loss, damage, or theft. It also entails the regular inventory of the property and supplies of the SWDA.

# This shall also include a written policy on securing, acknowledging, and distributing monetary and in-kind donations.

**C. Additional prescribed content for Residential and Center-based:**

# Disaster Preparedness and Response

**Contingency Planning**

Analyze specific potential events or emerging situations that might threaten society or the environment and establish arrangements in advance to enable timely, effective and appropriate responses to such events and situations. It is essential that all beneficiaries and personnel are involved in order to contribute to the implementation of plans during times of disaster and calamity. Contingency plans should be simple, clear and concise.

**Note:** *As long as the minimum required content has been complied with, the SWDAs are without limitations to rearrange the information, indicate additional information, and/or present its existing manual of operations per area.*