



Republic of the Philippines
Department of Education
REGION VIII
SCHOOLS DIVISION OF NORTHERN SAMAR

December 27, 2024

DIVISION MEMORANDUM

No. 395, s. 2024

**INSTRUCTIONAL LEADERSHIP TRAINING: STRENGTHENING LEARNING
CONDITIONS FOR EARLY LITERACY FOR UNTRAINED
ELEMENTARY SCHOOL HEADS**

To: Assistant Schools Division Superintendent
SGOD and CID Chiefs
Education Program Supervisors
Public Schools District Supervisors/Principals-In-Charge
Public Elementary School Heads
All Others Concerned

1. This Office, through the Schools Governance and Operations Division – Human Resource Development Section (SGOD-HRDS), in coordination with the Curriculum Implementation Division (CID), shall conduct the **Instructional Leadership Training (ILT): Strengthening Learning Conditions for Early Literacy for Untrained Elementary School Heads** on January 13-17, 2025 at Ciriaco Hotel and Resort, Calbayog City.
2. This activity for instructional leaders is a **Continuing Professional Development (CPD) accredited program** by the Professional Regulation Commission (PRC) – Council for Professional Teachers with **15 CPD credit units**.
3. This training program aims to (a) develop shared vision and SMART goals for literacy leadership; (b) use the shared vision and SMART goals to propose a project initiative implementing the important concepts learned from the modules; and (c) plan the project initiative by providing the description, rationale, objectives, strategies, results that will be gathered, and the schedule of implementation.
4. The participants of this training are the remaining untrained Elementary School Heads, to include Master Teachers who passed the FY 2023 National Qualifying Examination for School Heads (NQESH).
5. To ensure necessary logistical arrangements, all participants, including the Resource Persons, Learning and Program Management Teams, shall respond to the online registration prior to their attendance through this link or by scanning the QR Code below:



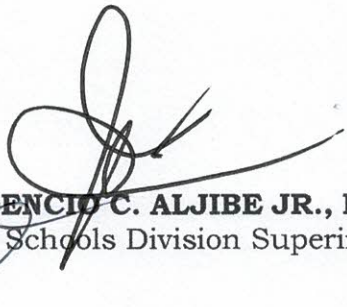
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Division Official Website: <https://northernssamar.deped.gov.ph>

<https://bit.ly/NSamarILT2025>



6. Services rendered during weekends/holiday for preparation and beyond work hours during debriefing sessions shall be subject to the grant of compensatory time-off for non-teaching/teaching-related personnel as per DepEd Order No. 30, s. 2016 and CSC Memorandum Circular No. 09, s. 1988.
7. A final virtual briefing will be conducted on January 7, 2025 via Microsoft Teams.
8. Expenses incurred relative to the conduct of the activity such as meals, accommodation, training kits, supplies and materials shall be charged against the 2024 HRTD Fund, while travel and other incidental expenses of the participants, learning facilitators, and other SDO-based personnel shall be charged against their respective School MOOE/Division/local funds subject to the usual accounting and auditing rules and regulations.
9. For immediate dissemination and guidance.

- Enclosure 1: List of Participants
- Enclosure 2: Program of Activities
- Enclosure 3: Division Core Management Team


GAUDENCIO C. ALJIBE JR., PhD, CESO VI
Schools Division Superintendent

Enclosure: As stated
References: Memorandum DM-OUHROD-2023-1394
To be indicated in the Perpetual Index under the following subjects:

ILT NEAP TRAINING PROFESSIONAL DEVELOPMENT

SGOD-HRDS-PRB

DepEd Northern Samar
RELEASED

By: Mis

Date: 12/27/24

Enclosure No. 1 to DM 315, s. 2024

**LIST OF PARTICIPANTS TO INSTRUCTIONAL LEADERSHIP TRAINING:
STRENGTHENING LEARNING CONDITIONS FOR EARLY LITERACY FOR
UNTRAINED ELEMENTARY SCHOOL HEADS**

No	District	Name	School
1	ALLEN II	MARLON D. GRANDE	LAGUNDI ES
2	ALLEN II	THELMA M. VILLACORTES	LIPATA ES
3	BIRI	RANDY S. AVILA	LANGUB-LANGUB ES
4	BIRI	RENATO C. TAMIDLES	CAWAYAN ES
5	BIRI	TERESITA A. CAÑESO	TAMPIPI ES
6	BOBON	ANALYNNE M. BALERO	ACEREDA IS
7	BOBON	BERNARD OLASIMAN MADEJA	BALAT-BALUD ES
8	BOBON	DOMINGO G. SENOBIO, JR.	JOSE P. LAUREL ES
9	BOBON	ELMER C. CORONG	SANTANDER ES
10	BOBON	JHONA C. GREMIO	DANCALAN IS
11	BOBON	JOSEPH D. BATILES	R. MAGSAYSAY ES
12	BOBON	KAREN ROSE B. POLLENTES	ARELLANO ES
13	BOBON	LEAH TALUA-NOGALES	SAN ISIDRO ES
14	BOBON	RANDY T. DURAN	JOSE ABAD SANTOS ES
15	BOBON	RONNIL C. QUEROBENIS	KALANTIAO ES
16	BOBON	SALVACION D. TOLITOL	MANUEL L. QUEZON ES
17	CAPUL	LOURIE C. CASTANTE	AGUIN ES
18	CAPUL	PENA C. SABALA	TALUGAAN ES
19	CAPUL	SHEILA C. SAJOYAN	DALAQUIT ES
20	CATARMAN I	JULIEN TIZA D. MADRONIO	BAYBAY ES
21	CATARMAN II	RAL C. PITO	WASHINGTON ES
22	CATARMAN II	SALLY P. ALCAYDE	TINOWARAN ES
23	CATARMAN IV	HAROLD D. FABILE	HINATAD ES
24	CATARMAN IV	JOAN P. ORTIZ	CABANGAHAN ES
25	CATARMAN IV	VICTOR HUGO C. BALLICUD	NAZARENO ES
26	CATARMAN V	JOEL MAR D. MARINO	GUBA ES
27	CATARMAN V	RONALD I. GALIT	GILALAN-AGAN ES
28	CATARMAN V	VIOLETA L. SALES	NEW RIZAL ES
29	CATARMAN VI	ROBERTO RUBEN F. PULGA	CAG-ABACA ES
30	CATUBIG I	LLORA R. DAYAON	HIPARAYAN ES
31	CATUBIG I	MARILYN A. TAN	OPONG ES
32	CATUBIG I	ROY M. PARANE	CAGMANABA ES
33	CATUBIG II	JANNO O. DE ASIS	HITAPIAN ES
34	CATUBIG II	LEONARD ESPONILLA	NAGOOCAN ES
35	CATUBIG II	SHARLOTTE D. ESTUDILLO	ANONGO ES
36	CATUBIG III	JOEFFREY P. ROTAMOLA	CAGUGUBNGAN ES
37	CATUBIG III	KAREN V. LUCAPA	BONIFACIO ES
38	CATUBIG III	ZETA Y. ROTAMOLA	CANUCTAN ES
39	GAMAY II	JOFRED N. LUCANA	BONIFACIO ES
40	GAMAY II	LINA B. PELEMBERGO	RIZAL ELEMENTARY
41	GAMAY II	LORNA C. JOLEJOLE	G.M. OSIAS ES
42	GAMAY II	RICHARD LEBRINO	CADE-AN ES
43	LAOANG I	MARILYN M. OBIETA	SUBA ES

44	LAOANG I	MARY GRACE L. DOROIN	ATIPOLO ES
45	LAOANG I	MICHAEL P. TEPACE	SANGCOL ES
46	LAOANG I	PIO M. POTOT	TONOBLAN ES
47	LAOANG III	JENILYN G. PANIS	CABAGOAN ES
48	LAOANG III	SHERRY ANN D. IRINCO	PALMERA ES
49	LAOANG IV	FLONEL F. INFANTE	PANGDAN ES
50	LAOANG IV	JOHN G. ADUCAL	TAN-AWAN ES
51	LAOANG IV	JOSE A. GABIANE JR.	CANDAWID ES
52	LAOANG IV	NELSON G. BALLADO	NAPOTIOCAN ES
53	LAOANG IV	RENERIO G. ACEBUCHE	MARUBAY ES
54	LAPINIG	BALIBOL, LUZ E.	CAHAGWAYAN ES
55	LAPINIG	RONGCALES, CONSUELO E	LO-OK ES
56	LAS NAVAS I	AIDA G. DULA	F. ROBIS ES
57	LAS NAVAS I	JOLDAN D. LAMBINO	SAN FERNANDO ES
58	LAS NAVAS I	MARINA T. GADIN	MATELARAG ES
59	LAS NAVAS I	RITCHE M. APOLONIO	LNICS
60	LAS NAVAS II	MANUEL T. ASINAS	DOLORES ES
61	LAS NAVAS II	RHEA B. GALLANES	MAGSAYSAY ES
62	LAS NAVAS II	RONA C. EMPAG	SAN FRANCISCO ES
63	LAS NAVAS II	SALVE E. TEPACE	STO.TOMAS ES
64	LAS NAVAS III	LITO ADARAYAN	MABINI ES
65	LAS NAVAS III	LUCELYN YRUMA	TAYLOR ES
66	LAS NAVAS III	MARISSA O. NEBRIAGA	BUKID ES
67	LAVEZARES I	JANICE E. CAMPOSANO	MACARTHUR II ES
68	LAVEZARES I	JANUARY E. FLORES	TOOG ES
69	LAVEZARES I	RHEA P. REPARIP	MALICOLICO ES
70	LAVEZARES I	RUTH F. GORDA	DATAG ES
71	LAVEZARES II	GIRLIE M. BETITO	SAN JUAN ES
72	LAVEZARES II	JULIO L. PARINA	SAN AGUSTIN ES
73	LAVEZARES II	LUZEL B. ARCE	VILLAFLORES ES
74	LAVEZARES II	NINO D. DONCILLO	BALICUATRO ES
75	LOPE DE VEGA	MONARES, EVANGELINE G.	UPPER CAYNAGA ES
76	MAPANAS	REMEGIO A. BANDILLA	MANAYBANAY ES
77	MAPANAS	RODOLFO A. CAPOQUAIN	MAPANAS NORTH ES
78	MONDRAGON I	JOY M. DUGAN	STA. CATALINA ES
79	MONDRAGON I	MARILYN R. PEREZ	IMELDA ELEM. SCHOOL
80	MONDRAGON II	LONIE B. MORILLO	DE MARIA ES
81	MONDRAGON II	MELANIE E. DE ANDRES	SAN ANTONIO ES
82	MONDRAGON II	REDEM M. DEL CORRO	CAHICSAN ES
83	MONDRAGON II	WENNIE L. SILVESTRE	CRYSTAL MOUNTAIN ES
84	MONDRAGON III	SHIRLEY Q. SORIO	BUGKO ES
85	PALAPAG I	MARY ANN L. LAORENO	MARAGANO ES
86	PALAPAG I	ROLANDO E. GOREMBALEM	BINAY ES
87	PALAPAG II	LEO D. POLDO	NATAWO ES
88	PALAPAG II	MARICEL A. GORAGONIA	MANAJAO ES
89	PALAPAG III	JEORLAND P. CHARLES	MATAMBAG ES
90	PALAPAG III	LENY T. DEANANEAS	NAPO ES
91	PALAPAG III	ROWENA G. ENCELA	BANGON ES
92	PAMBUJAN II	EDGAR S. TAN	BRGY. UNO ES
93	PAMBUJAN II	HERMITO L. PINCA	DONA ANECITA ES
94	PAMBUJAN II	JULIUS H. EJERCITO	CAGBIGAHO ES
95	ROSARIO	REGINA T. DIN	GUINDAULAN ES

96	ROSARIO	SANTA B. PEDERIO	KAILINGAN ES
97	SAN ANTONIO	JANITO G. MAHINAY	BURABOD ES
98	SAN ANTONIO	RINA M. ESPONILLA	VINISITAHAN ES
99	SAN ISIDRO II	MERCK M. GULFAN	STO. NINO ES
100	SAN ISIDRO II	MERLYN G. SOLAYAO	CABALWA ES
101	SAN JOSE	GLENALINE L. BANGNGAT	MANDUGANG ES
102	SAN JOSE	IRIS V. ABANO	GENGAROG ES
103	SAN JOSE	MELINDA M. ESTONANTO	AGUADAHAN ES
104	SAN JOSE	MAY JOYCE A. SENOBIO	SAN LORENZO ES
105	SAN ROQUE	IRENE C. LOBOS	LAOANGAN ES
106	SAN ROQUE	JOSE REY D. TEPACE	BALNASAN ES
107	SAN ROQUE	NEMIA S. LAGRIMAS	PAGSANG-AN ES
108	SAN ROQUE	DANILO F. CHING	COROCONOG ES
109	SAN VICENTE	JOANNIE T. GASID	SAN VICENTE CS
110	SILVINO LUBOS	LIZA P. EBIAS	BALUD ES
111	SILVINO LUBOS	LORNA S.DE SILVA	GIGUIMITAN ES
112	SILVINO LUBOS	ROWENA D. BANTILO	GINAGASAN ES
113	VICTORIA	JINA P. MILLANO	BUENASUERTE ES
114	VICTORIA	LOTA G. MACABIDANG	LUISITA ES
115	VICTORIA	MARIETA A. CABREDO	SAN ROMAN ES
116	VICTORIA	MELANIE R. CATAMORA	LUNGIB ES
117	VICTORIA	RAYMOND F. ENCINARES	PASABUENA ES
118	VICTORIA	ROWENA R. CENTINO	SAN LAZARO ES
119	LAVEZARES II	CHRISTIAN F. MARTIRES	VILLA ES
120	PAMBUJAN I	RYAN A. PELONIA	MANAHAW ES
121	PAMBUJAN II	MERRIL JILL T. ROXAS	PANINIRONGAN ES
122	SAN ANTONIO	RAYNANTE N. AFUNDAR	MANRAYA ES



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Enclosure No. 2 of DM 205 s. 2024

Instructional Leadership Training (ILT): Strengthening Learning Conditions for Early Literacy for Untrained Elementary School Heads
 January 13-17, 2025 | Citaco Hotel and Resort, Calbayog City

PROGRAM OF ACTIVITIES

Time	Day 0 January 13, 2025	Day 1 January 14, 2025	Day 2 January 15, 2025	Day 3 January 16, 2025	Day 4 January 17, 2025
8:00 - 8:30 a.m.	Preliminaries				
8:30 - 10:30 a.m.	Breakout Sessions Leading and Managing Schools as Learning Organizations in the New Normal DIANA FLOR D. ECO <i>Class A</i> DR. HAZEL ANN M. DIAZ <i>Class B</i> DANTE D. RUFIN <i>Class C</i>	Breakout Sessions Developing a Shared Vision and Formulating SMART Goals Workshop: LUDDYRICK N. LONGCOP <i>Class A</i> FREDDIE B. ORTENERO <i>Class A</i> ROSELLER C. DEMOLAR <i>Class B</i> DANTE D. RUFIN <i>Class B</i>	Breakout Sessions Qualities of a Literacy Leader The Balanced Literacy Approach Language Experience Approach (LEA) RHEA JUNETTE A. ULTRA <i>Class A</i> JOHN ALVER P. CORSINO <i>Class A</i> ANGELINA I. DE GUIA LECHIEL G. ESPINA <i>Class B</i>	Breakout Sessions Supporting Professional Growth through Monitoring and Coaching Coaching Simulation DIANA FLOR D. ECO <i>Class A</i> ROSELYN M. GALDONES <i>Class A</i> DR. CECILIA R. DORIA <i>Class B</i> ANNIE C. DULAY <i>Class C</i>	



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<p>10:30 a.m. - 12:00 nn</p>		<p>Developing a Shared School Vision for Literacy Leadership</p> <p>ATTY. DIANA FLOR D. ECO <i>Class A</i></p> <p>DR. DIONESIA A. MERCADER <i>Class B</i></p> <p>MOMAR P. ALCANTARA <i>Class C</i></p>	<p>*Presentation of the Proposed Shared Vision and SMART Goals</p> <p>Self-paced Task: Revising the Shared Vision and SMART Goals</p> <p>LUDDYRICK N. LONGCOP FREDDIE B. ORTENERO <i>Class A</i></p> <p>ALLAN C. REMEDILLO <i>Class B</i></p> <p>CHARITO P. GO <i>Class C</i></p>	<p>JEFFREY C. SENADJAN <i>Class C</i></p> <p>Gender Equality and Social Inclusion (GESI) and Literacy Instruction</p> <p>MARIO D. MALOBAGO <i>Class A</i></p> <p>ROWEL G. BALBUENA <i>Class B</i></p> <p>CHARITO P. GO <i>Class C</i></p>	<p>***Presentation of the Project Initiative Plan</p> <p>To be facilitated by the RPs</p>
<p>12:00 nn – 1:00 p.m.</p>		Lunch			
<p>1:00 - 3:30 p.m.</p>	<p>1:00 – 2:00 p.m. Arrival of Participants</p> <p>2:00 p.m. Check-in Time</p>	<p>Strengthening Literacy Instruction</p> <ul style="list-style-type: none"> • Well-being • Socio-Emotional Learning (SEL) • Gender Equality and Social Inclusion (GESI) • Capacity to Care • Growth Mindset • Collaborative Problem-solving <p>ARLYN T. ROTAMULA <i>Class A</i></p> <p>DR. DIONESIA A. MERCADER <i>Class B</i></p>	<p>The Project Initiative Plan (PIP)</p> <p>ROSELYN M. GALDONES <i>Class A</i></p> <p>ALLAN C. REMEDILLO <i>Class B</i></p> <p>MARY ANN I. TACMO <i>Class C</i></p>	<p>Consultation: **Project Initiative Plan</p> <p>ROSELYN M. GALDONES <i>Class A</i></p> <p>DR. HAZEL ANN M. DIAZ <i>Class B</i></p> <p>MARY ANN I. TACMO <i>Class C</i></p>	<p>Post-test</p> <p>Closing Activities</p>

3:00 -5:00 p.m.	<p>3:00 – 5:00 p.m. <i>Plenary</i></p> <p>Attendance check Opening Program Pre-test</p>	<p>MARY ANN P. BIANES <i>Class C</i></p> <p>Formulating SMART Goals for Literacy Instruction</p>	<p>Self-paced Task: Developing a Project Initiative Plan</p> <p>ROSELYN M. GALDONES <i>Class A</i></p> <p>LECHEL G. ESPINA <i>Class B</i></p> <p>MARY ANN I. TACMO <i>Class C</i></p>	<p>Self-paced Task: Finalization of the Project Initiative Plan</p> <p>DIANA FLOR D. ECO <i>Class A</i></p> <p>ROSELLER C. DEMOLAR <i>Class B</i></p> <p>JEFFREY C. SENADJAN <i>Class C</i></p>
Class Managers	<p>PMT</p>	<p>MARIO D. MALOBAGO <i>Class A</i></p> <p>ROSELYN M. GARDONES <i>Class A</i></p> <p>ALLAN C. REMEDILLO <i>Class B</i></p> <p>LECHEL G. ESPINA <i>Class B</i></p> <p>CHARITO P. GO JEFFREY C. SENADJAN <i>Class C</i></p>	<p>DIANA FLOR D. ECO JOHN ALVER P. CORSINO <i>Class A</i></p> <p>DIONESIA MERCADER ROWEL BALBUENA <i>Class B</i></p> <p>MOMAR P. ALCANTARA ANNIE C. DULAY <i>Class C</i></p>	<p>RHEA JUNETTE A. ULTRA FREDDIE B. ORTENERO <i>Class A</i></p> <p>LUDYRICK LONGCOP ALLEN REMEDILLO <i>Class B</i></p> <p>DANTE D. RUFIN MARY ANN P. BIANES <i>Class C</i></p>
				<p>LUDYRICK N. LONGCOP ARLYN T. ROTAMULA <i>Class A</i></p> <p>ROSELLER DEMOLAR LIECHEL ESPINA <i>Class B</i></p> <p>MARY ANN I. TACMO MOMAR P. ALCANTARA <i>Class C</i></p>

Prepared by:

PETER R. BOBILES
Senior Education Program Specialist

Reviewed by:

ELNA D. ENANO, JD
Education Program Supervisor

Noted by:

NOE M. HERMOSILLA
SGOD Chief

NAME OF PERSONNEL	OFFICE / UNIT	ROLE	TERMS OF REFERENCE
<p>Noe M. Hermosilla Elina D. Enano</p>	<p>SGOD</p>	<p>Program Manager Program Co-Manager</p>	<ul style="list-style-type: none"> • Oversees the implementation of the entire program • Supervises the PMT to ensure that all processes are carried out and outputs delivered according to standards • Orients the PMT and the resource persons/subject matter expert experts on their terms of reference and the details of the program design • Conducts debriefing with the PMT and resource persons/subject matter experts • Leads in crafting the PD Program Completion Report
<p>Sylvia D. Villanueva</p>	<p>OIC-CID Chief</p>	<p>Learning Manager</p>	<ul style="list-style-type: none"> • Ensures that the program is carried out based on the detailed design in collaboration with the resource persons/subject matter experts • Prepares and maintains conducive learning environment by facilitating unfreezing, leveling of expectations, and norm-setting activities by addressing emerging learning needs • Facilitates the integration session at the end of the intervention, including preparation of Workplace Application Project (WAP) plan • Ensures that Level 2 (Learning) evaluation is conducted • Prepares and sends communication to participants' supervisors regarding program completion and importance of

Felix J. Ladeño	EPS in English		implementing Workplace Application Projects
Maribel Formaran	Kindergarten/Literacy Coordinator		
Roselyn M. Galdones Hazel Ann M. Diaz Diana Flor D. Eco Mary Ann I. Tacmo Mary Ann P. Bianes Dante D. Rufin Momar P. Alcantara Allan C. Remedillo Cecilia Doria Arlun Rotamura Rowel Balbuena Jeffrey Senadjian John Alver Corsino Lechiel Espiña Freddie Ortenero Rhea Junette Ultra Dionesia Mercader Elisa Romanawe Joy Dugan Annie Dulay Hermito Pinca Jr. Roseller C. Demolar Ludyrick N. Longcop Angelina De Guia	School Heads	Subject matter experts	<ul style="list-style-type: none"> ● Applies effective presentation and facilitation techniques in conducting assigned sessions ● Provides expert content input during learning sessions ● Act as the Class Managers

<p>Peter R. Bobiles Pepito E. Saldo Jr. April Rose Ballicud Temothy Clutario Wilkins Wong</p>	<p>SEPS HRD EPS II ADAS II HRDS Staff HRDS Staff</p>	<p>Documenters & Secretariat</p>	<ul style="list-style-type: none"> • Documents the proceedings of the learning sessions using the prescribed documentation template • Takes photos of the different parts of the program delivery • Attends to registration needs of learners • Ensures that learners fill out the attendance sheets every day • Prepares a directory of participants based on registration forms • Assists in the distribution of learning materials and supplies • Assists in posting and collection of session outputs • Compiles session documents and learning resource materials
<p>Peter R. Bobiles Pepito E. Saldo Jr. April Rose Ballicud</p>	<p>SEPS HRD EPS II ADAS II</p>	<p>Finance & Logistics Officers</p>	<ul style="list-style-type: none"> • Oversees all finance-related concerns of the program, including the efficient allocation and timely release of funds as well as the documentation for liquidation • Initiates procurement processes of resources, materials, and relevant services, and does a follows up fund disbursement with appropriate offices • Monitors and documents all disbursements against budget to support liquidation • Liquidates all fund disbursements and prepares a financial report as input to the PD Program Completion Report • Ensures the quality, adequacy, and availability of facilities, equipment,

			<ul style="list-style-type: none"> • supplies and materials, vehicles and other resources to support the successful implementation of the program • Leads ocular inspection of venues to ensure adherence to standards and specifications • Checks that session rooms are always ready for use and conducive to learning • Implements the M&E Plan in collaboration with the PMT • Applies process observation and prescribed tools to monitor and evaluate program delivery • Administers and analyzes the results of Level 1 evaluation which is to be presented during the debriefing • Assists the Learning Manager in administering and analyzing the results of Level 2 evaluation • Prepares Levels 1 and 2 M & E Analysis and submits to PM for inclusion in the PD Program Completion Report
Merlita B. Fajardo	SMME SEPS	M&E Coordinator	
Deah A. Gamao, CPA	Accounting Section	Finance Officer	<ul style="list-style-type: none"> • Oversees all finance-related concerns of the program, including the efficient allocation and timely release of funds as well as the documentation for liquidation • Initiates procurement processes of resources, materials, and relevant services, and does a follows up fund disbursement with appropriate offices

			<ul style="list-style-type: none"> • Monitors and documents all disbursements against budget to support liquidation • Liquidates all fund disbursements and prepares a financial report as input to the PD Program Completion Report • • Ensures that provisions for inclusion, safety, security, health, and wellness of learners, PMT, and resource persons are adequate and available at all times in the venue. • Attends to emerging inclusion, safety, security, health, and wellness concerns of participants, PMT, and resource speakers/subject-matter experts (including incidents of social inclusion, sexual harassment, etc.)
<p>Warren L. Otadoy and 3 Nurses</p>	<p>School Health Section</p>	<p>Welfare Officer</p>	