



Republic of the Philippines
Department of Education
Region III
SCHOOLS DIVISION OF BULACAN

September 08, 2026

DIVISION MEMORANDUM
No. 412 S. 2026

**GUIDELINES ON THE REPLACEMENT OF PARTICIPANTS IN
DIVISION-WIDE TRAINING ACTIVITIES**

To: Assistant Schools Division Superintendents
CID and SGOD Chiefs
Education Program Supervisors
Public Schools District Supervisors
Elementary & Secondary School Heads
All Division Office Unit Heads
All Teaching and Non-Teaching Personnel
All Others Concerned

1. To ensure the proper utilization of training slots, efficient allocation of resources, and accurate documentation of attendance in Division-wide training activities, all concerned proponents, school heads, and identified participants are hereby informed of the **Guidelines on the Replacement of Participants in Division-Wide Training Activities**.
2. The guidelines provide the prescribed procedures, valid grounds, documentary requirements, timelines, and responsibilities of concerned personnel in requesting and approving participant replacements. In particular, replacement requests shall be made at the earliest possible time and, as a general rule, not later than one (1) day before the scheduled training activity, except in unavoidable circumstances beyond the participant's control.
3. All concerned are likewise reminded to ensure that confirmed participants attend the training activities for which they have been identified. Timely reporting of any inability to attend is necessary to allow the Division to properly manage participant slots, venue arrangements, meals and snacks, accommodation, and other related resources and to minimize avoidable expenditures.
4. For uniformity and ease of processing, the prescribed Participant Replacement Form, together with its downloadable and editable copy, shall be made available through the link and QR Code indicated in this Memorandum.
5. For questions, please coordinate with Mr. Cristian Paul M. De Guzman, MAEd, Senior Education Program Specialist, HRD, at cristianpaul.deguzman@deped.gov.ph
6. Immediate and wide dissemination of this Memorandum is desired.


CECILIA E. VALDERAMA, PhD, CESO VI
Schools Division Superintendent



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**GUIDELINES ON THE REPLACEMENT OF IDENTIFIED PARTICIPANTS IN
DIVISION-WIDE TRAINING ACTIVITIES**

I. RATIONALE

The Schools Division Office of Bulacan, through the Human Resource Development (HRD) Section and concerned program offices, regularly conducts division-wide training programs, seminars, workshops, orientations, and other professional development activities for identified personnel.

In the implementation of these activities, the Division incurs expenses based on the approved number of participants, including, when applicable, venue rental, meals and refreshments, training materials, supplies, accommodation, transportation, and other necessary training-related expenses. Consequently, changes in the official list of participants, particularly those made without sufficient notice or justification, may affect the efficient management of resources, preparation of training requirements, attendance monitoring, certification, and financial accountability.

There is therefore a need to establish a uniform procedure for the **request, approval, documentation, and implementation of participant replacement** in all division-wide training activities to ensure that:

1. only qualified and appropriate personnel are designated as substitutes;
2. participant replacements are supported by valid and documented reasons;
3. replacements are communicated to the training proponent at the earliest possible time;
4. the approved number of participants is properly accounted for;
5. expenditures are aligned with actual participation and applicable accounting and auditing rules;
6. training organizers are provided sufficient time to adjust venue, meals, materials, accommodation, attendance sheets, certificates, and other logistical requirements; and
7. public funds are protected from unnecessary, excessive, or avoidable expenditures.

This policy is likewise intended to strengthen accountability among schools, offices, training proponents, and identified participants in the implementation of Division-wide professional development activities.

II. POLICY REFERENCES

This Memorandum shall be implemented consistent with applicable laws, rules, regulations, and DepEd issuances, including, but not limited to, the following:

1. **Republic Act No. 6713**, otherwise known as the *Code of Conduct and Ethical Standards for Public Officials and Employees*, particularly Section 2 on accountability, responsibility, integrity, competence, and the primacy of public interest, and Section 4(a) and (b) on *Commitment to Public Interest* and *Professionalism*, respectively, which require government resources to be used efficiently, effectively, honestly, and



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economically and public officials and employees to perform their duties with utmost professionalism and dedication;

2. **Republic Act No. 12009**, otherwise known as the *New Government Procurement Act (NGPA)*, particularly Sections 2 and 3, which establish the principles of transparency, efficiency, accountability, proportionality, professionalization, sustainability, and value for money in government procurement. These principles underscore the need for the Division to properly manage procurement requirements and government commitments related to training activities and to avoid avoidable expenditures arising from inaccurate participant commitments, unauthorized substitutions, or non-utilization of procured training resources;
3. **Commission on Audit (COA) Circular No. 2012-003 dated October 29, 2012**, otherwise known as the *Updated Guidelines for the Prevention and Disallowance of Irregular, Unnecessary, Excessive, Extravagant and Unconscionable Expenditures*, issued pursuant to the constitutional and statutory mandate of the COA to prevent and disallow improper use of government funds. The Circular recognizes, among others, that unnecessary expenditures include those that are not essential to the objectives and operations of the agency or could be avoided without loss or damage, while excessive expenditures include unreasonable expenses or expenses beyond reasonable limits;
4. **DepEd Order No. 15, s. 2017**, entitled *Guidelines on the Allocation of Funds for Venue, Meals and Snacks, and Accommodation for Official Activities Organized and Conducted by the Department of Education*, which prescribes the guidelines and limitations on the use of DepEd funds for venue, meals and snacks, and accommodation in official activities. The issuance underscores the need for prudent and economical management of resources allocated for official activities and provides the basis for ensuring that participant-related expenditures are properly planned, supported, and aligned with the actual requirements of the activity. Accordingly, timely reporting and proper documentation of changes in the confirmed list of participants are necessary to enable the Division to appropriately adjust logistical arrangements and minimize avoidable expenditures;
5. **Applicable Department of Budget and Management (DBM), Department of Education (DepEd), Commission on Audit (COA), and other government financial management issuances** governing the proper utilization, obligation, disbursement, and accounting of public funds shall likewise be observed in the implementation of training activities.

All training-related expenditures shall remain subject to the **usual accounting and auditing rules and regulations**.

III. SCOPE AND COVERAGE

These guidelines shall apply to all **Division-wide training activities** conducted, funded, coordinated, or implemented by the Schools Division of Bulacan, including but not limited to:



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- a. Division Training Programs;
- b. Division In-Service Training (INSET) activities;
- c. Division-wide seminars and workshops;
- d. Orientations and capacity-building activities;
- e. Training-workshops;
- f. Conferences and similar professional development activities; and
- g. Other Division-sponsored activities where participants are specifically identified and resources are allocated based on the approved number of participants.

These guidelines shall apply to all identified participants from schools, districts, and Division Office units, as applicable.

IV. GENERAL POLICY ON PARTICIPANT REPLACEMENT

1. **Replacement of an identified participant shall not be automatic.** It shall only be allowed when there is a valid, reasonable, and documented circumstance that prevents the originally identified participant from attending the training.
2. The replacement shall be **appropriate, qualified, and relevant to the target participants of the training**, taking into consideration the objectives, intended competency, position, designation, subject area, program assignment, and other eligibility requirements stated in the approved training design or Division Memorandum.
3. The replacement shall be subject to **approval of the appropriate authority/training proponent**, as applicable.
4. A school or office **shall not unilaterally send another person to replace an identified participant without prior notification and approval** of the training proponent.
5. Replacement shall be communicated to the training proponent **at the earliest possible time**, preferably immediately after the need for replacement becomes known.
6. As a general rule, the request for replacement shall be submitted **not later than one (1) day before the scheduled training activity**.
7. **Same-day replacement shall generally NOT be allowed.** However, an exception may be considered only when the inability of the identified participant to attend is caused by an **unavoidable circumstance beyond the reasonable control of the participant**, and the circumstances could not reasonably have been known or acted upon before the prescribed deadline.
8. Even in cases of unavoidable circumstances, the school/office shall immediately inform the training proponent and submit the required documentation.
9. The training proponent reserves the right to **approve or disapprove the proposed replacement** based on the validity of the reason, qualifications of the proposed substitute, timing of the request, training requirements, and logistical and financial implications.



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V. VALID GROUNDS FOR PARTICIPANT REPLACEMENT

Replacement may be considered when supported by appropriate justification and, when applicable, documentary evidence. The following circumstances may constitute valid grounds, **provided that they are properly justified and approved**:

A. Health-Related Reasons

- ☐ Sudden illness or medical condition preventing attendance
- ☐ Medical emergency requiring consultation, treatment, or hospitalization
- ☐ Medical advice restricting travel or attendance
- ☐ Scheduled medical procedure that could not reasonably be moved
- ☐ Other documented health-related circumstances

B. Official Business

- ☐ Urgent official assignment issued by the proper authority
- ☐ Previously scheduled official activity that cannot reasonably be rescheduled
- ☐ Urgent school, district, or Division assignment requiring the participant's presence
- ☐ Official travel or other authorized government business
- ☐ Other legitimate official functions duly authorized by the appropriate authority

C. Personal Matters of an Urgent or Unavoidable Nature

- ☐ Serious and urgent family concern
- ☐ Death or critical illness of an immediate family member
- ☐ Emergency involving a dependent family member
- ☐ Other urgent personal circumstance that reasonably prevents attendance

D. Emergency Circumstances

- ☐ Accident involving the participant or an immediate family member
- ☐ Fire, flood, earthquake, or other disaster affecting the participant/family
- ☐ Sudden evacuation or safety-related circumstance
- ☐ Major transportation disruption or road closure beyond the participant's control
- ☐ Other emergency situation requiring immediate attention

E. Other Justifiable Circumstances

- ☐ Force majeure or other fortuitous event
- ☐ Suspension/cancellation of travel or movement due to government or competent-authority directive
- ☐ Other comparable circumstances that are beyond the reasonable control of the participant and which, in the judgment of the approving authority, justify replacement



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Important: The enumeration above is **not exclusive**. Other circumstances may be considered provided that they are legitimate, reasonable, sufficiently explained, and supported by appropriate documentation when applicable.

VI. CIRCUMSTANCES THAT SHALL GENERALLY NOT BE CONSIDERED SUFFICIENT JUSTIFICATION

The following shall generally **not** be considered sufficient grounds for replacement unless accompanied by exceptional circumstances and proper justification:

- ☐ Personal preference to attend another activity
- ☐ Vacation, leisure, or travel arrangements
- ☐ Personal appointments that could have been scheduled outside the training period
- ☐ Failure to check the training schedule
- ☐ Forgetting the scheduled training
- ☐ Failure to read or respond to the training announcement
- ☐ Failure to secure the necessary authority from the school/office
- ☐ Lack of preparation for the training
- ☐ Preference for another personnel without valid justification
- ☐ Avoidance of the training or training requirements
- ☐ Conflict with another activity that was known before the participant was identified
- ☐ Late submission of a replacement request without a valid reason
- ☐ Any other circumstance that could reasonably have been anticipated or prevented

The above list shall likewise not be considered exhaustive.

VII. PROCEDURE FOR REQUESTING PARTICIPANT REPLACEMENT

To ensure proper documentation and coordination, the following procedure shall be observed:

Step 1 – Determine the Need for Replacement

The School Head/Office Head shall immediately determine whether the originally identified participant can attend the training.

If the participant cannot attend, the School Head/Office Head shall identify a suitable replacement who meets the eligibility requirements of the training.

Step 2 – Accomplish the Official Participant Replacement Form

The **Official Participant Replacement Form** attached as Enclosure No. 1 shall be completely and accurately accomplished.

The form shall indicate:



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- title of training;
- dates and venue;
- originally identified participant;
- position/designation;
- school/office;
- reason for replacement;
- proposed replacement;
- position/designation of proposed replacement;
- justification;
- applicable supporting documents; and
- certifications and signatures of the concerned authorities.

Step 3 – Submit at the Earliest Possible Time

The accomplished form shall be submitted to the designated training proponent and the HRD Section of the Schools Division Office **immediately upon determination that replacement is necessary.**

As a general rule, requests must reach the training proponent **at least one (1) day before the scheduled training.**

Earlier submission is strongly encouraged.

Step 4 – Evaluation and Approval

The Senior Education Program Specialist for HRD shall evaluate:

- a. validity of the reason;
- b. availability of supporting documents;
- c. qualification and suitability of the proposed replacement;
- d. impact on the training objectives;
- e. availability of training materials and other logistical requirements; and
- f. financial implications of the replacement.

Only approved replacements shall be considered official.

Step 5 – Update of Official Records

Once approved, the training proponent shall update the official participant list and, when applicable:

- attendance sheets;
- registration database;
- training kits;
- certificates;
- meal and accommodation requirements;
- seating arrangements;
- groupings;
- training platforms or online registration systems; and



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- other relevant training records.

VIII. SAME-DAY REPLACEMENT

Same-day replacement shall **not be allowed as a general practice**. It may only be considered in exceptional cases involving circumstances that:

1. occurred unexpectedly;
2. are beyond the reasonable control of the identified participant;
3. could not reasonably have been anticipated before the prescribed deadline;
4. genuinely prevented the participant from attending; and
5. are immediately communicated to the training proponent.

Examples include sudden medical emergencies, accidents, death or critical illness of an immediate family member, sudden official emergency assignment, force majeure, major disaster, or comparable circumstances.

The proposed replacement shall still be subject to the **approval of the training proponent/authorized official**.

The mere fact that a substitute is physically present at the venue shall not automatically constitute an approved replacement.

IX. NO-SHOW, ABSENCE, AND LATE ARRIVAL

All identified participants are expected to attend the training **for the entire duration of the activity**, unless otherwise authorized.

The following shall be considered in monitoring participant compliance:

A. No-Show

A participant shall be considered a **no-show** when the participant fails to report to the training venue/platform and has neither an approved replacement nor an acceptable and documented justification.

B. Unapproved Absence

An absence shall be considered unapproved when the participant does not attend without prior authorization or without a valid justification subsequently accepted by the appropriate authority.

C. Late Arrival

Participants are expected to report **on time and before the prescribed registration/opening time**.

Late arrival shall be properly documented by the training management team.



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Repeated, significant, or unjustified late arrival may be treated as non-compliance with the training requirements and may affect the issuance of certificates and/or other participation-related recognition, subject to the provisions of the specific training.

For purposes of financial accountability, late arrival shall likewise be considered in determining whether expenses were incurred for a participant who did not fully participate in the activity, subject to the applicable accounting, auditing, procurement, and contractual rules.

X. FINANCIAL ACCOUNTABILITY FOR UNJUSTIFIED NON-ATTENDANCE, UNAPPROVED REPLACEMENT, AND LATE ARRIVAL

The Division emphasizes that training expenses are incurred based on the approved number of participants and the corresponding commitments made for the conduct of the activity.

These may include, as applicable:

- venue rental;
- meals;
- snacks and refreshments;
- accommodation;
- training materials and supplies;
- training kits;
- equipment and other logistical requirements; and
- other expenses directly attributable to the participation of the concerned individual.

Accordingly, when an identified participant:

- a. fails to attend without valid justification;
- b. is absent without an approved replacement;
- c. is replaced without prior approval;
- d. is replaced for an unjustified reason;
- e. fails to report to the activity despite confirmation; or
- f. arrives late to the extent that the Division incurs expenses for a participant who does not fully participate in the activity,

the concerned school/office may be required to **account for and, when legally and administratively proper, reimburse/refund the corresponding amount of the expenses incurred or committed by the Division for the participant**, subject to applicable accounting, auditing, procurement, contractual, and other government rules.

This may include the **corresponding cost of venue, meals, accommodation, and other participant-specific expenses**, as applicable and as supported by the financial records and contractual arrangements of the activity.

The determination of the amount to be reimbursed/refunded shall be based on the **actual and properly documented financial obligation or expense incurred by the Division**, and shall not be construed as an automatic personal monetary penalty against the participant.



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Where applicable, the matter may be referred to the concerned office/accounting and auditing authorities for determination of proper accountability and appropriate action.

This provision is intended to prevent avoidable loss or wastage of public funds and to ensure that government resources are used economically and only for their intended purpose. COA rules authorize the examination and disallowance of expenditures that are illegal, irregular, unnecessary, excessive, extravagant, or unconscionable.

XI. RESPONSIBILITIES OF SCHOOL HEADS/OFFICE HEADS

School Heads and Office Heads shall:

1. ensure that identified participants are properly informed of the training schedule and requirements;
2. ensure that participants understand that attendance is an official responsibility;
3. verify the availability of the participant before confirming attendance;
4. immediately communicate any need for replacement;
5. ensure that proposed substitutes meet the qualifications of the training;
6. submit complete and truthful documentation;
7. refrain from sending unauthorized substitutes;
8. ensure that participants report on time and attend the complete training;
9. explain and document instances of non-attendance or late arrival; and
10. comply with any applicable financial accountability or reimbursement requirement arising from an unjustified or unauthorized non-attendance, subject to applicable rules.

XII. RESPONSIBILITIES OF TRAINING PROPONENTS

All Division-wide training proponents shall:

1. maintain an updated master list of participants;
2. communicate the participant replacement procedures to concerned schools/offices;
3. receive and evaluate requests for replacement;
4. verify the qualification of proposed substitutes;
5. approve or disapprove replacement requests based on established criteria;
6. immediately update the official participant list upon approval;
7. coordinate approved changes with the training management team, venue, caterer, accommodation provider, and other concerned units, as necessary;
8. maintain documentation of approved and disapproved replacement requests;
9. monitor actual attendance, late arrival, early departure, and no-show participants;
10. document financial implications arising from unapproved changes or non-attendance; and
11. coordinate with the appropriate office on matters involving possible financial accountability.

XIII. RESPONSIBILITIES OF IDENTIFIED PARTICIPANTS

Identified participants shall:



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1. confirm their availability upon receipt of the training announcement;
2. secure the necessary authority to attend;
3. attend all sessions of the training;
4. arrive at the prescribed venue/platform on time;
5. immediately notify their School Head/Office Head when an unavoidable circumstance prevents attendance;
6. provide truthful and complete information regarding the reason for non-attendance;
7. submit supporting documents when required; and
8. refrain from arranging an unauthorized substitute.

XIV. OFFICIAL PARTICIPANT REPLACEMENT FORM

The **Official Participant Replacement Form** shall be the prescribed document for all requests for replacement of identified participants in Division-wide training activities.

Enclosure No. 1 contains the official Participant Replacement Form, which shall be accomplished completely and submitted to the concerned training proponent.

No replacement shall be considered officially approved unless the required documentation has been properly submitted and approved by the authorized official.

XV. DOCUMENTATION AND RECORD KEEPING

The training proponent shall maintain a complete record of:

- a. original list of identified participants;
- b. approved replacement requests;
- c. disapproved replacement requests;
- d. reasons for replacement;
- e. supporting documents;
- f. final participant list;
- g. actual attendance;
- h. late arrivals and early departures;
- i. no-show participants; and
- j. corresponding financial implications, when applicable.

These records shall form part of the supporting documentation for training implementation, monitoring, evaluation, and financial reporting.

XVI. NON-COMPLIANCE

Failure to comply with these guidelines may result in:

1. disapproval of the requested replacement;
2. exclusion of the proposed substitute from the training;
3. non-issuance or withholding of participation certification, subject to applicable training requirements;
4. requirement to submit a written explanation;



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5. referral to the appropriate office for determination of administrative or financial accountability; and/or
6. such other appropriate action as may be warranted under existing laws, rules, regulations, and DepEd policies.

Nothing in this Memorandum shall be construed as imposing a penalty or financial liability contrary to law. Any recovery, reimbursement, refund, disallowance, or other financial accountability shall be undertaken only in accordance with applicable government accounting, auditing, procurement, and financial management rules.

XVII. MONITORING AND REVIEW

The HRD Section and concerned training proponents shall monitor compliance with these guidelines.

Data on participant replacements, no-shows, late arrivals, and unapproved substitutions may be consolidated periodically to identify recurring concerns and strengthen the planning and implementation of future Division-wide training activities.

Schools/offices with repeated instances of unapproved substitutions, no-shows, or failure to comply with participant confirmation requirements may be required to submit appropriate explanations and undertake corrective measures.

XVIII. DOWNLOADABLE AND EDITABLE PARTICIPANT REPLACEMENT FORM

To facilitate the uniform, timely, and proper processing of participant replacement requests, the **official Participant Replacement Form** shall be made available in **downloadable and editable format** through the link and QR Code provided below.

All proponents, school heads, and concerned personnel shall use **only the prescribed form** for requesting and documenting participant replacements. The form shall be accomplished completely and accurately and shall be submitted together with the required supporting documents, as applicable.

Downloadable and Editable Participant Replacement Form:

QR CODE	
LINK	https://tinyurl.com/ParticipantReplacementForm

Proponents are likewise encouraged to disseminate the link and QR Code to identified participants and their respective school heads immediately upon confirmation of participation.



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Enclosure No. 1 to Division Memorandum No. _____, s. 2026

OFFICIAL PARTICIPANT REPLACEMENT FORM
Division-Wide Training Activities

A. TRAINING INFORMATION

Title of Training _____
Date/s _____
Venue/Platform _____
Training Proponent/Office _____

B. ORIGINAL IDENTIFIED PARTICIPANT

Name _____
Position/Designation _____
School/Office _____
Contact Number _____

C. PROPOSED REPLACEMENT

Name _____
Position/Designation _____
School/Office _____
Contact Number _____

D. REASON FOR REPLACEMENT

Please check the applicable reason:

- ☐ Health/Medical Reason
- ☐ Official Business
- ☐ Urgent Family Matter
- ☐ Death/Critical Illness of Immediate Family Member
- ☐ Emergency
- ☐ Accident
- ☐ Disaster/Force Majeure
- ☐ Travel/Transportation Disruption Beyond Participant's Control
- ☐ Government/Competent Authority Directive
- ☐ Other Comparable Justification/Circumstance: _____

E. SUPPORTING DOCUMENTS

Please check the applicable attachment:

- ☐ Medical Certificate/Medical Advice
- ☐ Hospital/Medical Record
- ☐ Office Order/Travel Authority



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- ☐ Official Assignment/Designation
☐ Notice/Certification from Concerned Office
☐ Other relevant supporting document: _____
☐ **If no documentary attachment is available, please explain:** _____

F. TIMELINESS OF REQUEST

Date and time for replacement was determined: **Date:** _____ **Time:** _____
Date and time replacement request was submitted: **Date:** _____ **Time:** _____

Number of days before training: _____ day/s

- ☐ Submitted at least one (1) day before the training
☐ Submitted on the day of the training due to an unavoidable circumstance

If same-day replacement is requested, explain why prior submission was not reasonably possible: _____

G. CERTIFICATION OF SCHOOL/OFFICE

I certify that the information provided in this form is true and correct and that the proposed replacement is qualified and appropriate for the training. I further certify that the request is being made in good faith and not merely to accommodate personal preference or avoid participation in the training.

School/Office Head: _____
Signature: _____
Date: _____

H. ACTION OF THE SDO SGOD-HRD SECTION

- ☐ **APPROVED**
☐ **DISAPPROVED:** _____

RECOMMENDING APPROVAL:

CRISTIAN PAUL M. DE GUZMAN, LPT, MAEd
Senior Education Program Specialist
Human Resource Development Section

APPROVED:

CECILIA E. VALDERAMA, PhD, CESO VI
Schools Division Superintendent