

Administrative Order
No. 10
Series of 2018

SUBJECT : Adopting the Department of Social Welfare and Development (DSWD) Strategic Plan 2018-2022

I. RATIONALE

The DSWD continues to provide assistance to local government units (LGUs), non-government organizations (NGOs), other national government agencies (NGAs), people's organizations (POs) and other members of civil society in effectively implementing programs, projects and services that will alleviate poverty and empower disadvantaged individuals, families and communities for an improved quality of life as mandated by Executive Order No. 15 issued in 1998. It also implements statutory and specialized programs which are directly lodged with the Department and/or not yet devolved to the LGUs (Executive Order No. 221 issued in 2003). These two issuances direct the DSWD to balance its "enabling and implementing" roles as it performs its crucial functions as one of the poverty alleviation agencies of the government.

In recent years, the breadth and scope of DSWD responsibilities have expanded the government continually developed its human development and poverty reduction approaches. Hence, the DSWD has taken significant strides in firming up its organizational and societal contributions towards national development anchored on the Ambisyon Natin 2040, the 10-point socio-economic agenda and the priorities of the Duterte Administration.

Through an Executive Committee meeting held in January 2017 and the issuance of Administrative Order (AO) No. 02, series of 2017, the DSWD adopted the new DSWD vision and mission statements:

Vision:

The Department of Social Welfare and Development envisions all Filipinos free from hunger and poverty, have equal access to opportunities, enabled by a fair, just, and peaceful society.

Mission:

To lead in the formulation, implementation and coordination of social welfare and development policies and programs for and with the poor, vulnerable and disadvantaged.

The AO No. 02, series of 2017 also updates the DSWD core values:

*Maagap at Mapagkalingang Serbisyo sa Mamamayan
Serbisyong Walang Puwang sa Katiwalian
Patas na Pagtrato sa Komunidad*

The guidelines also specify the five (5) organizational outcomes to be adopted by the Department:

- *Organizational Outcome 1:* Well-being of poor families improved
- *Organizational Outcome 2:* Rights of the poor and vulnerable sectors promoted and protected
- *Organizational Outcome 3:* Immediate relief and early recovery of disaster victims/survivors ensured
- *Organizational Outcome 4:* Continuing compliance of SWD agencies to standards in the delivery of social welfare services ensured
- *Organizational Outcome 5:* Delivery of SWD programs by LGUs, through LSWDOs, improved

The DSWD Policy Development and Planning Bureau (PDPB), in collaboration with other offices, bureaus, services and units (OBSUs) and Field Offices (FOs), conducted a series of Strategic Planning sessions, consultation workshops and technical assistance sessions to generate specific strategies and other inputs in order to formulate the Strategic Plan. The draft Strategic Plan was then presented to the National Management Development Conference (NMDC) members in May 2017 and was eventually approved during the Executive Committee meeting held on 02 August 2017.

II. OBJECTIVE

This Administrative Order aims to officially adopt the DSWD Strategic Plan as the Department's medium-term articulation of strategic directions until 2022. Specifically, it aims to provide guidance to all OBSUs and FOs in implementing, monitoring and evaluating the Strategic Plan.

III. SCOPE AND COVERAGE

All DSWD Offices, Bureaus, Services and Units including the Field Offices are covered by the provisions of this Administrative Order.

IV. THE DSWD STRATEGIC PLAN 2018-2022

The DSWD Strategic Plan 2018-2022 is an instrument to communicate the desired outcomes and the necessary strategies and critical activities to achieve the DSWD's client-focused and organization-focused objectives, as well as the contribution of the Department to national development goals. The Plan includes the **Strategic Results Framework** (Annex A) which guides the actions and strategies that the Department will operationalize to deliver its mission. Specifically, it serves as the overall framework which lays-out and logically aligns the objectives of the Strategic Plan for the planning horizon 2018-2022.

Apart from the performance indicators (Annex B) and targets indicated in the **Strategic Results Matrix of the Strategic Plan**, the Department also identified Strategic Initiatives (SIs) that will be implemented to drive or enable effectiveness and efficiency of DSWD operations. The **Strategic Initiative Owners** shall coordinate the implementation of the following SIs:

Client-focused strategic initiatives:

Strategic Initiative	SI Owner
1. Institutionalization and harmonization of CO/CDD approach in the Promotive Programs and strengthening internal convergence	Undersecretary for Promotive-OPG
2. Institutionalization of CDD in partner NGAs and LGUs and strengthening external convergence	Undersecretary for Promotive-OPG
3. Strengthening and Monitoring Application of Core Family Development Session (FDS) lessons towards improvement of beneficiaries' well-being	Undersecretary for Promotive-OPG
4. Development of Models of Intervention	Assistant Secretary for OSG
5. Institutionalization of Multi-Stakeholder Volunteer Mobilization Program for Disaster Operations	Undersecretary for Disaster Management
6. Improving Capacity to Ensure SWDAs' Sustained Compliance to Set DSWD Standards	Undersecretary for PPG
7. Development of LSWDO Technical Assistance and Resource Augmentation Program	Undersecretary for PPG

Organization-focused strategic initiatives:

Strategic Initiative	SI Owner
8. Development of the Social Development Agenda	Office of the Secretary
9. Development of DSWD Policy Agenda	Undersecretary for PPG

Strategic Initiative	SI Owner
10. Intensifying Advocacy for the Identified Priority Legislations	Undersecretary for Legislative Liaison Affairs
11. Formulation of DSWD Comprehensive Sector Plans	Undersecretary for PPG
12. Strengthening Results-Based Management	Undersecretary for PPG
13. Formulation of DSWD Medium Term Expenditure Plan (MTEP)	Assistant Secretary for PPG and Assistant Secretary for GASSG
14. Strategic Social Technology Development	Assistant Secretary for OSG
15. Improving Transparency and Efficiency through Quality Management Program	Assistant Secretary for Information and Communications Technology and Special Support Services and Undersecretary for Support Programs Infrastructure Management
16. Creating a Learning Environment Through Knowledge Sharing and Collaboration	Undersecretary for Protective-OPG
17. Strengthening DSWD Strategic Communication	Assistant Secretary for OSG
18. Compliance with the CSC Program to Institutionalize Meritocracy and Excellence (PRIME) HRM Level III	Assistant Secretary for GASS - Administration
19. Advancing and Promoting Health and Overall Well-being of Workforce through Enhanced Mechanism on Providing Occupational Well-being and Employee Reinvigoration (EMPOWER)	Assistant Secretary for GASS - Administration
20. Strengthening the DSWD Workforce and Reinforcing their Role as Public Social Workers and Public Social Welfare and Development Workers	Office of the Secretary
21. DSWD Reorganization	Assistant Secretary for OSG and Undersecretary for PPG
22. Igniting Integrity and Good Governance	Assistant Secretary for OSG

V. PLAN IMPLEMENTATION

The DSWD Strategic Plan 2018-2022 serves as a guidepost to align the programs, projects and activities of all DSWD OBSUs and FOs. All personnel from every level within the organization should be able to contribute to the identified outcomes, outputs and strategic initiatives as laid out in the Plan. OBSUs and FOs shall ensure that financial and human resource requirements, efficient and effective business processes and policies, and processes for tracking and assessing performance will be in place to successfully implement the Plan.

The **Strategic Results Matrix** of the Strategic Plan will provide guidance and direction to all DSWD Central and Field Offices in specifying annual targets and budget for each year. The Central Office shall provide leadership in setting directions for their respective Field Office counterparts.

To ensure that the Strategic Plan will be operationalized, the following shall be observed:

- (1) The PDPB shall lead the conduct of **cascading activities** with the OBSUs and the Field Offices. The Social Marketing Service (SMS) shall spearhead the development of a **Strategic Communication Plan** to support the Plan implementation.
- (2) The Department, through the PDPB, shall issue the **Annual DSWD Thrusts and Priorities (T&P)** to specify the management's directives, performance commitments and critical activities of the Department's strategic initiatives for the year. The Annual T&P shall also be based on the Strategic Plan and the Strategic Results Matrix.
- (3) The Financial Management Service (FMS) and PDPB shall coordinate with all OBSUs and FOs to ensure that the commitments are incorporated in the **Annual Budget Proposals and Work and Financial Plans**.
- (4) The Performance Management – Technical Working Group (PM-TWG) shall ensure that the Department's commitments based on the thrusts and priorities will be reflected in the **OBSUs and FOs' Performance Contracts**.
- (5) All OBSUs and FOs are directed to formulate their respective **Office Results Framework and Matrices** that specify the theory of change and their specific contributions to the organization.

The SI Owners, together with the responsible offices (OBSUs and FOs), shall take the lead in formulating the **Strategic Initiative Profiles** and implementing the critical activities under each of the identified strategic initiatives.

Further, the Office Results Framework and Matrices and the Strategic Initiative Profiles will also serve as basis for formulating and assessing OBSU's and FO's performance contracts.

- (6) All OBSUs and FOs shall designate **focal persons** to ensure collaborative and coordinated implementation, monitoring and evaluation of the Plan.

VI. PLAN MONITORING AND EVALUATION

The Plan will be monitored through the **Harmonized Planning, Monitoring and Evaluation System (HPMES)** of the Department. A separate guideline on HPMES will be issued for this purpose. This guideline shall include necessary *planning and reporting forms* that will be used by the OBSUs and the FOs.

The HPMES is a system for regular planning, monitoring and evaluation of the DSWD's objectives through the performance of its offices, programs and projects as they contribute to the attainment of the organizational goals and outcomes stipulated in the medium-term Strategic Plan. The principles of HPMES are aligned with the principles of *Results-Based Management* as reflected in DSWD Memorandum Circular No. 04, series of 2014, "*Guidelines in the Operationalization of the URBMES*".

The Strategic Results Matrix shall be the management tool that will be used to monitor and evaluate organizational performance throughout the six-year plan implementation. OBSU and FO performance will also be monitored and evaluated based on their Office Results Framework and Matrices.

Crucial to effective monitoring and evaluation of the Plan are the following undertakings:

- (1) The PDPB shall lead in the monitoring and evaluation of the Strategic Plan. **Regular monitoring reports** shall be submitted to PDPB every quarter and a detailed **Office Assessment Report** shall be submitted every semester. These reports shall include updates on the performance along the targets specified in the Results Matrix as well as the implementation of the strategic Initiatives.
- (2) **Overall Assessment Reports** shall be prepared by PDPB to present organization-wide performance relative to the Department's key performance indicators and strategic initiatives. The findings from the report shall be used by DSWD Clusters and OBSUs to improve policy, program or service implementation by addressing identified bottlenecks, issues and challenges that hinder target achievement. It is expected that performance along the implementation of the Strategic Plan will be discussed in the **Regional and National Management and Development Conferences (R/NMDCs)**
- (3) Office performance relative to the implementation of the Strategic Plan, Office Results Frameworks and Matrices, and Strategic Initiatives shall be the subject

for discussion of **Office Performance/Program Review and Evaluation Workshops (PREW)**.

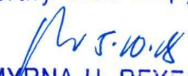
- (4) To evaluate the plan implementation, **Midterm and End-term Reviews** will be conducted in 2020 and 2022, respectively. The findings shall be used as basis for adjusting strategies and performance targets at the midterm and for the next planning period.

VII. Effectivity

This Administrative Order shall take effect immediately.

Issued in Quezon City this 9th day of May, 2018.


EMMANUEL A. LEYCO
Officer-In-Charge

Certify True Copy:

MYRNA H. REYES
OIC-Division Chief
Records and Archives Mgt. Division

DSWD STRATEGIC RESULTS FRAMEWORK 2017-2022

MATATAG, MAGINHAWA, AT PANATAG NA BUHAY

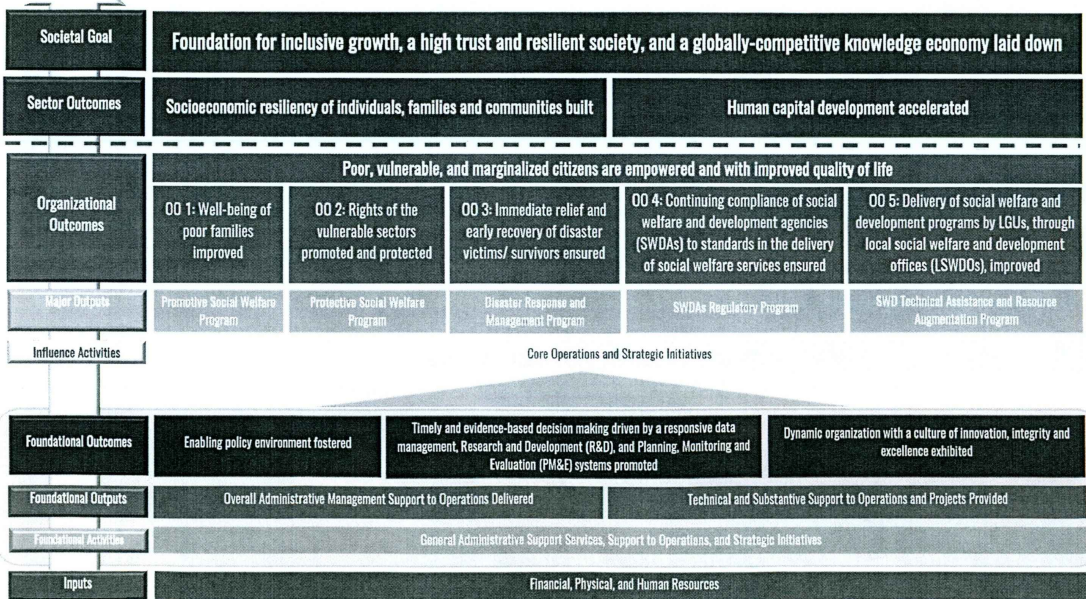
AMBISYON NATIN 2040

VISION

The Department of Social Welfare and Development envisions all Filipinos free from hunger and poverty, have equal access to opportunities, enabled by a fair, just, and peaceful society.

MISSION

To lead in the formulation, implementation, and coordination of social welfare and development policies and programs for and with the poor, vulnerable, and disadvantaged



VALUES

Maagap at Mapagkalingang Serbisyo

Serbisyong Watang Piwag sa Katiwalian

Patas na Pagtrato sa Komunidad

ANNEX B
STRATEGIC RESULTS MATRIX
Performance Indicators

POOR, VULNERABLE AND MARGINALIZED CITIZENS ARE EMPOWERED AND WITH IMPROVED QUALITY OF LIFE	
ORGANIZATIONAL OUTCOME 1: WELLBEING OF POOR FAMILIES IMPROVED	
Promotive Social Welfare Program	
Outcome Indicators	
1.1	Percentage of Pantawid households with improved wellbeing:
	a. Survival to Subsistence
	b. Subsistence to Self-Sufficiency
	c. Survival to Self-Sufficiency
1.2	Percentage compliance of Pantawid Pamilya households on school enrolment of children
1.3	Percentage of Pantawid Pamilya children who returned to school
1.4	Percentage compliance of Pantawid Pamilya households on availment of health services
1.5	Percentage of Pantawid Pamilya households that availed key health services
1.6	Percentage of SLP households earning from microenterprises
1.7	Percentage of SLP households gainfully employed
1.8	Percentage increase in access to major KC investments in KC-NCDDP municipalities
Output Indicators	
1.1	Number of Pantawid households provided with conditional cash grants:
	a. Regular CCT
	b. Modified CCT
1.2	Percentage of Pantawid Pamilya-related grievances resolved within established time protocol
1.3	Number of SLP households assisted through the Microenterprise Development Track
1.4	Number of SLP households assisted through Employment Facilitation Track
1.5	Number of communities implementing KC-NCDDP:
	a. Region
	b. Province
	c. Municipality
	d. Barangay
1.6	Number of KC-NCDDP sub-projects completed
1.7	Number of households that benefitted from completed KC-NCDDP sub-projects
1.8	Percentage of Pantawid Pamilya community members employed in KC-NCDDP sub-projects

POOR, VULNERABLE AND MARGINALIZED CITIZENS ARE EMPOWERED AND WITH IMPROVED QUALITY OF LIFE	
ORGANIZATIONAL OUTCOME 2: RIGHTS OF THE POOR AND THE VULNERABLE SECTORS PROMOTED AND PROTECTED	
Protective Social Welfare Program	
Residential and Non-Residential Care Sub-Program	
Outcome Indicator	
2.1	Percentage of clients in residential and non-residential care facilities rehabilitated
	a. Residential Care Facilities
	a.1 RSCC
	a.2 RRCY
	a.3 NTSB

POOR, VULNERABLE AND MARGINALIZED CITIZENS ARE EMPOWERED AND WITH IMPROVED QUALITY OF LIFE	
ORGANIZATIONAL OUTCOME 2: RIGHTS OF THE POOR AND THE VULNERABLE SECTORS PROMOTED AND PROTECTED	
Protective Social Welfare Program	
	a.4 MYC
	a.5 Haven for Children
	a.6 Lingap Center
	a.7 Home for Girls
	a.8 Nayon ng Kabataan
	a.9 Haven for Women and Girls
	a.10 Haven for Women
	a.11 Marillac Hills
	a.12 Elsie Gaches Village
	a.13 AMOR Village
	a.14 Sanctuary Center
	a.15 Jose Fabella Center
	a.16 HE/A/GRACES
	b. Non-residential Care Facilities
	b.1 RSW
	b.2 NVRC
	b.3 AVRC
	b.4 Center for Handicapped
	b.5 INA Healing Center
Output Indicators	
2.1	Number of clients served in residential care facilities
	a. RSCC
	b. RRCY
	c. NTSB
	d. MYC
	e. Haven for Children
	f. Lingap Center
	g. Home for Girls
	h. Nayon ng Kabataan
	i. Haven for Women and Girls
	j. Haven for Women
	k. Marillac Hills
	l. Elsie Gaches Village
	m. AMOR Village
	n. Sanctuary Center
	o. Jose Fabella Center
	p. HE/A/GRACES
2.2	Number of clients served in non-residential facilities
	a. RSW
	b. NVRC
	c. AVRC
	d. Center for Handicapped
	e. INA Healing Center
2.3	ALOS of clients in residential facilities
	a. RSCC

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ORGANIZATIONAL OUTCOME 2: RIGHTS OF THE POOR AND THE VULNERABLE SECTORS PROMOTED AND PROTECTED	
Protective Social Welfare Program	
	b. RRCY
	c. NTSB
	d. MYC
	e. Haven for Children
	f. Lingap Center
	g. Home for Girls
	h. Nayon ng Kabataan
	i. Haven for Women and Girls
	j. Haven for Women
	k. Marillac Hills
	l. Elsie Gaches Village
	m. AMOR Village
	n. Sanctuary Center
	o. Jose Fabella Center
	p. HE/A/GRACES
2.4	Percentage of facilities with standard client-staff ratio
	a. Client-Social Worker Ratio
	b. Client-Houseparent Ratio
2.5	Percentage of facilities compliant with the National Building Code
Supplementary Feeding Sub-Program	
Outcome Indicators	
2.2	Percentage of malnourished children in CDCs and SNPs with improved nutritional status:
	a. Severely underweight to Underweight
	b. Underweight to Normal
	c. Overweight to Normal
2.3	Percentage of children in CDCs and SNPs with sustained normal nutritional status
Output Indicator	
2.6	Number of children in CDCs and SNPs provided with supplementary feeding
2.7	Number of children served through BangUn Program
Social Welfare for Senior Citizens Sub-Program	
Outcome Indicator	
2.4	Percentage of beneficiaries using social pension to augment daily living subsistence and medical needs
Output Indicators	
2.8	Number of senior citizens who received social pension within the quarter
2.9	Number of centenarians provided with cash gift
Protective Program for Individuals, Families and Communities in Need or in Crisis Sub-Program	
Outcome Indicator	
2.5	Percentage of clients who rated protective services provided as satisfactory or better
Output Indicators	
2.10	Number of beneficiaries served through AICS:
	a. Medical Assistance
	b. Burial Assistance
	c. Educational Assistance
	d. Transportation Assistance

POOR, VULNERABLE AND MARGINALIZED CITIZENS ARE EMPOWERED AND WITH IMPROVED QUALITY OF LIFE	
ORGANIZATIONAL OUTCOME 2: RIGHTS OF THE POOR AND THE VULNERABLE SECTORS PROMOTED AND PROTECTED	
Protective Social Welfare Program	
	e. Food Assistance
2.11	Number of beneficiaries served through ACN
	a. Adults
	b. Children
	c. Youth
	d. PWDs
	e. Senior Citizens
2.12	Number of clients served through community-based services
	a. Women
	b. Children
	c. Youth
	d. PWDs
2.13	Number of clients served through the Comprehensive Program for Street Children, Street Families and Badjaus
	a. Children
	a.1 Street children
	a.2 Badjau children
	b. Families
	b.1 Street families
	b.2 Badjau families
2.14	Number of children served through Alternative Family Care Program
	a. Children Placed Out for Domestic Adoption
	b. Children Placed Out for Foster Care
	c. Children Endorsed for Inter-country Adoption
2.15	Number of minors traveling abroad issued with travel clearance
Social Welfare for Distressed Overseas Filipinos and Trafficked Persons Sub-Program	
Outcome Indicator	
2.6	Percentage of assisted individuals who are reintegrated to their families and communities
	a. Trafficked Persons
	b. Distressed Overseas and Undocumented Filipinos
Output Indicators	
2.16	Number of trafficked persons provided with social welfare services
	a. Adults
	b. Children
	c. Youth
	d. PWDs
	e. Senior Citizens
2.17	Number of distressed and undocumented overseas Filipinos provided with social welfare services:
	a. Adults
	b. Children
	c. Youth
	d. PWDs
	e. Senior Citizens

POOR, VULNERABLE AND MARGINALIZED CITIZENS ARE EMPOWERED AND WITH IMPROVED QUALITY OF LIFE	
ORGANIZATIONAL OUTCOME 3: IMMEDIATE RELIEF AND EARLY RECOVERY OF DISASTER VICTIMS/SURVIVORS ENSURED	
Disaster Response and Management Program	
Outcome Indicators	
3.1	Percentage of disaster-affected households assisted to early recovery stage
Output Indicators	
3.1	Number of DSWD QRTs trained for deployment on disaster response
3.2	Number of LGUs with prepositioned relief goods
3.3	Number of poor households that received cash-for-work for CCAM
3.4	Number of LGUs provided with augmentation on disaster response services
3.5	Number of internally-displaced households provided with disaster response services
3.6	Number of households with damaged houses provided with early recovery services:
	a. ESA
	b. CFW

POOR, VULNERABLE AND MARGINALIZED CITIZENS ARE EMPOWERED AND WITH IMPROVED QUALITY OF LIFE	
ORGANIZATIONAL OUTCOME 4: CONTINUING COMPLIANCE OF SOCIAL WELFARE AND DEVELOPMENT AGENCIES TO STANDARDS IN THE DELIVERY OF SOCIAL WELFARE SERVICES ENSURED	
Social Welfare and Development Agencies Regulatory Program	
Outcome Indicators	
4.1	Percentage of SWAs, SWDAs and service providers with sustained compliance to social welfare and development standards
	a. Registered and Licensed SWAs
	b. Accredited SWDAs
	b.1 Level 1 Accreditation
	b.2 Level 2 Accreditation
	b.3 Level 3 Accreditation
	c. Accredited Service Providers
Output Indicators	
4.1	Number of SWAs and SWDAs registered, licensed and accredited
	a. Registered and Licensed SWAs
	b. Registered Auxiliary SWDAs
	c. Accredited SWAs
	c.1 Level 1 Accreditation
	1.1 DSWD-Operated Residential Facilities
	1.2 LGU-Managed Facilities
	1.3 Private SWAs
	c.2 Level 2 Accreditation
	2.1 DSWD-Operated Residential Facilities
	2.2 LGU-Managed Facilities
	2.3 Private SWAs
	c.3 Level 3 Accreditation

POOR, VULNERABLE AND MARGINALIZED CITIZENS ARE EMPOWERED AND WITH IMPROVED QUALITY OF LIFE	
ORGANIZATIONAL OUTCOME 4: CONTINUING COMPLIANCE OF SOCIAL WELFARE AND DEVELOPMENT AGENCIES TO STANDARDS IN THE DELIVERY OF SOCIAL WELFARE SERVICES ENSURED	
Social Welfare and Development Agencies Regulatory Program	
	3.1 DSWD-Operated Residential Facilities
	3.2 LGU-Managed Facilities
	3.3 Private SWAs
4.2	Number of CSOs accredited
	a. Implementing Partner CSOs
	b. Beneficiary Partner CSOs
4.3	Number of service providers accredited
	a. SWMCCs
	b. PMCs
	c. DCWs
4.4	Percentage of SWDAs with RLA certificates issued within 30 working days upon receipt of compliant application
4.5	Percentage of detected violations/complaints acted upon within 7 working days

POOR, VULNERABLE AND MARGINALIZED CITIZENS ARE EMPOWERED AND WITH IMPROVED QUALITY OF LIFE	
ORGANIZATIONAL OUTCOME 5: DELIVERY OF SOCIAL WELFARE AND DEVELOPMENT PROGRAMS BY LOCAL GOVERNMENT UNITS THROUGH LOCAL SOCIAL WELFARE AND DEVELOPMENT OFFICES IMPROVED	
Social Welfare and Development Technical Assistance and Resource Augmentation Program	
Outcome Indicators	
5.1	Percentage of LSWDOs with improved functionality:
	a. Partially-functional to Functional
	a.1 Province
	a.2 City
	a.3 Municipality
	b. Functional to Fully-functional
	b.1 Province
	b.2 City
	b.3 Municipality
	c. Partially-functional to Fully-functional
	c.1 Province
	c.2 City
	c.3 Municipality
Output Indicators	
5.1	Number of learning development interventions provided to LGUs
5.2	Percentage of LGUs provided with technical assistance
5.3	Percentage of LGUs provided with resource augmentation
5.4	Percentage of LGUs that rated TA provided satisfactory or better
5.5	Percentage of LGUs that rated RA provided satisfactory or better