

Administrative Order
No. 09
Series of 2019

AMENDMENT TO M.C. No. 13, s. 2009¹

**GUIDELINES FOR THE CONDUCT OF INTEGRATED PERFORMANCE REVIEW AND
EVALUATION WORKSHOPS (PREW)**

I. RATIONALE

The Department of the Social Welfare and Development (DSWD) epitomizes the government's provision of services to the poor, vulnerable and disadvantaged towards improved wellbeing. It is mandated to lead in the formulation, implementation and coordination of social welfare and development (SWD) policies and programs.

This responsibility is fulfilled by the Department through continuous improvement of its programs, systems and processes. As a key mechanism for reviewing and evaluating performance, the Department employs the conduct of Integrated Performance Review and Evaluation Workshops (PREWs).

This updated issuance is anchored on the principles of results-based management (RBM) as operationalized in the harmonized planning, monitoring and evaluation system (HPMES), and ensures the alignment of the PREW objectives to the DSWD Strategic Plan.

II. LEGAL BASES

- A. DSWD Administrative Order No. 11, s. 2018 – Guidelines for the DSWD Strategic Performance Management System (SPMS)
- B. DSWD Administrative Order No. 10, s. 2018 – Adopting the DSWD Strategic Plan 2018-2022
- C. DSWD Memorandum Circular No. 13, s. 2009 – Amendment of Memorandum Circular No. 14, s. 2008
- D. DSWD Memorandum Circular No. 14, s. 2008 – Terms of Reference for the Conduct of PREW

¹ Amendment of Memorandum Circular No. 14, s. 2008: Terms of Reference for the Conduct of Program Review and Evaluation Workshops

III. OBJECTIVES

- A. To review the extent achieving organizational outcomes and outputs towards the attainment of short and medium-term objectives committed in the DSWD Strategic Plan and the DSWD Offices' Results Frameworks and Matrices (RF&Ms);
- B. To monitor and assess performance vis-à-vis the planned activities based on the Office Performance Contracts (OPC) and the Annual Work and Financial Plans (AWFP);
- C. To identify strategies that will settle gaps and implementation issues and serve as basis to improve performance and re-planning; and
- D. To document good practices for institutionalization and replication.

IV. DEFINITION OF TERMS

- A. **DSWD Strategic Plan** – The DSWD's five-year organizational plan which outlines its organizational outcomes and outputs with their corresponding performance indicators, targets and strategic initiatives.
- B. **General Administrative Support Services (GASS)** – Offices dealing with the provision of overall administrative management support to the entire operation of the Department. The services provided by GASS include administrative, legal, human resource development, financial management, procurement and internal audit.
- C. **Harmonized Planning, Monitoring and Evaluation System (HPMES)** – Defines the 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 outcomes stipulated in the medium-term Strategic Plan.
- D. **Performance Review and Evaluation Workshop** – An activity to review, assess and evaluate (a) programs and projects to determine the extent of their implementation and (b) Offices to determine their efficiency and functionality.
- E. **Office Results Framework and Matrix** – The logic that explains how development objectives are achieved, including causal relationships and underlying assumptions. These are the cascaded versions of the DSWD Strategic Plan to the DSWD Offices.
- F. **Results-Based Management** – A management strategy that provides the framework and tools for strategic planning, risk management and performance monitoring and evaluation².
- G. **Statutory Programs** – Interventions being implemented by the DSWD based on provisions of laws particularly those which concern the SWD sectors, e.g. children, youth, women, senior citizens, indigenous peoples, and persons with disabilities.

² Definition of Results-Based Management: Towards a Common Understanding among Development Cooperation Agencies Discussion Paper v.5, s. 2003.

These programs include interventions such as but not limited to residential care, center-based and community-based programs; alternative family care interventions; and assistance to individuals and groups in time of crisis and/or in need of special protection.

- H. **Specialized Programs** – Interventions being implemented by the DSWD in coordination and collaboration with national agencies and local government units such as but not limited to cash transfer programs; pilot programs and services; and programs that are anchored on specific directives of any given administration.
- I. **Strategic Initiatives** – Sets of action programs that will enable the targets for all measures to be achieved. According to Kaplan and Norton³, a strategic initiative closes the performance gap between current and desired performance. These initiatives usually are discretionary, typically cross-functional and inter-office/bureau that help attain the organizational outcomes⁴.
- J. **Support to Operations (STO)** – Offices that provide technical and substantive support to the operations and projects of the Department. The services provided by STO include information and communication technology management, policy development and planning, social technology development, capacity building and social marketing.

V. GENERAL POLICIES

- A. All DSWD Offices (CO-OBSs, FOs and Executive Offices) are required to conduct an Integrated PREW once a year. The duration of the activity shall not exceed four (4) days excluding travel time.
- B. The PREW shall focus on the Office's commitments in the Results Framework and Matrix (RF&M) and the Office Performance Contract (OPC) as bases for assessing performance.
- C. In the same manner, the Offices are expected to utilize the 3rd Quarter Accomplishment Reports (HPMES Form 4) and the 1st Semester Assessment Reports (HPMES Form 5) to gauge the extent of how the Offices delivered its commitments.
- D. The Integrated PREW shall be exclusively participated by Officials and staff of the Office conducting the activity. Field Office staff shall not be required to join the Integrate PREW of the CO-OBSs. Likewise, the CO-OBSs staff shall not be invited to participate in the Regional Integrated PREWs.
- E. Budgetary requirements shall be charged against the Office's budget in accordance to its approved Annual Work and Financial Plan.
- F. All previous terms used to denote PREW shall be rescinded.

³ Kaplan, R.S., & Norton, D. P. (2004). *Strategy Maps: Converting intangible assets into tangible outcomes*. Harvard Business Press.

⁴ DSWD Performance Governance System User's Guide (2014)

VI. PROCEDURAL FLOW

The conduct of the Integrated PREW shall commence with the FOs as frontline service providers. Each FO shall conduct their respective Regional Integrated PREW, tackling concerns of all its programs as well as support and administrative issues. Results of the FOs' PREWs shall serve as basis for the discussion of the CO-OBSs' (NPMOs, STO and GASS Offices) PREWs. The documented recommendations from the CO-OBSs which addressed the issues and challenges presented by the FOs shall be processed by the Policy Development and Planning Bureau (PDPB) for onward submission to the Secretary and the Executive Committee (EXECOM) members. Conclusively, the results of the Integrated PREWs shall serve as input for improving existing and developing new policies and systems and providing concrete directives for the succeeding planning cycles. Figure 1 captures the procedural flow for the conduct of the DSWD Integrated PREWs.

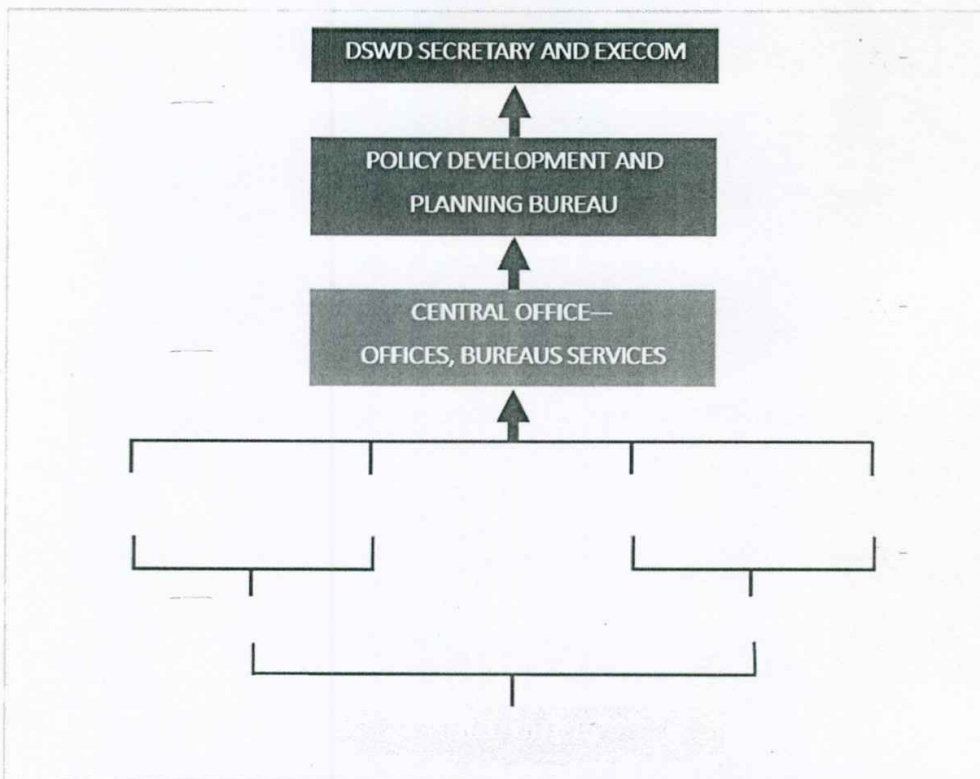


Figure 1. Procedural Flow for the Conduct of the DSWD Integrated PREWs

Defined below are the indicative processes in conducting the Integrated PREWs:

A. Preparatory Work

1. The proponent Office shall prepare the Integrated PREW activity proposal and design. The proposed activity design is attached as Annex A.

2. Each Section/Division/Unit of the FOs and the Divisions/Units of the CO-OBSs are required to conduct preparatory meetings to produce and discuss the following:
 - a. OPC - Status of Accomplishment
 - b. 3rd Quarter Accomplishment Report (HPMES Form 4) and 1st Semester Accomplishment Report (HPMES Form 5)
 - c. Summary of Issues, Concerns and Challenges encountered in program implementation and provision of administrative support
3. Given the number of staff in the FOs, the Integrated PREW participants shall be limited only to the following:
 - a. Regional Management Committee (RMANCOM)
 - b. Two (2) support staff from each Division/Unit

B. Conduct of Integrated PREW

1. The proponent Office shall facilitate the conduct of the PREW based on the approved activity design with focus on discussing accomplishments and good practices, issues and concerns, and action planning.
 - a. Field Offices
 - The Regional Integrated PREWs shall be facilitated by the RMANCOM with technical assistance from the Policy Development and Planning Section (PDPS).
 - Four breakout sessions shall be facilitated so that discussions shall be focused on: Statutory Programs, Specialized Programs, STO and GASS.
 - b. Central Office
 - For the NPMOs and CO-OBSs, one Division/Unit shall be assigned to facilitate the activity.
2. Proceedings of the activity shall be documented, specifically the issues and challenges encountered by the FOs which shall be elevated to and addressed by the NPMOs/CO-OBSs/EXECOM. For the FOs, the template for the documentation's executive summary is attached as Annex B-1.
3. On top of discussing their respective operational and administrative concerns, the Integrated PREW of the CO-OBSs shall also focus on discoursing and responding to the issues and challenges forwarded by their regional counterparts. The proceedings shall be documented to capture salient issues and recommendations for onward endorsement to the Cluster Head and the Policy Development and Planning Bureau (PDPB). For the NPMOs and CO-OBSs, the template for the documentation's executive summary is attached as Annex B-2.

C. Post-Conduct of Integrated PREW

1. Results of the Regional Integrated PREWs shall be officially communicated to the CO-OBSs through submission of the documentation report. Likewise, documentation reports for the Integrated PREWs of the NPMOs and CO-OBSs, incorporating inputs of the FOs, shall be forwarded to the Cluster Head and PDPB.
2. PDPB shall process all documentation reports provided by the CO-OBSs to present a holistic image of the Department's accomplishments and issues to the Secretary and the EXECOM. The reports from the CO-OBSs shall be validated with the reports of the FOs to ensure that all concerns have been captured.
3. Results of the Integrated PREWs shall be reported either during the mid-year or year-end National Management and Development Conference (NMDC) for policy decisions and issuance of new directives.
4. The NPMOs and CO-OBSs shall provide written feedback to the FOs containing responses to the concerns raised for their appropriate actions copy-furnished PDPB for monitoring purposes.
5. All Offices shall act on concerns raised and provide feedback to their respective Cluster Heads (for CO-OBSs) and Office of the Secretary (for FOs and Executive Offices) on actions taken.
6. Results of the Integrated PREWs along with the recommendations, points of action and actions taken may be discussed by the NPMOs and CO-OBSs during their annual planning and consultation workshops, and conferences.

VII. TIMELINE

The Integrated PREWs and related activities shall be conducted in an annual basis following the schedule stated below:

Activity	Schedule
Conduct of Regional Integrated PREWs for Field Offices	1 st – 3 rd week of October
• Submission of Documentation Reports to CO-OBSs and PDPB	4 th week of October
Conduct of Integrated PREWs for Central Office – OBSs	2 nd – 3 rd week of November
• Submission of Documentation Reports to PDPB	4 th week of November
Submission of consolidated Integrated PREW Documentation Reports to the Secretary and EXECOM Members	1 st week of December

VIII. INSTITUTIONAL ARRANGEMENTS

All DSWD Officials and Offices shall be involved in the conduct of the Integrated PREWs.

A. Central Office

1. DSWD Secretary and Executive Committee Members

The DSWD Secretary along with the EXECOM Members shall serve as the primary users of the results of the Integrated PREWs conducted by all DSWD Offices. Utilizing these results, they shall:

- a. Update or issue new policies that will address the issues and challenges raised by the DSWD Offices taking into consideration the merit of the Offices' recommendations; and
- b. Provide directives as bases for planning, program implementation, service delivery and provision of technical and administrative support of the DSWD Offices.

2. Policy Development and Planning Bureau

The PDPB shall be accountable in the consolidation and processing of the agreements from the Integrated PREWs of the CO-OBSs and FOs. Along with this, it shall:

- a. Review the submitted reports of the CO-OBSs vis-à-vis the reports submitted by the FOs to validate consistency of the documented issues and agreements and ensure that all concerns were sufficiently addressed;
- b. Summarize all documented issues, concerns and recommendations for reference of the Secretary and the EXECOM Members in providing policy decisions and directives; and
- c. Coordinate with the CO-OBSs and FOs the new policies and directives provided by the management that are related to the issues concerns and recommendations from the Integrated PREWs.

3. National Program Management Offices and Other Central Office – OBSs

The NPMOs and Other CO-OBSs shall be responsible in addressing the issues and concerns raised by the FOs during their respective Regional Integrated PREWs. Along with this, they shall:

- a. Ensure that all documented issues and concerns were duly received from their regional counterparts;
- b. Utilized all documented issues and concerns from the FOs as the primary points of discussion, discuss the merits of the recommendations received, and provide responses during their respective Integrated PREWs;
- c. Prepare a documentation report to be submitted to PDPB that shall address the issues raised by the FOs along with their own recommendations; and
- d. Coordinate with their regional counterparts the results of their own Integrated PREW, and officially communicate the responses and recommendations.

B. Field Offices

1. Regional Director and Regional Management Committee

The Regional Director together with the RMANCOM shall be responsible in ensuring the conduct of the Regional Integrated PREW. Along with this, they shall:

- a. Direct all RPMOs and FO Divisions, Units and Sections to conduct required preparatory work and participate in the Regional Integrated PREW;
- b. Ensure fluid facilitation of the activity to gather all issues and challenged encountered by the FOs;
- c. Propose strategies to solve issues and concerns that can be addressed at the regional level; and
- d. Ensure that the discussion and agreements during the Regional Integrated PREW are properly documented and officially communicated to the Central Office.

2. Policy Development and Planning Section

The PDPS shall serve as the technical secretariat for the conduct of the Regional Integrated PREW. Along with this, it shall:

- a. Confirm that all RPMOs and FO Divisions, Units and Sections have complied with the necessary preparatory work prior to the conduct of the Regional Integrated PREW;
- b. Ensure that the Regional Integrated PREW shall be conducted following the design prescribed in this guideline; and
- c. Consolidate all issues and recommendations from the Regional Integrated PREW into a documentation report for submission to PDPB by 4th week of November.

3. Regional Program Management Offices and Other Divisions, Sections and Units

The RPMOs and DSUs shall serve as the main contributors in expounding during the Regional Integrated PREW the issues and challenges encountered by the Field Offices in implementing programs and providing administrative support. Along with this, they shall:

- a. Conduct all required preparatory work so that all data, documents and pieces of evidence shall be available for discussion during the Regional Integrated PREW;
- b. Provide, as necessary, recommendations on the issues and challenges encountered along program implementation and administrative support;
- c. Coordinate with the NPMOs and their Central Office counterparts the discussions during the Regional Integrated PREW; and
- d. Feedback to the PDPS the responses and guidance received from the NPMOs and other Central Office counterparts which address the issues raised during the Regional Integrated PREW.

IX. REPEALING AND TRANSITORY CLAUSE

All previous issuances inconsistent with this Administrative Order are hereby repealed, modified or amended accordingly.

X. EFFECTIVITY

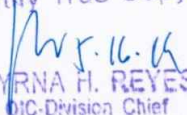
This Administrative Order shall take effect immediately.

Issued in Quezon City this 15th day of May 2019.



ROLANDO JOSELITO D. BAUTISTA
Secretary

Certify True Copy:



MYRNA H. REYES

OIC-Division Chief
Records and Archives Mgt. Division