



Administrative Order
No. 17
Series of 2020

Subject: Adoption of DSWD SULONG Recovery Plan 2021-2022

I. Rationale

With the advent of the COVID-19 pandemic, the trajectory of the Department's implementation of the Performance Governance System was adversely affected. On 25 March 2020, the President signed the Bayanihan to Heal as One Act (RA 11469) which aims to adopt and implement measures to prevent further spread of the coronavirus, and mitigate the adverse socio-economic impact of the COVID-19 crisis. These developments also called for immediate activation of the Inter-Agency Task Force - Emerging Infectious Disease (IATF-IED) to control the spread of COVID-19 and manage further impact brought about by this pandemic to the country. All member agencies of IATF-EID have tasked to develop a Response and Recovery Plan, hence the DSWD issued AO No. 03, s. 2020 (DSWD COVID-19 Response and Recovery Plan (2020-2022)).

Given this pandemic, the Department faced with the challenges of responding to the needs of the emerging national situation and the pursuit of its proficiency journey along with its strategy implementation. Furthermore, the Department need to consider the implementation of Mandanas Ruling wherein some of the programs and projects of the Department will be devolved to the LGUs. As such, both the current strategy and the AO 3 were reviewed. For the current strategy, recalibration has been adopted as the strategy design. On the other hand, the AO 3 was found as purely response plan, targets are limited to CY 2020 and specific only to the implementation of the DSWD's social amelioration program. With the identified gaps in AO3 and clear direction of the existing strategy, the crafting of a new plan as an interim implementation of strategy was need to be developed, hence the SULONG Recovery Plan 2021-2022 was crafted. The Plan also contribute to the implementation of DSWD commitment to NAP Phase 3, RECHARGE PH, NEP 2021 among others

II. Legal Basis

1. Republic Act No. 11495 - Bayanihan to Recover as One Act
2. Republic Act No. 11469 - Bayanihan Heal as One Act
3. Executive Order No. 114 - Institutionalizing the Balik Probinsya, Bagong Pag-asa program
4. Executive Order No. 168 – Creation of the Inter-Agency Task Force - Emerging Infectious Disease (IATF-IED)
5. Administrative Order No. 5, s. 2020 - Adoption of PGS Pathways, DSWD Strategy Map 2028 and DSWDvGovernance Scorecards
6. Administrative Order No. 6, s. 2020 – Re-establishment of the Office for Strategy Management
7. Administrative Order No. 03, s. 2020 – DSWD COVID-19 Response and Recovery Plan (2020-2022)
8. Memorandum Circular No. 8, s. 2020 – Simplified Data Sharing Guidelines on the Provision of DSWD Programs and Services During a National State of Emergency
9. Memorandum Circular No. 9, s. 2020 – Omnibus Guidelines in the Implementation of the Emergency Subsidy Program of the DSWD

10. Memorandum Circular No. 10, s. 2020 – Amendments to MC No. 5, s. 2020 on the Provision of Social Amelioration to 4PS Households
11. Memorandum Circular No. 19, s. 2020 – Special Guidelines on the Provisions on the Livelihood Assistance Program
12. Memorandum Circular No. 30, s. 2020 – Guidelines on the Implementation of the Provisions of RA 11494

III. Situation Overview and Needs Analysis

As of 18 November 2020, based on DOH report to World Health Organization, there are 412,097 confirmed cases reported in the Philippines, 55% are male, with the most affected age group 20-29 years (26.4%) followed by 30-39 years (24%). Forty-seven percent (47%) of cases reported are from National Capital Region (NCR), followed by CALABARZON (18.4%), Central Visayas (6%), and Central Luzon (6%). Largest increase in new cases and new deaths are from NCR, followed by Central Visayas (17%), CALABARZON (12%), and Western Visayas (6.3%).

1. Public Health Impact

While everyone is at risk to be infected by COVID, older people and persons with pre-existing conditions as well as frontline health workers are most vulnerable. People at risk of infection are also those living in poor, densely populated urban settings and any community with inadequate access to proper hygiene supplies and with constrained hygiene and sanitation practices and nutrition services. The new cases reported include those among repatriated OFWs and LSIs. Since February 2020, more than 142,000 OFWs have returned to the country. As a lower middle-income country, the Philippines exemplifies the challenges of a health system in transition.¹

2. Socio-economic Impact

The pandemic will continuously have a huge impact on the economy beyond 2020. Results of PSA July 2020 Labor Force Survey showed that the unemployment rate in July 2020 was estimated at 10 percent. This is higher than the unemployment rate of the same month a year ago placed at 5.4 percent, but lower than the record high 17.7 percent during April 2020. Unemployed Filipinos who are 15 years old and over was estimated at 4.6 million in July 2020, higher by 2.1 million compared to the same period a year ago but lower by 2.7 million from three months ago. While most parts of the country eased the restrictions for community quarantine, five regions still reported double-digit unemployment rates. The highest unemployment rate estimate of 15.8 percent was recorded in the National Capital Region (NCR). It was followed by Region IV-A (CALABARZON), 12.4 percent; Region VII (Central Visayas), 11.7 percent; Region I (Ilocos Region), 11.1 percent; and Region III (Central Luzon), 10.9 percent.

Expected evolution of the situation and needs

With the occurrence of pandemic, the Department faced a dilemma which affect the PGS implementation particularly for achieving the strategic contributions. Starting March 2020, the DSWD was directed to lead the implementation of Social Amelioration Program (SAP) while continuing the implementation of other social protection programs

¹ COVID 19 Humanitarian Response Plan Philippines (August 2020 version)

such as Pantawid Pilipino Program, AICS, Social Pension, among others. In addition, the Department provided assistance to the repatriation of undocumented children from Malaysia and Middle East.

This pandemic continues to have a severe effects to socio-economic lives to Filipinos. With the increasing number of Locally Stranded Individuals (LSI), demand for OFWs assistance due to repatriated and stranded OFWs, increasing incidence of cybercrimes against children and gender-based violence, an appropriate and responsive social protection programs need to be provided to them. With the impact of different community quarantine implementation, the socio-economic status has been affected considering the sources of livelihood and income were halted.

The implementation of the SAP-Emergency Subsidy Programs also caused pressures on the part of the Department particularly from various stakeholders and targeted beneficiaries and this affect the implementation of other DSWD programs and projects. Furthermore, there was an increasing number of DSWD personnel tested positive of COVID 19 which also affect the continues program implementation. The different alternative work arrangements need to be adopted to prevent the spread of COVID 19 in the workplace.

In addition to pandemic, the Supreme Court ruling on the Mandanas case is scheduled for full implementation in 2023, thus, CY 2021-2022 is crucial stage for the Department. Failure at this stage is likely to cause a huge setback for DSWD. The impact of the Mandanas ruling must be taken into consideration moving forward. The Department must plan and prepare for the seamless transfer of devolved functions and services. This will have a huge impact in terms of budget, human resources, capacity building among others. Currently, a total of nine (9) DSWD programs were identified by the DBM for devolution. Given this, a comprehensive transition plan with specific programs has to be developed. As we anticipate for the devolution, the Department need to adopt digital technologies in providing the needed technical assistance for the LGUs to effectively deliver the social welfare programs and services.

IV. Objectives

The SULONG DSWD Recovery Plan is envision to contribute to the protection of vulnerable sectors through responsive and appropriate social protections programs and services with eighty percent (80%) of targeted clients is expected be served. It considered the people in need and the target client. Specifically, it provides recovery assistance and services to people affected by COVID19 Pandemic and victims of natural disaster and human-induced emergencies.

The Plan will serve as an interim strategy and a building block for the strategy that was originally designed. It will serve as the preparation of the Department to operate in the context of the Mandanas Ruling and be the way of capacitating the organization to transition to the new normal. The Plan will also operate amidst both pandemic and within the Mandanas Ruling in place. In best case scenario, the Department can slowly adopt either Fold-in or Parallel means of implementation by 2022.



V. Strategic Priorities and Recovery Approaches

With the duration of two (2) years, the Plan intends to respond to pandemic as well as prepare the Department for the full implementation of Mandanas Ruling. Six (6) strategic priorities and several approaches has been identified to ensure achievement of the Plan objective.

Strategic Priority 1:

Mitigate the socio-economic impact of COVID19 pandemic, natural disasters & human-induced emergencies to DSWD clientele and alleviate their conditions during these situations

Specific Objective 1: Provide appropriate protective recovery assistance to identified programs beneficiaries through innovative modalities and special interventions

Monitoring Indicator: Number of client/beneficiaries provided with protective recovery assistance

Identified modalities and interventions of the following programs:

- Assistance for Individual in Crisis Situation (AICS)
- Centers and Residential Care Facilities
- Building Resilient Community under Bangun
- Returning Overseas Filipino Workers
- Services to Displaced Persons

Specific Objective 2: Provide appropriate promotive recovery assistance to identified programs beneficiaries through innovative modalities and special interventions

Monitoring Indicator: Number of clients/beneficiaries provided with promotive recovery assistance

Identified modalities and interventions of the following programs:

- Balik-Probinsya, Bagong Pag-asa Program (BP2P) under KALAHI-CIDDS
- Livelihood Assistance Grant (LAG) under Sustainable Livelihood Program

Specific Objective 3: Provide relief and early recovery intervention and services to affected individuals, families and communities

Monitoring Indicators:

1. Number of IDPs (disaggregated by families and HHs) provided with food and non-food relief items
2. Number of individuals, families and HHs provided with early recovery interventions (disaggregated by type of services)
3. Number of community vulnerable areas (CVAs) provided with disaster response services

Programs:

- Disaster Response and Management Program
- PAMANA Program

Strategic Priority 2:

Increase capacity of LGUs to improve the delivery of social protection and social welfare services in response to pandemic and preparation for full implementation of Mandanas

Specific Objective 4: Provide technical assistance to LGUs to improve their capacity to deliver social protection and social welfare services

Monitoring Indicator: Number of LGUs provided with technical assistance using digital platforms along social protection

Specific Objective 5: Assess functionality level of LGUs along delivery of social protection services in preparation for full implementation of SC Ruling on Mandanas Petition

Monitoring Indicator: Number of LGUs assess in terms of their functionality level along delivery of social protection

Specific Objective 6: Provide resource augmentation to LGUs to improve their capacity in delivering social protection programs and services

Program: Technical Assistance

Monitoring Indicator: Number of LGUs provided with resource augmentation to support their social protection programs and services

Programs: Resource Augmentation and Relief & Recovery Interventions

Strategic Priority 3:

Regulate SWDAs to continuously comply with SWD standards and regulations

Specific Objective 7: Assess SWDAs for registration and issuance of license to and accreditation of SWD programs and services

Monitoring Indicator: Number of SWDAs assessed for registration, licensing and accreditation

Specific Objective 8: Assess and provide technical assistance to DSWD CRCF to achieve level III accreditation

Monitoring Indicators:

1. Number of DSWD CRCF assessed for accreditation
2. Number of DSWD CRCF certified as centers of excellence

Program: SWD Regulatory Program

Strategic Priority 4:

Improve organizational processes, technological capacity and readiness to adopt with the new normal

Specific Objective 9: Streamline organizational processes to become compliant to EODB

Monitoring Indicator: Percentage of frontline and internal services compliant to EODB

Specific Objective 10: Improve ICT systems, facilities and infrastructure to increase technological capacity and readiness to new normal

Monitoring Indicators:

- Number of new ICT systems, facilities and infrastructure put in place
- Number of services transitioned from face-to-face to digital platforms
- Number of programs with changed service delivery modalities

Specific Objective 11: Roll-out ERM to address risks impacting the strategy

Monitoring Indicator: Number of Risk Treatment Measures implemented/completed

Strategic Priority 5:

Promote an informed and evidence-based decision making through active utilization of credible and reliable information management system

Specific Objective 12: Utilize Listahanan 3 data for DSWD Programs and Services

Monitoring Indicator: No. of DSWD Programs utilizing Listahanan 3 data

Strategic Priority 6:

Capacity building and occupational health and safety of personnel

Specific Objective 13: Improve competency and skills of personnel to effectively carried tasks

Monitoring indicator: Number of personnel that attended at least one learning and development intervention on:

- Digitalization
- Occupational health safety protocols

Specific Objective 14: Implement alternative work arrangement to ensure safety and protection of personnel

Monitoring indicator: Number of personnel infected with COVID19 regardless of work arrangement and employment status Department-wide

Specific Objective 15: Provide support and assistance to all personnel

Monitoring indicator: Number of personnel regardless of employment status provided with support and assistance

- Infected personnel
- Bereaved families

VI. DSWD SULONG Recovery Governance Scorecards

Presented is DSWD governance scorecard for CY 2021-2022 consisting of six (6) strategic priorities, fifteen (15) specific objectives and twenty (20) indicators. Each indicator has corresponding baseline data and targets for CY 2021 and 2022 of which will be the subject of proficiency in November 2021. The strategic priorities 1-3 are client-focused while strategic priorities 4-6 are focused on the organization.

STRATEGIC PRIORITIES	SPECIFIC OBJECTIVES	RECOVERY APPROACHES	MONITORING INDICATORS	PROGRAM OWNER	BASELINE (2020)	TARGETS	
						2021	2022
1. Mitigate the socio-economic impact of COVID19 pandemic, natural disaster and human-induced emergencies to DSWD clientele and alleviate their conditions during these situations	1. Provide appropriate protective recovery assistance to identified beneficiaries through innovative modalities and special interventions	Social Welfare and Development Protective Program	1. Number of client/beneficiaries provided with protective recovery assistance	PMB, ISSO, FOs, CRCF	<ul style="list-style-type: none"> AICS- 634,352 CRCF-882 Bangun Returning OFWs – 2,000 Services to Displaced Persons * 	819,238 11,733 150	911,002 15,042 200
	2. Provide appropriate promotive recovery assistance to identified beneficiaries through innovative modalities and special interventions	Social Welfare and Development Promotive Program	2. Number of clients/beneficiaries provided with promotive recovery assistance	KC-NDDP	<ul style="list-style-type: none"> BP-Bagong Pag-asa - 721 families 	3,496 families ___ 4Ps ___ Non 4Ps	5,000 families ___ 4Ps ___ Non 4Ps
				SLP	LAG – 86,483	107,264 ___ 4Ps ___ Non 4Ps	163,960 ___ 4Ps ___ Non 4Ps

Note: * Services to Displaced Persons - DR funds to NCR and FO IX for repatriates from UAE and Malaysia-per NEP
 * SLP-LAG, BP-BP targets to be disaggregated by 4Ps HHs and Non-4Ps HHs

STRATEGIC PRIORITIES	SPECIFIC OBJECTIVES	RECOVERY APPROACHES	MONITORING INDICATORS	PROGRAM OWNER	BASELINE (2020)	TARGETS	
						2021	2022
1. Mitigate the socio-economic impact of COVID19 pandemic, natural disaster and human-induced emergencies to DSWD clientele and alleviate their conditions during these situations	3. Provide relief and early recovery interventions and services to affected individuals, families and communities	Disaster Response and Early Recovery Management Program	3. Number of IDPs (disaggregated by families and HHs) provided with food and non-food relief items	DRMB	No baseline data	DRMB will provide the OSM assessment report every time the Department is into Disaster Response	
			4. Number of individuals, families and HHs provided with early recovery interventions (disaggregated by type of services)	DRMB	No baseline data		
				KALAHI-ODSS	75, 500 HHs	732,500 HHs	3,198,750 HHs
			5. Number of community vulnerable areas (CVAs) provided with disaster response services	KALAHI-ODSS	809 communities	776 Communities	463 communities

Disaggregation of data to be reflected in the reporting

STRATEGIC PRIORITIES	SPECIFIC OBJECTIVES	RECOVERY APPROACHES	MONITORING INDICATORS	PROGRAM OWNER	BASELINE (2020)	TARGETS	
						2021	2022
						2. Increase capacity of LGUs to improve the delivery of social protection and social welfare services in response to pandemic and preparation for full implementation of Mandanas	4. Provide technical assistance to LGUs to improve their capacity to deliver social protection and social welfare services

STRATEGIC PRIORITIES	SPECIFIC OBJECTIVES	RECOVERY APPROACHES	MONITORING INDICATORS	PROGRAM OWNER	BASELINE (2020)	TARGETS	
						2021	2022
						2. Increase capacity of LGUs to improve the delivery of social protection and social welfare services in response to pandemic and preparation for full implementation of Mandanas	5. Assess functionality level of LGUs along delivery of social protection services in preparation for full implementation of SC Ruling on Mandanas Petition
6. Provide resources augmentation to LGUs to improve their capacity in delivering social protection programs and services	8. Number of LGUs provided with resources augmentation to support their social protection programs and services	DRMB	1,461 LGUs (provided relief & recovery interventions)	DRMB will provide the OSM assessment report every time the Department is into Disaster Response			

STRATEGIC PRIORITIES	SPECIFIC OBJECTIVES	RECOVERY APPROACHES	MONITORING INDICATORS	PROGRAM OWNER	BASELINE (2020)	TARGETS	
						2021	2022
						3. Regulate SWDAs to continuously comply with SWD standards and regulations	7. Assess SWDAs for registration and issuance of license to operate and accreditation of SWD programs and services

STRATEGIC PRIORITIES	SPECIFIC OBJECTIVES	RECOVERY APPROACHES	MONITORING INDICATORS	PROGRAM OWNER	BASELINE (2020)	TARGETS	
						2021	2022
						3. Regulate SWDAs to continuously comply with SWD standards and regulations	8. Assess and provide technical assistance to DSWD CRCF to achieve level III accreditation
			11. Number of DSWD CRCF certified as centers of excellence	PMB, SB, FOs, CRCF	16 CRCF	17 CRCF (new and sustained) * as of 2021	25 CRCF (new and sustained) * as of 2022

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STRATEGIC PRIORITIES	SPECIFIC OBJECTIVES	RECOVERY APPROACHES	MONITORING INDICATORS	PROGRAM OWNER	BASELINE (2020)	TARGETS	
						2021	2022
4. Improve organizational processes, technological capacity and readiness to adopt with the new normal	9. Streamline organizational processes to become compliant to EODB	Support to Operations Program	12. Percentage of frontline and internal services compliant to EODB	FMS-MD, CO-OBS, FOs	50%	75% (list to be provided)	100%
	10. Improve ICT systems, facilities and infrastructure to increase technological capacity and readiness to new normal		13. Number of new ICT systems, facilities and infrastructure put in place	ICTMS, CO-OBS	32 information systems supporting SWD programs, projects and services developed, deployed and maintained	6 information systems supporting SWD programs, projects and services developed, deployed and maintained (list to be provided)	6 information systems supporting SWD programs, projects and services developed, deployed and maintained

STRATEGIC PRIORITIES	SPECIFIC OBJECTIVES	RECOVERY APPROACHES	MONITORING INDICATORS	PROGRAM OWNER	BASELINE (2020)	TARGETS	
						2021	2022
4. Improve organizational processes, technological capacity and readiness to adopt with the new normal		Support to Operations Program	14. Number of services transitioned from face-to-face to digital platforms	FMS-MD, CO-OBS	TBD	TBD (FDS, Case Mgt., AICS) (list to be provided)	TBD
			15. Number of programs with changed service delivery modalities	PMB, 4Ps NPMO	-	3 programs (SFP, SocPen, 4Ps-Rice Distribution)	TBD
	11. Roll-out ERM to address risks impacting the strategy		16. Number of Risk Treatment Measures implemented/ completed	OSM, FMS-MD, CO-OBS, FOS	-	TBD	TBD

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STRATEGIC PRIORITIES	SPECIFIC OBJECTIVES	RECOVERY APPROACHES	MONITORING INDICATORS	PROGRAM OWNER	BASELINE (2020)	TARGETS	
						2021	2022
5. Promote an informed and evidence-based decision making through active utilization of credible and reliable information management system	12. Utilize Listahanan 3 data for DSWD Programs and Services	Support to Operations Program	17. No. of DSWD Programs utilizing Listahanan 3 data	NHTO, PMB, NPMOs	-	3 DSWD Programs utilizing Listahanan	4 DSWD Programs utilizing Listahanan

STRATEGIC PRIORITIES	SPECIFIC OBJECTIVES	RECOVERY APPROACHES	MONITORING INDICATORS	PROGRAM OWNER	BASELINE (2020)	TARGETS	
						2021	2022
6. Capacity building and occupational health and safety of personnel	13. Improve competency and skills of personnel to effectively carried tasks	Human Resources Development and Occupational Health and Safety Program	18. Number of personnel that attended at least one learning and development intervention on: a) Digitalization b) Occupational health safety protocols	HRMDS, CO-OBS	TBD	TBD	TBD
	14. Implement alternative work arrangement to ensure safety and protection of personnel		19. Number of personnel infected with COVID19 regardless of work arrangement and employment status Department-wide	HRMDS, FOs	• CO - 346 • FO - 75	CO - <173 FO - <37	TBD TBD

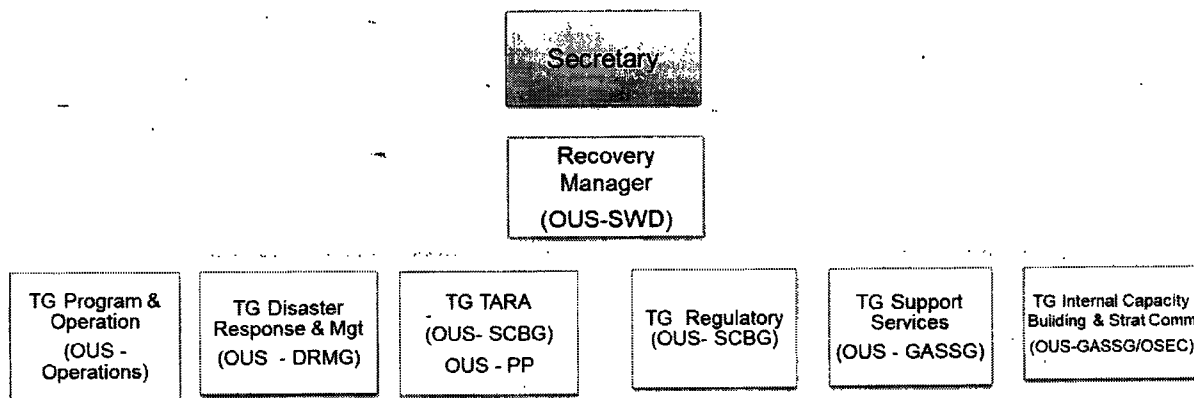
STRATEGIC PRIORITIES	SPECIFIC OBJECTIVES	RECOVERY APPROACHES	MONITORING INDICATORS	PROGRAM OWNER	BASELINE (2020)	TARGETS	
						2021	2022
6. Capacity building and occupational health and safety of personnel	15. Provide support and assistance to all personnel	Human Resources Development and Occupational Health and Safety Program	20. Number of personnel regardless of employment status provided with support and assistance a. Infected personnel b. Bereaved families	HRMDS	TBD	TBD	TBD

To ensure a smooth top-down approach, the 2-year deliverables should be cascaded at all levels to guarantee the alignment of the strategic contributions of each office, bureau and division. Identification of strategic contributions must not deviate from the strategic priorities. To track the overall performance of the organization, the baselines should be verified and finalized for each indicator. Likewise, realistic targets shall be determined in order to push the specific objectives.

For the identification of lower level scorecards and scoreboards, the implementer/proponent of PPAs under each Strategic Priorities shall identify recovery intervention/s as their Strategic Contributions. Target beneficiaries/clients of the identified recovery interventions shall be identified. Recovery interventions may vary in nature. It must be an appropriate intervention geared towards helping clients/beneficiaries to cope with impact of pandemic or other disasters or maybe a change in modalities of delivery of services.

VII. Implementation Mechanism

For the implementation of the SULONG Recovery Plan, the six (6) Tasks Groups are created to be responsible for each strategic priorities and the achievement of specific objectives. The overall implementation will be led by the Secretary to be assisted by the Undersecretary for Social Welfare and Development.



The **Undersecretaries as Cluster Heads** shall serve as owners of the strategic priorities indicated in the governance scorecards. They shall ensure alignment of specific scorecard to the objectives and strategic priorities assigned to them. They shall act as the liaison and advocates and shall monitor and report the progress of OBS/FO strategic deliverables during the conduct of the strategy review meetings. They shall be assigned as follows:

STRATEGIC PRIORITIES	OBJECTIVE OWNERS
Mitigate the socio-economic impact of COVID19 pandemic, natural disaster and human-induced emergencies to	<ul style="list-style-type: none"> Office of Undersecretary for Operations

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STRATEGIC PRIORITIES	OBJECTIVE OWNERS
DSWD clientele and alleviate their conditions during these situations	
Increase capacity of LGUs to improve the delivery of social protection and social welfare services in response to pandemic and preparation for full implementation of Mandanas	<ul style="list-style-type: none"> • Office of Undersecretary for Standards and Capacity Building • Office of Undersecretary for Policy and Plans
Regulate SWDAs to continuously comply with SWD standards and regulations	<ul style="list-style-type: none"> • Office of Undersecretary for Standards and Capacity Building
Improve organizational processes, technological capacity and readiness to adopt with the new normal	<ul style="list-style-type: none"> • Office of Undersecretary for General Administrative and Support Services
Promote an informed and evidence-based decision making through active utilization of credible and reliable information management system	<ul style="list-style-type: none"> • Office of the Secretary
Capacity building and occupational health and safety of personnel	<ul style="list-style-type: none"> • Office of Undersecretary for General Administrative and Support Services

All DSWD Offices including Centers and Institutions shall be involved and accountable in the implementation of the SULONG Recovery Plan 2021-2022 to meet its objective as well as the Department's objective to be conferred as PGS Proficient by end of CY 2021.

The Office of Strategy Management (OSM) shall be primarily responsible in overseeing the implementation of SULONG Recovery Plan 2021-2022.

The **DSWD PGS Core Team** shall be responsible for championing the Recovery Plan implementation and expected to assist the OSM in strategy execution by operationalizing the strategy in their respective units and tracking the progress of the deliverables.

The **DSWD PGS Focal Persons** shall assist their respective heads and ensure alignment of the OBS/FOs strategic contributions to the governance scorecards, budget link to strategies and recommend specific action to be undertaken by respective Heads in achieving strategic focus. They are expected to prepare monthly and quarterly progress reports.

The **OBs/FOs** shall be responsible in formulating the scorecards of their respective office/bureau with the help of OSM and ensuring that results are delivered in the conduct of their operations. They shall account for the implementation of the initiatives determined to move the scorecards and reporting of such accomplishments to their Cluster Heads and OSM during operations and strategy reviews.

For the **FOs**, the implementation of the Plan shall be directly supervised by the Regional Directors, to be assisted by their respective PGS Focal Persons.

The **Performance Management Team (PMT)** shall ensure that Key Performance Indicators to measure the strategic objectives are included in the Harmonized and Must Office Performance Commitment (OPC).

The **Planning and Budget Steering Committee (PBSC)** shall update the DSWD Program Expenditure Classification Structure (PREXC) to ensure the alignment of the strategy and budget. This is in preparation that by 2022, needed budget for the implementation of strategy will be incorporated in the budget structure.

The **Social Marketing Service (SMS)** shall be the main communicator of the Department's strategies. It shall design and deliver the messages in multiple ways through multiple media while the OSM serves in a coordinating role, reviewing the content and frequency of messages to ensure these correctly communicate the strategy.

The **Finance and Management Service (FMS)** shall make allocations in the annual WFP for the Department's strategies in addition to the regular or operational expenditure.

The **Human Resource Management and Development Service (HRMDS)** shall situate the DSWD SULONG Recovery Plan Scorecard in the performance management framework and ensure that specific measures and targets are duly incorporated in the performance contracts of officials and staff. It shall also formulate an incentive system that will motivate out-of-the-box thinking and autonomy in coming up with strategies that will achieve the targets indicated in the scorecards.

The **Social Welfare Institutional Development Bureau (SWIDB)** as responsible for maintaining and updating the Knowledge Exchange Center (KEC), any good practice along the implementation of the governance scorecard shall be provided to the SWIDB for uploading to the KEC. Institutionalization of such practices to ensure organization-wide adoption to achieve better results shall be the responsibility of the SWIDB.

The **Information and Communications Technology Management Service (ICTMS)** shall lead in creating the ICT support system, particularly in the design of dashboards in monitoring key performance indicators and measures.

The **Multi-Sectoral Governance Coalition (MSGC)**² shall serve as an advisory body to the Department responsible for monitoring the performance of the Department through utilization of their resources and networks to help the organization move its goals and objectives.

² MSGC is composed of external stakeholders from different sectors

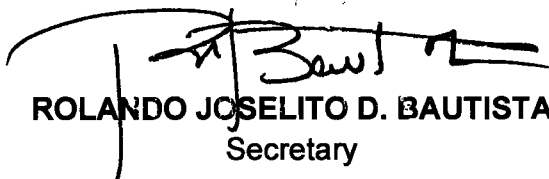
VIII. Funding

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AJPN/HAG All budgetary requirements for the implementation of the Recovery Plan shall be sourced from CY 2021 approved NEP and included in the budget proposal, WFP, monthly disbursement program of all Offices, Bureaus and Services as well as Regional Offices. Further, funds for programs, projects and activities targeted for 2022 should be included in the upcoming budget call for CY 2022.

IX. Effectivity

This Administrative Order shall take effect immediately. All Field Offices and Central Office Bureaus and Services, including the project management offices and DSWD Centers and Institutions are hereby directed to align their projects and activities to the strategies and objectives presented herein. Any previous instructions that are inconsistent with this Department Order is hereby revoked.

Issued in Quezon City, this day 29th of December 2020.


ROLANDO JOSELITO D. BAUTISTA
Secretary