♥ DSWD
Department of Social Welfare and Development

Administrative Order
No. 18
Series of 2020

Subject: Adoption of DSWD Recalibrated Strategy (New Timelines of Delivery)

I. Rationale

The Department of Social Welfare and Development (DSWD) as mandated of taking the lead in social protection, adopted the Performance Governance System (PGS) Pathways to level-up the quality of governance and its service delivery to its client and exceedingly meeting expectations of its stakeholders.

Through the Performance Governance System Pathways, an organization-wide strategic tool towards attaining distinct agency strategic positions in 2022 and 2028 was developed and adopted on 13 March 2020 by virtue of Administrative Order No. 05 Series of 2020. Series of cascading sessions with the Field Offices and Central Office Bureaus, Offices and Services were held in January-February 2020. Apparently, monthly operations review has to be conducted as a follow-through activities.

However, with the advent of the COVID-19 pandemic, the trajectory of the Department's implementation of the Governance Scorecard 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. As such, all member agencies of IATF-EID have tasked to develop a Response and Recovery Plan wherein the DSWD has issued AO No. 03, s. 2020 (DSWD COVID-19 Response and Recovery Plan (2020-2022).

Furthermore, given the pandemic and the Mandanas Ruling, there was a need to review the AO3 and the implementation of the current strategy. It should also be noted that AO 3 are purely response plan and the targets are limited to CY 2020. Also, the National Expenditure Program (NEP) 2021 has already been approved. Henceforth, the review of the implementation of the current strategy was conducted focusing on the status of roadmap deliverables and strategic contributions. The conduct of strategy review was done in consultation with ISA, the service provider for the PGS implementation.

II. Strategic Focus

Given the new context, i.e. Pandemic, Mandanas Ruling and approved NEP, the strategy review was conducted considering the impact of pandemic, status of the current strategy and the continue-stop-start retrospective. These new context requires the DSWD to review its current strategy to become responsive and relevant to its mandate. Gauging the impact of pandemic was crucial because of its implications on the Department's operations and on the status of implementation of the current strategy. Starting March 2020, the DSWD was directed to lead the SAP implementation which brought pressures to the

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Department. On top of this, the Department is still implementing the 4Ps, and other DSWD programs (such as AICS,, Social Pension, among others). The DSWD also assisted in the repatriation of undocumented children from Malaysia and Middle East. Likewise, with the Supreme Court Ruling, full implementation is expected in CY 2022, thus CY 2021 will serve as preparation of the Department to operate in the context of Mandanas Ruling.

In terms of the review of roadmaps and strategic contributions implemented in CY 2020, it appears that for the roadmap, 6.5% of the 46 deliverables were achieved, while 93.5% remains undelivered. The achieved roadmap deliverables are from Policy Reform, Finance and Logistics and Information Capital. For strategic contributions, 22% were delivered ; 25% are not yet due;4% are not yet due but will no longer be delivered within the year, while 49% remains undelivered. In terms of strategic contributions, the results showed that among the 8 roadmaps, Human and Org Capital has the most number of strategic contributions as well as undelivered strategic contributions and this could be attributed to the ISO certification which almost all OBS has committed to deliver. The TARA roadmap has the least number of delivered strategic contributions and this is mainly due to COVID 19 pandemic.

As a result of this process and with the current situation and the upcoming implementation of Mandanas ruling as mentioned, the Department adopted the "recalibration" as the strategy design which means that the two (2) strategic focus and the roadmap deliverables indicated in AO 5, s. 2020 will be maintained but with new timelines of delivery, i.e, instead of 2020-2022 it should be 2022-2024. For the means of implementation, we will adopt a "detour" means of strategy implementation wherein a SULONG Recovery Plan developed will serve as an interim strategy for CY 2021-2022. With this, the challenge for the Department now is the management of the strategy while mitigating the effects of the pandemic.

Presented now is the strategic focus which has the same targets but different timelines of delivery.

STRATEGIC FOCUS	CY 2024	CY 2028
INCREASE CAPACITY OF LGUs TO IMPROVE THE DELIVERY OF SOCIAL PROTECTION & SOCIAL WELFARE SERVICES	76 PSWDO 144 CSWDO Fully functional	1,372 MSWDO Fully functional
IMPROVE WELL-BEING OF BENEFICIARIES & 4Ps HOUSEHOLDS THROUGH IMPROVED SOCIAL WELFARE SYSTEM	1,000,000 4Ps HHS attained self-sufficient level of well-being	4.4 Million 4Ps HHs attained self-sufficient level of well-being
	100% C/RCF accredited 50% centers of excellence	100% centers of excellence

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III. Roadmap Deliverables 2022-2024

As the Department went on its PGS journey, it encountered bumps, potholes, sharp turns, and even slow-downs because of the environmental and organizational challenges brought by the pandemic. The Core Roadmap may no longer be in its prime condition to travel with the situation on the road while the Support Roadmap or the way we intended to do things, will have to be adjusted in order for us to continue. Thus, for the Department to be able to achieve the targets indicated in CY 2024, the following are the roadmap deliverables for the eight (8) roadmaps stipulated in AO 5. Each roadmap has corresponding objectives and measures that need to be achieved through the delivery of the roadmap deliverables starting 2022 to 2024.

TECHNICAL ASSISTANCE AND RESOURCE AUGMENTATION ROADMAP			
OBJECTIVE		**MEASURE**	
Mainstream the Social Protection Framework in the Comprehensive Development Plan of the LGUs		Increase in the number of LGUs allocating at least 10% of its budget for social welfare and social safety nets	
KRA	**DELIVERABLES**		
	2022	**2023**	**2024**
TARA to NGAs and CSOs	100% of HDPRC and SDC members and supervised and attached agencies have adopted the SP Framework through agency policy	100% of HDPRC and SDC members and supervised and attached agencies have mainstreamed the SP Framework in their respective agency plans	100% of HDPRC and SDC members and supervised and attached agencies have fully-mainstreamed the SP Framework in their respective agency plans
TARA to LGUs	25 provinces integrating social protection policies and programs in their Local / Comprehensive Development Plans	36 provinces integrating social protection policies and programs in their Local / Comprehensive Development Plans	15 provinces integrating social protection policies and programs in their Local / Comprehensive Development Plans
	At least 39 cities integrating social protection policies and programs in their Local/Comprehensive Development Plans	Additional 43 more cities integrating social protection policies and programs in their Local/Comprehensive Development Plans	Additional 62 more cities integrating social protection policies and programs in their Local/Comprehensive Development Plans

POLICY REFORM ROADMAP			
OBJECTIVE		**MEASURE**	
Develop policies advancing the capacities of the organization to institutionalize social protection		% of LGUs with Social Protection plans (including the devolved programs) integrated in the Annual Investment Plans	
KRA	**DELIVERABLES**		
	2022	**2023**	**2024**
Reform Agenda 1: Leading and Engaging the Sector — Strong partnership arrangement with LGUs and other intermediaries	AO/MC Enhanced DSWD partnership framework issued (TOR, Rules on Engagement) 25% of the 81 provinces and 20% of the 146 cities have adopted DSWD partnership MOAs based on the SP-resolution	50% of the 81 provinces and 50% of the 146 cities have adopted DSWD partnership MOAs based on the SP-resolution	100% of the 81 provinces and 100% of the 146 cities have adopted DSWD partnership MOAs based on the SP-resolution
Harmonizing the targeting systems with CBMS	JMC aligning the Listahanan with CBMS to include the ff: - review of existing related policies - discussion with DILG, PSA and other concerned agencies	Full implementation of JMC Assessment report on the applicability and implementation gaps of the JMC	Policy amendments on the JMC as necessary

POLICY REFORM ROADMAP

OBJECTIVE	MEASURE
Develop policies advancing the capacities of the organization to institutionalize social protection	% of LGUs with Social Protection plans (including devolved programs) integrated in the Annual Investment Plans

KRA	DELIVERABLES		
	2022	2023	2024
Reform Agenda 2: Faster and Better Social Protection Develop Transition Program for SWD programs and services	AO/MC on Program Transfer Policy to include National Transition / Transfer Plan	Full implementation of the National Transition / Transfer Plan AO/MC on LGU Incentive Package	All services devolved to provinces and cities Implementation of the LGU Incentive Package
Advocacy for social welfare and development (SWD)	Updated Social Legislative Agenda based on DSWD priorities and emerging issues	Legislative proposals submitted to identified champions	
Results-based and evidence-based policy-making	AO/MC on the DSWD Policy Agenda At least 5 high priority studies identified in the R&E Agenda conducted based on Organizational Outcomes (total =31 high priority, 31 medium priority, 36 low priority	At least 10 high priority studies conducted	100% of appropriate policy recommendations from the high, medium, and low priority studies are adopted and translated into policy At least 10 high priority studies conducted

SOCIAL CASE MANAGEMENT ROADMAP

OBJECTIVE	MEASURE
Provide appropriate interventions based on accurate analysis of clients' needs towards reducing vulnerability of 4Ps households	# of 4Ps households with improved level of well-being

KRA	DELIVERABLES		
	2022	2023	2024
Registration	• Database of 300,000 replacement households from Listahanan 2 • Policy RE: Coverage for RA 11310 (came from existing, replacement of new identified poor from Listahanan 3)	• Policy re: 4Ps beneficiaries not included in Listahanan 3 final list of poor	
Assessment	• Profile of level of well-being of 100,000 4Ps households • Pilot testing of enhanced 4Ps case management manual (7 years duration for 4Ps beneficiaries)	• Profile of level of well-being of additional 200,000 4Ps households	• Profile of level of well-being of additional 200,000 4Ps households • Matching of 4.1M active 4Ps households vis-à-vis Listahanan 3 results
Intervention Planning and Implementation	• Case summary report indicating 300,000 Not Attending School (NAS) beneficiary children returned to school (NAS due to early cohabitation, early pregnancy, VAW, or child labor) • Enhanced Family Development Sessions and Financial Literacy Modules to include indicators of behavioral change	• Case summary report for additional 300,000 NAS returned to school • Functional Electronic Social Case Management for 4Ps	• Case summary report for additional 325,977 NAS returned to school
M&E	Report on movement of 3.9Million 4Ps HHs cases using SWDI		
	Documentation of 400 success stories	Documentation of 400 success stories	Documentation of 400 success stories
Termination and Transition	• List of 4Ps households for graduation • Certification for Level 3 Self-sufficient _____ 4Ps Households (waiting for baseline)	• Post services for _____ graduated 4Ps' sustainability (referrals and convergence of efforts) to include incentive package for graduated households (i.e. P30-50k cash outright, 6-month contract for Build Build Build, free college education, assistance for farmers from DA, among others)	

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REGULATORY ROADMAP

OBJECTIVE			MEASURE
Ensure compliance of Social Welfare and Development Agencies (SWDAs) to standards in the delivery of social welfare services			DSWD Centers meeting Level 3 Accreditation Standards
KRA	**2022**	**2023**	**2024**
Registration, Licensing, and Accreditation of SWDAs	Updated national SWDA database to include unregistered and unlicensed SWDAs	Electronic national database of SWDAs linked to regional offices	
DSWD Centers	19 DSWD Centers are compliant to standards of Centers of Excellence	24 DSWD Centers are compliant to standards of Centers of Excellence	35 DSWD Centers are Centers of Excellence
	15 of DSWD Centers are accredited	14 of DSWD Centers are accredited	71 of DSWD Centers are accredited

HUMAN AND ORGANIZATIONAL CAPITAL ROADMAP

OBJECTIVE			MEASURES
Develop highly competent personnel and a responsive structure for DSWD and its intermediaries			PRIME-HRM Maturity Level in Central and Field offices
			ISO-certified clusters and Field offices
KRA	**DELIVERABLES**		
	2022	**2023**	**2024**
PRIME HRM — Central office	Level III	At least 25% of Level IV indicators	Level IV
PRIME HRM — Field offices	100% are at least Level II	At least 50% are Level III	At least 75% are Level III
ISO-certification — Central office	5 clusters of DSWD central office are ISO-certified 1 cluster of DSWD central office are validated	Additional 6 clusters of DSWD central office are validated	5 clusters of DSWD central are office validated 1 cluster of DSWD central office are ISO-certified
ISO-certification — Field office	14 field offices are ISO-certified 2 field offices are validated	16 field offices are validated	14 field offices are validated 2 field offices are re-certified

INFORMATION CAPITAL ROADMAP

OBJECTIVE	MEASURE
Promote an informed and evidence-based decision-making through active utilization of credible and reliable information management systems	# of functional and actively utilized information systems

KRA	DELIVERABLES		
	2022	2023	2024
Information Management	Completed DSWD Unified Beneficiary Identification Database (UBID) established	Fully functional and actively utilized UBID in the Department	
	Pilot-tested/partial implementation of UBID conducted		
	Enhanced/Pilot-tested/partial utilization of LSWDO-SDCCA-IS conducted	Full utilization of LSWDO-SDCCA-IS	Fully functional and actively utilized LSWDO-SDCCA-IS
	TARA-IS developed	Pilot-tested/partial utilization of TARA-IS	Fully functional and actively utilized TARA-IS
	Listahanan 3 Database of Poor Households launched Listahanan 3 results shared/advocated to social protection stakeholders	Utilization of Listahanan 3 results for social protection programs and services	
	Fully Functional DSWD Agency Operations Center	UBID (4Ps, SocPen, AICS, SLP)	UBID (New Programs)
Capacity Building	Learning and development activities on ICT, wherein IT encompasses information systems, data management, infrastructure (hardware, data centers, network, internet), cyber security, service support	Continuous conduct of learning and development activities to address ICT capacity gaps	Learning and development activities on ICT institutionalized
Social Marketing	Strategic Communication Plan developed	Strategic ComPlan implemented	
	IEC Materials developed	Social marketing activities conducted (caravans, etc.) Stakeholders informed on DSWD on programs and services	Social marketing activities conducted (caravans, etc.) Stakeholders informed on DSWD programs and services

MONITORING AND EVALUATION ROADMAP

OBJECTIVE	MEASURES
Generate reliable data to improve the delivery of DSWD and the devolved SWD programs and services for its client	Number of PSWDO monitored & assessed
	Number of CSWDO monitored & assessed
	% of SWD programs and services with evaluation studies

KRA	DELIVERABLES		
	2022	2023	2024
Internal M&E	Assessment Report on the use of HPMES covering CY 2019/2020	Implementation of the HPMES 2.0 (online version) integrating all programs and services	
	Amendment of AO to mandate the development of M&E in all programs and services and to incorporate the harmonized (Feedback) report for both specialized and statutory programs	Implementation of Amended AO	
External M&E	ExeCom-approved standardized LGU monitoring and reporting tools	M&E capacity building interventions (technology transfer) for priority LGUs	M&E capacity building interventions (technology transfer) for other LGUs
	HDPRC resolution on quarterly standardized NGA monitoring and reporting tools	M&E capacity building interventions (technology transfer) for NGAs	

FINANCE AND LOGISTICS ROADMAP

OBJECTIVE	MEASURES
Establish an effective resource management that will promote efficient planning, programming and budget execution system and to promote accountability, fairness and transparency	Number of adverse COA AOMs
	Budget utilization rate
	Completed Purchase Request ratio

KRA	DELIVERABLES		
	2022	2023	2024
Process Improvement	Planning and Budgeting Advisory Council (PBAC) for CO and FOs	Capability building of PBAC	
	Synchronized and approved department-wide targets aligned to the roadmaps	Enhanced synchronization and approval process of department-wide targets	
	Application of DBM-approved Modified PREXC Budget Structure		
	MTEP (Enterprise resource planning → Multi-year Ordering/Framework Agreement→ MTEP)	Reviewed and Updated MTEP	
	Regular and timely monitoring of procurement of end-users		
Technology Enhancement	IT system for monitoring of fund utilization	Full deployment and updating of IT system	
	Institutionalization of synchronized/harmonized notional calendar		
People Competency Development	Continuous capacity development of designated Planning, Budget & Procurement Officer		Evaluation of improvement of designated Planning, Budget & Procurement Officer

IV. Governance Scorecards 2022-2024

Below is the DSWD governance scorecard for CY 2022-2024 consisting of eight (8) objectives and twelve (12) measures. These objectives and measures including baseline and targets remain the same as stipulated in AO 5 while the timeline of delivery has been adjusted to 2022 to 2024. Through the same measures, the Department will ensure excellence in both processes and the whole organization. Specifically, the measures for the core processes will strengthen the steering functions of the Department, particularly CY 2022 will be the start of full implementation of Mandanas Ruling.

OBJECTIVE	#	MEASURE		BL	2022	2023	2024	2028
FOCUS — Increase capacity of LGUs to improve delivery of social protection and social welfare services	1	Levels of Service Delivery	PSWDO (L3)	5/76			76	-
			CSWDO (L3)	7/144	-	-	144	-
			MSWDO (L3)	0/1,372	-	-	-	1,372
TARA Mainstream Social Protection in the Comprehensive Development Plan of LGUs	2	Number of LGUs allocating at least 10% of its budget for social assistance and social safety nets	Provinces	44	25	36	15	-
			Cities	45	39	43	62	-
POLICY REFORM Develop policies advancing the capacities of the LGUs to institutionalize social protection	3	Number of LGUs with Social Protection Plans (including new devolved programs) integrated in the Annual Investment Plan	Provinces	0	25%	50%	100%	-
			Cities	0	20%	50%	100%	-
FOCUS — Improve well-being of 4Ps households and beneficiaries through strengthened social welfare system	4	Number of 4Ps HHs with improved level of well-being through SWDI indicators	Self-sufficient 4Ps HHs	389,327	-	-	1,000,000	4,000,000
			Subsistence 4Ps HHs	3,156,829	-	-	-	-
			Survival 4Ps HHs	149,729	-	-	-	-
	5	Center of Excellence		14/71	-	-	50%	100%
		Accreditation Standard			-	-	100%	
SOCIAL CASE MANAGEMENT Provide appropriate interventions based on accurate analysis of clients' needs towards reducing vulnerability and sustaining resilience of 4Ps households	6	Number of 4Ps HHs with improved level of well-being	Self-sufficient 4Ps HHs	389,327	218,256	61,116	1,000,000	-
			Subsistence 4Ps HHs	3,156,829	3,702,882	3,338,706	2,968,178	-
			Survival 4Ps HHs	149,729	96,890	68,211	39,790	-
REGULATORY Ensure compliance of C/RCF and Social Welfare and Development Agencies (SWDA) to the standards in delivering social welfare services	7	DSWD Centers and Residential Care (C/RCF) meeting level 3 accreditation standards		14/71	19	24	35	71

OBJECTIVES	#	MEASURES		BL	2022	2023	2024
HUMAN AND ORGANIZATION CAPITAL Develop highly competent personnel and a responsive structure for DSWD and its intermediaries	1	PRIME-HRM Maturity Level	Field Office	Level I Level II	100% are Level II	At least 50% are Level III	At least 75% are Level III
			Central Office	Level II	At least 25% of Level III indicators	At least 25% of Level IV indicators	Level IV
	2	ISO-Certified Clusters/FOs	Field Office	2 Field Offices are certified	14 Field Offices are certified / 2 Field Offices are validated	16 Field Offices are validated	14 Field Offices are validated / 2 Field Offices are re-certified
			Central Office (Clusters)	1 Cluster is certified (GASSG)	4 Clusters are certified (OSG, SCBG, DRMG, OPG)	5 Clusters are validated (OSG, SCBG, DRMG, OPG, GASSG)	5 Clusters are validated (OSG, SCBG, DRMG, OPG, PPG) - 4 Clusters for 2nd year validation
					1 Cluster is validated (GASSG)	1 Cluster is certified (PPG)	1 Cluster is re-certified (GASSG)
INFORMATION CAPITAL Promote an informed and evidenced-based decision-making through strong utilization of credible and reliable information management systems	3	Functional DSWD Operation Center (OPCEN)		0	PBID→UBID (4Ps/LISTAHANAN)	PBID→UBID (SOCPEN/AICS/ SLP/other PROGRAMS)	PBID→UBID NEW PROGRAMS (UBID as part of the DSWD OPCEN)
MONITORING & EVALUATION Generate reliable data to improve the delivery of DSWD and devolved SWD programs and services for its client	4a	Number of PSWDOs monitored and assessed		0	25	36	15
	4b	Number of CSWDOs monitored and assessed		0	39	43	62
	4c	% of SWD programs and services with evaluation studies		37% (7/19)	47% (9/19)	74% (14/19)	100%
FINANCE AND LOGISTICS Establish an effective resource management through efficient planning, programming and budget execution system to promote accountability, fairness and transparency	5a	Number of COA adverse AOMs (for CO only)		23 (2019)	≤ 20	≤ 15	≤ 10
	5b	Budget Utilization Rate (Obligation)		99%	100%	100%	100%
	5c	Budget Utilization Rate (Disbursement)		97%	100%	100%	100%
	5d	Completed Purchase Request Ratio		TBD	80%	90%	100%

V. Implementation and Funding Requirements

The implementation and funding requirement for the implementation of the recalibrated strategy shall adhere on the provisions stipulated under Section V (Institutional Arrangements) and Section VI (Funding) of Administrative Order No. 5, series of 2020.

VI. Effectivity

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

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

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Secretary

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