

ADMINISTRATIVE ORDERNo. 20
Series of 2020**SUBJECT: FY 2021 DSWD THRUSTS AND PRIORITIES****I. RATIONALE AND CONTEXT**

The Department of Social Welfare and Development (DSWD) as lead in social protection, remained steadfast in fulfilling its mandate. But in light of the new normal, the organization was confronted with newer and more complex challenges. The Department will need to respond to the demands of the emerging national situation, and the pursuit of its Performance Governance System (PGS) Proficiency journey along with its strategy implementation. However, with the advent of the COVID-19 pandemic, the trajectory of the Department's implementation of programs as well as adopted Strategies¹ was adversely affected.

In 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 COVID-19, and mitigate its adverse socio-economic impact. Consequently, DSWD issued an Administrative Order (AO) No. 03, s. 2020 or the DSWD COVID-19 Response and Recovery Plan 2020-2022 underscoring the implementation of Social Amelioration Programs (SAP) for affected low-income families through emergency subsidy.

But besides the pandemic, the Department will also need to consider the implementation of Mandanas ruling wherein some of the programs and projects of the Department will be devolved to the LGUs. With these current developments, an interim plan or the SULONG (Strategic Focus Utilized to Leverage Our Nation's Good Governance) Recovery Plan 2021-2022² was crafted. The Plan also contributes to the implementation of DSWD commitment to National Action Plan (NAP) Phase 3, RECHARGE PH, National Expenditure Program for FY 2021 among others.

The DSWD continues to pursue the PGS Pathways for it to transform as an organization transitioning to the new normal. Thus, for FY 2021, the Thrusts for the whole Department are the initiatives that will contribute to the achievement of the said plans. This document also identified the Priorities for the whole agency as directed by the Secretary.

¹ DSWD Administrative Order No. 5 s. 2020 entitled, Adoption of PGS Pathways, DSWD Strategy Map 2028 and DSWD Governance Scorecard

² The Plan will serve as an interim plan and a building block for the strategy that was originally designed based on DSWD AO 5 s. 2020

II. OBJECTIVES

This document shall guide and direct all DSWD Clusters, Bureaus, Services, National Program Management Offices, and Field Offices in the formulation of strategic deliverables, work and financial plan, office performance contracts and operational guidelines for program implementation.

III. THRUSTS³ FOR THE DEPARTMENT

The following thrusts contribute towards the achievement of DSWD's Strategic Focus and the DSWD SULONG RECOVERY PLAN 2021-2022:

1. *Implementation of DSWD SULONG Recovery Plan 2021-2022*

The DSWD SULONG Recovery Plan is envisioned to contribute to the protection of vulnerable sectors through responsive and appropriate social protections programs and services. The Plan serves as an interim strategy and a building block for the strategy that was originally designed. It serves 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. Hence, it will also operate amidst both pandemic and within the Mandanas Ruling in place. The implementation of the DSWD SULONG Recovery Plan will be subjected to the PGS Proficiency Audit.

As "Detour" implementation of the strategy, the recovery plan contained six (6) strategic priorities. The first strategic priority (SP1) aimed at reaching and providing protective and promotive recovery assistance to individuals, families and communities through the programs included in this plan as:

Program	Type of Recovery Assistance	Type of Client/Beneficiaries	Target to Served
Assistance for Individual in Crisis Situation (AICS)	Protective	Individuals	819,238
Center & Residential Care Facilities	Protective	Individual (Residential)	11,733
		Individual (Non-residential)	150
Bangsamoro Umpungan sa Nutrisyon (BANGUN)	Protective	Families (Badjaos)	1,000
Balik Probinsya,	Promotive	Families	3,496

³ Refers to sets of programs and initiatives that will have impact to the whole organization

Bagong Pag-asa			
Livelihood Assistance Grant (LAG)	Promotive	Individual	107,264
KALAHI-CIDDS NCDDP	Promotive	Households	732,500
		Communities	776

Included also as part of the plan under SP2 is to provide technical assistance and functionality of the LGUs in terms of their capacities to deliver social protection programs and services. For 2021, the Service Delivery and Capacity Assessment Tool shall be enhanced and provision of technical assistance shall use the digital platforms. SP3 intends to ensure compliance of 200 SWDAs to social welfare standards and regulations through the registration, licensing, and accreditation program, while simultaneously preparing and developing the 17 DSWD center and residential care facilities to become certified Centers of Excellence. SP4, SP5 and SP6 focuses on internal organizational improvement to ensure readiness to adapt with the new normal with the following targets:

- 75% of internal and external services compliant to EODB.
- Development and deployment of six (6) information system to support program operations
- All staff to attend at least one (1) capacity building activities about digital system and health and safety protocols
- Surpass previous year's performance by decreasing number of personnel infected by COVID19
- Providing the needed and appropriate support and assistance to all personnel infected by COVID19.

2. Deeper Impact Assessment of COVID-19 in DSWD Programs and Processes

The pandemic and the new context require the DSWD to further review its programs and processes in order to become more responsive and relevant to its mandate. Further, gauging the impact of pandemic will be crucial to the Department's operations and on the status of implementation of the current strategy.

3. Roll-out of Enterprise Risk Management (ERM)⁴

Enterprise risk management is a process, affected by an organization's executive management, management and other personnel, applied in

⁴ 2019 Committee of Sponsoring Organizations of the Treadway Commission (COSO) Definition

strategy setting and across the enterprise or the organization, designed to identify potential events that may affect the entity, and manage risk to be within its risk appetite as well as exploiting opportunities, to provide reasonable assurance regarding the achievement of entity objectives.

To support the strategy implementation of the Department, the ERM as an essential part of good governance intends to drive a culture of everyone taking responsibility for risk; empower all the people within the Department to make informed decisions; and enhance performance and organizational resilience. As a result, it influences the DSWD organizational culture to better manage risks and maximize opportunities.

4. *Strengthened Organization Development Interventions for new normal (leadership, change management, capacity, and competencies)*

In support to the implementation of DSWD programs and services using innovative modalities such as but not limited to digital platforms, there is a need to strengthen organizational processes to become compliant to Ease of Doing Business (EODB) particularly policies and processes needing re-engineering as well as responsive to the needs of the time. Further, it is deemed necessary to improve ICT systems, facilities and infrastructures to increase technological capacity and improve productivity taking into account the health and safety of its human resources.

This also includes the upgrading of workforce' competencies that are adept to the demands of the new normal. It primarily includes revisiting and enhancing the job description and competency dictionary of different job titles that will best fit the organizational need at present time. Consequently, selection of leaders and managers who can best drive the organizational reform and demonstrate leadership model.

5. *ISO Certification of New Processes based on New Normal*

The ISO certification intends to prepare the Department to which almost all OBS has committed to deliver in support for the improvement of organizational processes - should be based on the new processes to be responsive to the new context.

6. *Transition Plan for Devolution or Mandanas Ruling*

The Department should have a programmatic approach as it anticipate for FY 2022 or the full implementation of the Mandanas Ruling. In addition to the preparation of a transition plan, DSWD should also have Organization Restructuring, Institutional Partnership, Capability and Capacity Building, Program Quality Standards for the programs to be devolved and Monitoring and Evaluation processes in place.

7. Transition Planning for the Department of Disaster Resiliency (DDR), and National Commission of Senior Citizens (NCSC)⁵

Similarly, the Department shall prepare as it transitions the programs, human resource, and budget, to newly created or anticipated Government Agencies, as they will be expected to fully implement laws, policies, and programs with regard to their mandates.

8. DSWD Action Plan on Responding to Child and Women Abuse Cases During the Pandemic⁶

COVID-19 has resulted in an abrupt change of everyone's routine since it imposed mandatory lockdown policies in many countries including the Philippines. One of the prominent gender issues amidst the COVID-19 pandemic are domestic violence and online sexual abuse and exploitation of children (OSAEC). The Department of Social Welfare and Development strongly condemns all forms of gender-biased violence and acts at a local level – where domestic violence usually ensues. DSWD as the Chair of IACVAWC and also Co-Chair and/or member of IACAT and ICACP will meet for possible collaboration – to guarantee that child and women abuse cases during and after the pandemic crisis will be prioritized through gender mainstreaming.

IV. PRIORITIES⁷

The following are the priorities for FY 2021 for each cluster. The Undersecretaries as Cluster Heads shall serve as owners of the priorities:

1. Enhance Communication Strategy based on the DSWD SULONG Recovery Plan to be led by the Office of Secretary Group (OSG).
2. Ensure PGS Proficiency by November 2021 to be led by the Office for Strategy Management with full assistance from the PGS Core Team.
3. Achieve 50% ISO certification on the processes based on new normal of all Offices to be led by the General Administrative and Support Services Group (GASSG).
4. Develop the Overall Policy for Continuous Operations using ERM as reference to be led by the GASSG and Disaster Response and Management Group (DRMG).

a. Finalization of DSWD Public Service Continuity Plan⁸

⁵ RA 11350 creates the National Commission of Senior Citizens under the Office of the President

⁶ Section 1.0 of the PCW Memorandum Circular No. 2020-05 entitled, *Preparation and Online Submission of FY 2021 GAD Plan and Budgets*

⁷ Refers to sets of activities or intervention that will be specifically delivered by a particular office.

- b. Continuity Action Plans crafted by OBS and Field Offices
 - c. Establishment of Satellite Office in New Clark City⁹
5. Digitalize and utilize online platforms by 1st Quarter of 2021 to be led by OSG in close coordination with the Operations Group, and GASSG.
- a. Transition to online systems to include: Registration, Social Case Management, Database Management, and Payouts
 - b. Alternative Work Arrangement and Remote Work
 - c. Encryption of Digital Signature¹⁰
6. Improve the function of Agency Operation Center (AOC) to be led by the OSG.
- a. Augmentation of AOC workforce
 - b. Established unified grievance hub for new and special programs assigned to DSWD as directive by the President or inter-agency/task force
7. Complete Listahanan 3 by 2nd Quarter of 2021, and advocate its use for social protection programs to be led by OSG.
8. Strengthen cooperation and coordination with Attached and Supervised Agencies to ensure harmonization of programs and policies to be led by designated Coach Monitors.

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ROLANDO JOSELITO D. BAUTISTA
Secretary

⁸ Per NDRRMC Memo 2018-33, Public service continuity is defined as the capability of a public sector organization to continue the delivery of services at acceptable predefined levels following a disruptive incident (NDRRMC TWG adaptation of "business continuity" from ISO 22300).

⁹ Per Executive Order (EO) No. 119, President Rodrigo Duterte has ordered the establishment of a National Government Administrative Center (NGAC) in New Clark City, Tarlac to serve as "back-up" in times of disasters and emergencies.

¹⁰ Legal Basis: Executive Order (EO) No. 810, s. 2009, otherwise known as "Institutionalizing the Certification Scheme for Digital Signatures and Directing the Application of Digital Signatures in E-Government Services"