

ADMINISTRATIVE ORDER

No. 21

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SUBJECT: FY 2022 DSWD THRUSTS AND PRIORITIES

I. RATIONALE AND CONTEXT

The Department of Social Welfare and Development (DSWD), guided by its core values, vision, mission, and mandate will adapt to the post-pandemic era as the lead in social protection. The DSWD will level-up the quality of governance and its service delivery to its clients and exceedingly meeting expectations of its stakeholders.

In 2020, the COVID-19 pandemic caused extreme poverty to the general population of around 88 to 115 million Filipinos. This will set back poverty reduction, nutrition, and education efforts around three years.

This dire situation may extend until 2022, when drastic changes will be felt as we elect new set of leaders who will serve the country in the next six years. It is in this context that the Department recognizes the importance of continuously implementing key social protection programs and achieving targets stated in the Department's SULONG Recovery Plan for 2022.

Given this situation, the Department recognizes the importance of continuously implementing social protection programs and achieving targets stated in the Department's SULONG Recovery Plan for 2022 (interim plan) and pursue the implementation of roadmaps deliverable in its Recalibrated Strategy 2028¹ towards the achievement of the 2024 basecamps.

This document identifies the Thrusts that the whole Department will push for the achievement of the strategy. It also enumerates key Priorities for the whole agency, pursued per Cluster as directed by the Secretary.

II. OBJECTIVE

This document shall guide and direct all DSWD Clusters, Bureaus, Services, National Program Management Offices, and Field Offices in the formulation of strategic contributions, work and financial plan, office

¹ 76 PSWDOs and 144 CSWDOs will be fully functional in terms of the delivery of social protection programs including social welfare services; 1,000,000 4Ps households attained self-sufficient level of well-being; and 100% of DSWD-managed C/RCFs are accredited of which 50% are considered centers of excellence, stipulated in the AO 18

performance contracts, and operational guidelines for program implementation in the context of the new normal.

III. THRUSTS FOR THE DEPARTMENT

A. *Sustain Implementation of the DSWD SULONG Recovery Plan*

The DSWD SULONG Recovery Plan as the interim plan towards pandemic recovery carries measures and targets contributory to the Recalibrated Strategy 2028. The plan is envisioned to contribute to the protection of vulnerable sectors through responsive and appropriate social protection programs and services. The Plan prepares the Department to operate in the context of the Mandanas-Garcia Ruling and capacitates it to transition to the new normal amidst the pandemic.

The SULONG Recovery Plan as the detour means of the strategy implementation has six strategic priorities, eleven promotive and protective social welfare programs that will provide recovery interventions to different types of clientele [individuals, households/families, communities, Social Welfare and Development Agencies, and Local Social Welfare and Development Offices (LSWDOs)].

The Plan also covers organizational focused strategic priorities to improve processes, technological capacities and personnel capacity building and care. These elements make the Recovery Plan unique by focusing on the organizational requirements, and by effectively delivering commitments to the target beneficiaries.

B. *Tailor-Fitted Social Welfare Technical Assistance (TAs) and Resource Augmentation (RA) to the Local Government Units (LGUs)*

To cater to the LGUs' needs, the Department will tailor-fit capacity development strategies and interventions warranting effective, responsive and accountable delivery of social welfare services. With this, the Department needs to roll out the enhanced service delivery capacity and competency assessment for LGUs and LSWDOs, and push for a Capacity Building Agenda of LGUs and Capacity Building Agenda for DSWD.

The TA activities shall also ensure that the increased devolved funds will be spent efficiently and effectively through results-oriented performance management.

A Monitoring & Evaluation (M&E) System shall be put into place to monitor that social protection are integrated in the Local Comprehensive Development Plans.



C. *Implementation of Full Devolution of Social Welfare Services*

Full implementation of the Supreme Court Ruling on Mandanas-Garcia Petition shall begin no later than 2024. With this, the role of DSWD is to assist, oversee and supervise the LGUs, complementary to the stronger implementing role of LGUs. The Department shall also formulate and pursue a long-term institutional development program for LGUs to strengthen their capacities and capabilities to fully assume the devolved functions aligned with the devolution transition plan implemented starting 2022.

D. *Improve Social Case Management Implementation*

The Department shall improve social case management implementation for all clients. For the Pantawid Pamilyang Pilipino Program (4Ps) clients, the Department shall pursue the application of Kilos-UNLAD² utilizing electronic Case Management System provide appropriate interventions based on the clients' needs towards improving the level of well-being.

E. *Formulate the DSWD Rationalization Plan*

The Department will undergo a Rationalization Program to improve performance, and align the organizational structures to the DSWD Strategy 2028 with focus to level-up the quality of governance and its service delivery to its clients and exceedingly meeting expectations of its stakeholders. To facilitate the implementation, Executive Order No. 366, series of 2004 also requires the setting up of a Change Management Team (CMT) within the Department. The Secretary is the recognized lead in this process

In addition to this, the Department will also implement the use of the revised Program Expenditure Classification, or PREXC which re-groups all recurring projects and activities based on our Recalibrated Strategy 2028.

F. *Continue achievements in ease of doing business as a result of streamlining and standardization as evidenced by Department-wide ISO 9001 Certification, among others*

The continuous streamlining, standardization, and compliance of DSWD systems with ISO 9001 Standards will result in an improved organizational process and efficient and effective delivery of DSWD's

² The Kilos UNLAD is the 4P's 7-Year Social Case Management Strategy to guide the process of shepherding 4Ps HHs to achieve an improved well-being i.e. progression (from one level of well-being to another; survival and subsistence level to self-sufficiency - graduation) and out of poverty (eventual exit).



frontline and non-frontline services to its clients. Efforts in this line for CY 2022 should take into consideration the changes post pandemic.

G. Roll-out and Institutionalization of Enterprise Risk Management

With the creation of Risk Management Office (RMO), the RMO shall lead the roll-out of Enterprise Risk Management (ERM) in the Department by implementing the ERM policy, particularly operationalizing the ERM Framework.

To support the strategy implementation, 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.

IV. PRIORITIES OF THE DEPARTMENT³

As Cluster Heads, the Undersecretaries shall serve as owners of the following priorities assigned to their respective offices:

1. Achieve 100% ISO certification on the services based on new normal of all Offices to be led by the General Administrative and Support Services Group.
2. Conduct periodic review, enhancement and development of policy/ies for continuous operations using ERM as reference to be led by the Disaster Response and Management Group and the Operations Group using various scenarios.
3. Implement a Communication Strategy based on the DSWD Devolution Transition Plan to be led by the Office of Secretary Group (OSG).
4. Ensure that the Listahanan 3 results are utilized internally making the database interoperable with existing DSWD case management systems and externally (advocate for its use to DSWD stakeholders and partners especially those providing social protection services).
5. Strengthen M&E capacity of all program management offices to set realistic targets and produce reliable data for effective planning, programming, budgeting, monitoring and evaluation.

³ Refers to sets of activities or interventions that will be specifically delivered by a particular office.



6. Strengthen the implementation of the Enhanced Partnership Against Hunger and Poverty Program in support to the Zero Hunger Program of the Government.
7. Support the implementation of the Aid and Humanitarian Operations Nationwide Convergence Program pursuant to Executive Order No. 137, series of 2021.
8. Develop a Social Protection Program for Teenage Mothers and their Children to be led by Standards and Capacity Building Group (SCBG).
9. Finalization of DSWD Central Office and Field Office structure by 1st Semester 2022, to be led by the Devolution Transition Committee – Sub Committee on Workforce Enhancement.
10. Issuance and implementation of DSWD guidelines on the grant of compensation-related Magna Carta Benefits to Public Social Workers (PSWs) (Republic Act No. 9433) by 1st Semester of 2022, to be led by the Technical Working Group on Magna Carta for PSWs.
11. Strengthen DSWD Social Welfare and Development Learning Institute, roll out of the Learning Management Systems and make the Knowledge Portal accessible to be led by SCBG.
12. Strengthen cooperation and coordination with Attached and Supervised Agencies to ensure harmonization of programs and policies to be led by designated Coach Monitors.
13. Conduct quarterly monitoring and assessment of fund management of Programs and Regional Offices by Cluster Heads and Coach Monitors.
14. Ensure 100% budget utilization rate (obligation and disbursement) for continuing and current budget allocation.
15. Ensure Performance Governance System (PGS) Institutionalization by December 2022 to be led by the Office for Strategy Management with full assistance from the Office of the Secretary, PGS Core Team and PGS Focal Persons.
16. Ensure harmonization and alignment of PGS with DSWD Strategic Performance Management System, Risk Management and ISO-9001:2015 Quality Management System Requirements. As a result, a department-wide and Regional-wide Certification covering all the core processes (*TARA, Policy Reform, Social Case Management, and Regulatory*) and support services (*Human and Organization, Information Management, Monitoring and Evaluation, and Finance and Logistics*) for the Quality Management Systems to be fully aligned with the Department's Strategy.



17. Conduct strategic risk assessment and process review and documentation to be led by the RMO under Policy and Plans Group.
18. Implementation of the DSWD Gender and Development Program (GAD) Agenda 2020-2025 to ensure gender mainstreaming effort of the Department in compliance with the RA 9710 otherwise known as the Magna Carta of Women to be led by the DSWD GAD Technical Working Group.

Issued in Quezon City, this 3rd day of November 2021.



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Cert. True Copy:

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