

**ADMINISTRATIVE ORDER**

No. 11  
Series of 2022

**Subject: ADOPTING THE DSWD REFRESHED STRATEGY 2028**

**I. Rationale**

Due to the occurrence of the pandemic in 2020, the Department of Social Welfare and Development's (DSWD) strategy was revisited and accordingly redesigned as a "recalibrated strategy", which means its timelines of delivery were adjusted from 2020-2022 to 2022-2024 by virtue of Administrative Order (AO) No. 18, series of 2021. Likewise, a detour means of strategy execution was adopted through the SULONG Recovery Plan under Administrative Order No. 17, series of 2021, as the DSWD's response to the negative impact of the pandemic to its clientele and disruptions to its operations. The Plan also served as Department's strategy in the interim in view of its vying for Performance Governance System (PGS) Proficiency conferral. By then, strategy execution commenced towards ensuring the functionality of the nine (9) PGS elements, attainment of milestones, and emerging breakthrough results on the strategic position.

Given the merits of the interim strategy's successful implementation that resulted in emerging breakthrough results, the DSWD was conferred PGS Proficient with Silver Trailblazer Award on December 9, 2021. This served as an inspiration to pursue vying for PGS Institutionalization, the Island of Good Governance, and the Palladium Balanced Scorecard Hall of Fame for strategy execution. The challenge for the DSWD continues as it embarks on a new journey towards PGS Institutionalization, particularly sustaining the momentum of the PGS Proficiency towards the attainment of at least one (1) breakthrough result on the strategic position.

Further, the delayed passing of the law creating the Department for Disaster Resilience, the continuing pandemic situation, and the upcoming national election in May 2022 are compelling reasons to revisit the strategy and redesign it appropriately to reflect the current realities along strategy execution.

Hence, in the latter part of 2021, the Office for Strategy Management (OSM) conducted an initial review of governance scorecard targets and roadmap deliverables status based on the recalibrated strategy, as well as assessed the implementation of the SULONG Recovery Plan. With the review and assessment result, critical activities necessary to implement the roadmap deliverables were identified, and scorecard targets were adjusted.

Subsequently, strategy refresh sessions were conducted with Executive Committee (EXECOM), Management Committee (MANCOM), and Field Office Directors last February 2022 to discuss and seek their concurrence to the updated strategic position, strategy map, governance scorecards, and strategic deliverables or roadmaps. This resulted in the concurred refreshed strategy that is responsive to the new context and consistent with its mandate.

**II. Vision, Mission, and Core Values**

The DSWD Refreshed Strategy 2028 adopted the same vision and mission statement, and core values:



## Vision

“The Department of Social Welfare and Development envisions all Filipinos free from hunger and poverty, have equal access to opportunities, enabled by a fair, just and peaceful society”

## Mission

“To lead in the formulation, implementation and coordination of social welfare policies and programs for and with the poor, vulnerable and disadvantaged”

## Core Values

- Maagap at Mapagkalingang Serbisyo sa Mamamayan
- Serbisyong Walang Puwang sa Katiwalian
- Patas na Pagtrato sa Komunidad

## III. Strategic Position

Aligned with the Department’s mandate, its strategic position carried the same strategic focus:

### 1. Strategic Focus (Steering)

“Increase capacity of Local Government Units to improve the delivery of social protection and social welfare services”

### 2. Strategic Focus (Rowing)

3.

“Improve well-being of beneficiaries and 4Ps households through strengthened social welfare system”

To level up the quality of service by the Department along disaster management, the Department has to strive to position itself with improved disaster response capabilities. Hence, functional Disaster Response Centers (DRCs) and Regional Response Operations Centers (RROCs) are crucial to achieving this.

Presented now is the new strategic position that includes the additional position of the Department along disaster management together with service delivery functionality of Local Social Welfare and Development Offices (LSWDOs), improvement in the level of well-being of Pantawid Pamilyang Pilipino Program (4Ps) households, and level of accreditation for DSWD centers and residential care facilities.

FOCUS	BASELINE (2021)	CY 2024	CY 2028
Increase capacity of LGUs to improve in the delivery of social protection and social welfare services	5/76 Provincial SWDOs 7/144 City SWDOs	76 fully functional Provincial SWDOs 144 fully functional City SWDOs	1,372 fully functional Municipal SWDOs
Improve well-being of beneficiaries and 4Ps households through strengthened social welfare system	Self-sufficient: 838,483	1,000,000 of 4.4 Million 4Ps HHs are self-sufficient as per SWD	4.4 Million 4Ps HHs are self-sufficient as per SWD
	Subsistence: 2,361,249		
	Survival: 13, 638		

FOCUS	BASELINE (2021)	CY 2024	CY 2028
	35/71 accredited Centers and Residential Care Facilities 30/35 certified as COE	100% accredited 50% centers of excellence	100% centers of excellence
	2/3 Disaster Response Center (DRC) 3/16 Regional Response Operation Centers (RROC)	3 functional <sup>a/</sup> DRCs (Island-wide) 16 functional RROCs	-

Note: <sup>a/</sup> Functional: means meeting standard prepositioned relief goods and supplies:

- DRCs: 100,000 Food Items, 100,000 NFIs, 50,000 ready to eat food; 50% of the required minimum number of FNIs as Additional Stocks or Buffer Stock
- RROCs: 20,000 Food Items, 25,000 NFIs, 20,000 ready to eat food; 50% of the required minimum number of FNIs as Additional Stocks or Buffer Stock

#### IV. DSWD Refresh Strategy Map 2028

The DSWD Refresh Strategy Map 2028 still illustrates the Department's direction and plan to deliver its mission towards achieving its vision. However, in light of current realities, an amendment was made in its strategic positioning, particularly in its rowing function, given the pending bill on establishing the Department of Disaster Resilience and the current role of the DSWD in Disaster Management. The refreshed strategy considered an additional core process roadmap — the Disaster Management Roadmap — aiming to enhance the DSWD response capacities towards improved disaster response capabilities. Essentially, this particular roadmap is contributory to the Department's two (2) strategic focuses given the relief goods augmentation and technical assistance provided to the local government units in time of disaster (steering focus) and direct administration of disaster management programs and services (rowing focus).



## V. Governance Scorecard

Given the refreshed strategy, presented is the DSWD governance scorecard for 2022-2024 consisting of nine (9) objectives and thirteen (13) measures, all resulting from our strategy refresh sessions with the EXECOM, MANCOM, and Field Office Directors. Through the following measures, the DSWD will ensure excellence in service delivery to its clients and internal processes and systems and eventually result in breakthrough results and real institutional transformation.

GOVERNANCE SCORECARD								
OBJECTIVE	#	MEASURE	BL	2022	2023	2024	2028	
<b>FOCUS</b> (STEERING) Increase capacity of LGUs to improve delivery of social protection and social welfare services		Level of Service Delivery	PSWDO	576	-	-	76	-
			CSWDO	7144	-	-	144	-
			MSWDO	01,372	-	-	-	1,372
<b>CORE</b> TARA Mainstream Social Protection in the Comprehensive Development Plan (CDP) of LGUs	1	Number of LGUs allocating at least 10% of its budget for social assistance and social safety nets in their CDP	Provinces	44	25	36	15	-
			Cities	45	36	43	62	-
	2	% of LGUs with Social Protection Plans (including new devised programs) integrated in their Annual Investment Plan (AIP)	Provinces	0	25%	50%	100%	-
			Cities	0	20%	50%	100%	-
<b>FOCUS</b> (ROWING) Improve well-being of beneficiaries and 4Ps households through strengthened social welfare system		Number of 4Ps household with improved level of well-being through Social Welfare Development Indicators (SWDI)	Self-sufficient 4Ps HHs	838,483	-	-	-	-
			Subsistence 4Ps HHs	2,381,249	-	-	1,000,000	4,400,000
			Survival 4Ps HHs	13,638	-	-	-	-
			Center of Excellence	3071	-	-	50%	-
			Accreditation Standard	3571	-	-	100%	-
			Functional Disaster Response Centers	23	-	-	3	-
<b>CORE</b> SOCIAL CASE MANAGEMENT Provide appropriate interventions based on accurate analysis of client's needs towards reducing vulnerability and sustaining resilience of 4Ps households	3	Number of 4Ps households with improved level of well-being	Self-sufficient 4Ps HHs	838,483	850,000	800,000	1,000,000	-
			Subsistence 4Ps HHs	2,381,249	3,150,000	3,050,000	3,000,000	-
			Survival 4Ps HHs	13,638	50,000	25,000	0	-
<b>CORE</b> REGULATORY Ensure compliance of DSWD/CRCFs and SWDAs to the standards in delivering social welfare services	4	DSWD CRCFs meeting Level 3 Accreditation Standards	3071	11	11	15	-	
<b>CORE</b> DISASTER MANAGEMENT Enhance DSWD response capacities towards improved disaster response capabilities	6	Response time from receipt of validated relief augmentation request	Within 72 hours	Within 72 hours	Within 48 hours	Within 24 hours	-	

GOVERNANCE SCORECARD								
OBJECTIVE	#	MEASURE	BL	2022	2023	2024	2028	
<b>SUPPORT ROADMAP</b> HUMAN AND ORGANIZATIONAL CAPITAL Develop highly competent personnel and a responsive structure for DSWD and its intermediaries	6	PRIME-HRM Maturity Level	Central Office	Level II	50% Level III indicators	Level III indicators	Level IV	-
			Field Office	Level I Level II	100% are Level II	50% are Level III	75% are Level III	-
	7	ISO-Certification	Central Office	DSWD certified to ISO 9001:2015 Standards with the following scope: • Securing Travel Clearance for Minors Travelling Abroad (MTA) • National Disaster Data Request Processing • Essential Support Services (29)	Continued certification to ISO 9001:2015 of the existing scope and expansion to cover the following: 1. Disaster Management Service Administration 2. Regulatory Service Administration	Continued certification to ISO 9001:2015 of the existing scope and expansion to cover the following: 1. Disaster Management Service Administration 2. Regulatory Service Administration 3. Policy Development 4. Delivery of 4Ps Program and Services	Recertification of existing scope to ISO 9001:2015 standards and expansion to cover the following: 1. Disaster Management Service Administration 2. Regulatory Services Administration 3. Policy Development 4. Case Management	-
		Field Office	16 Field Offices certified to ISO 9001:2015 Standards with the following scope: • Securing Travel Clearance for Minors Travelling Abroad (MTA) • National Disaster Data Request Processing • Essential Support Services (29)	Continued certification of 16 Field Offices to ISO 9001:2015 of the existing scope and expansion to cover the following: 1. FNI disaster relief augmentation to LGUs 2. Regulatory Services Administration 3. SWD Policies Formulation 4. Administration/Delivery of 4Ps Program Services	Continued certification of 16 Field Offices to ISO 9001:2015 of the existing scope and expansion to cover the following: 1. FNI disaster relief augmentation to LGUs 2. Regulatory Services Administration 3. SWD Policies Formulation 4. Administration/Delivery of 4Ps Program Services 5. TARA to LGUs	Recertification of 16 field offices to ISO 9001:2015 standards of the existing scope and expansion to cover the following: 1. FNI disaster relief augmentation to LGUs 2. Regulatory Services Administration 3. SWD Policies Formulation 4. Administration/Delivery of 4Ps Program Services 5. TARA to LGUs	-	

GOVERNANCE SCORECARD							
OBJECTIVE	#	MEASURE	BL	2022	2023	2024	2028
<b>INFORMATION CAPITAL</b> Promote an informed and evidence-based decision-making through active utilization of credible and reliable information management systems	8	# of functional and actively utilized information systems	5 programs (Listahanan, 4Ps, UCT, AICS, SLP)	PBID-UBID (4Ps/LISTAHANAN/CRCF)	PBID-UBID NEW PROGRAMS (UBID as part of the DSWD OPCEN)		
<b>MONITORING AND EVALUATION</b> Generate reliable data to improve the delivery of SWD programs and services for its clients	9	% of SWD programs and services with evaluation studies	0% (0/9)	33% (3/9)	67% (6/9)	100%	-
<b>FINANCE AND LOGISTICS</b> Establish an effective resource management through efficient planning, programming and budget execution to promote accountability, fairness and transparency	10	Number of COA adverse AOMs (for CO only)	23 (2021)	≤ 20	≤ 15	≤ 10	-
	11	Budget Utilization Rate (Obligation)	99%	100%	100%	100%	-
	12	Budget Utilization Rate (Disbursement)	97%	100%	100%	100%	
	13	Completed Purchase Ratio Request	TBD	85%	90%	100%	

Adjustments on the targets were made particularly under the Human and Organizational Capital Roadmap to consider expanding the scope of the DSWD Quality Management System.

To ensure a smooth top-down approach, these roadmap deliverables should be cascaded at all levels to guarantee the alignment of the strategic contributions of each Office, Bureaus, Services, National Program Management Offices, and Field Offices. Strategic contributions must be aligned with the roadmaps deliverables and represent an output related to a particular key result area (KRA) of a roadmap. The baselines should be verified and finalized for each measure to track the organization's overall performance. Likewise, realistic targets shall be determined to make it practically achievable.

## VI. Strategic Deliverables

With the governance scorecard presented, all DSWD Offices, including Centers and Institutions, shall be involved and accountable in executing the refreshed strategy through the following deliverables as stipulated in nine (9) roadmaps. This will also ensure meeting the Department's objective to be conferred as PGS Institutionalized by mid of CY 2023.

Nevertheless, the OSM shall be the primary office to oversee the strategy execution.

TECHNICAL ASSISTANCE AND RESOURCE AUGMENTATION ROADMAP			
OBJECTIVE		MEASURE	
Mainstream the Social Protection Framework in the Comprehensive Development Plan of the LGUs		Number of LGUs allocating at least 10% of its budget for social assistance 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

TECHNICAL ASSISTANCE AND RESOURCE AUGMENTATION ROADMAP			
OBJECTIVE		MEASURE	
Mainstream the Social Protection Framework in the Comprehensive Development Plan of the LGUs		Number of LGUs allocating at least 10% of its budget for social assistance and social safety nets	
KRA	DELIVERABLES		
	2022	2023	2024
TARA to LGUs	Policy Document on Developing, Implementing Technical Assistance Programs and Resource Augmentation to LGUs	Implementation of the Policy on Developing, Implementing Technical Assistance Programs and Resource Augmentation to LGUs	
	25 Provinces integrating SP policies and plans in their Local Comprehensive Development Plans	36 Provinces integrating SP policies and plans in their Annual Investment Plan	15 Provinces integrating SP policies and plans in their Annual Investment Plan
	39 Cities integrating SP policies and plans in their Local Comprehensive Development Plans	43 Cities integrating SP policies and plans in their Annual Investment Plan	62 Cities integrating SP policies and plans in their their Annual Investment Plan

POLICY REFORM ROADMAP			
OBJECTIVE		MEASURE	
Develop policies advancing the capacities of the LGUs 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
Policy Formulation, Implementation and Evaluation	DSWD Devolution Transition Plan	Implementation of DSWD Devolution Transition Plan	
	Incentive Package for LGUs		LGU Incentive Package Assessment Report
Partnership and Advocacy	<ul style="list-style-type: none"> <li>25% provinces and 20% cities have local ordinances or resolutions on social protection</li> <li>Assessment Report for the SP Plan 2020-2022 as reference for the successor plan 2023-2028</li> </ul>	<ul style="list-style-type: none"> <li>50% provinces and 50% cities have local ordinances or resolutions on social protection</li> <li>SP Plan for 2023-2028</li> </ul>	<ul style="list-style-type: none"> <li>100% provinces and 100% cities have local ordinances or resolutions on social protection</li> <li>Implementation of SP Plan for 2023-2028</li> </ul>
	Social Protection Agenda included in the Updated DSWD Priority Legislation	Authored Draft Bills related to Social Protection Agenda included in the Legislative Priorities	

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	<ul style="list-style-type: none"> <li>Database of 300,000 replacement households from Listahanan 3</li> <li>REPLACEMENT POLICY: Coverage for RA 11310 (came from existing, replacement of new identified poor from Listahanan 3) <ul style="list-style-type: none"> <li>Launching of L3 by 1st Quarter-NHTO)</li> </ul> </li> </ul>	Implementation of Replacement Policy re: 4Ps beneficiaries not included in Listahanan 3 (final list of poor (enrollment to the 4Ps program of the replacement HHs)	
Assessment	<ul style="list-style-type: none"> <li>Profile of 850,000 self-sufficient 4Ps households from SWDI</li> <li>838,483 Level 3 4Ps HHs re-assessed</li> </ul>	<ul style="list-style-type: none"> <li>Matching the SWDI result of 4.1M active 4Ps households vis-à-vis Listahanan 3 results</li> <li>Profile of 900,000 self-sufficient 4Ps households from SWDI</li> <li>_____ 4Ps HHs graduated from the program</li> </ul>	<ul style="list-style-type: none"> <li>Matching the SWDI results of 4.1M active 4Ps households vis-à-vis Listahanan 3 results</li> <li>Profile of 1,000,000 self-sufficient 4Ps households from SWDI</li> <li>_____ 4Ps HHs graduated from the program</li> </ul>
Intervention Planning and Implementation	<ul style="list-style-type: none"> <li>Case summary report for additional 300,000 NAs returned to school</li> <li>Functional (widely-used) Electronic Social Case Management System</li> </ul>	Annual BBE Accomplishment Report	

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
M&E	Impact Evaluation of DSWD interventions including SAP for sustaining the levels of well-being of the 838,483 self-sufficient 4Ps households and the social case management of level 2 and level 1	Impact Evaluation of 900,000 self-sufficient 4Ps HHs	
	Documentation of 400 success stories as a result of program intervention	Documentation of 400 success stories as a result of program intervention	Documentation of 400 success stories as a result of program intervention
Termination and Transition	<ul style="list-style-type: none"> <li>Certification for Exit/Graduation of the 838,483 Level 3 Self-sufficient 4Ps Households, that includes transition plan</li> </ul>	<ul style="list-style-type: none"> <li>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)</li> </ul>	

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 including registered, licensed and expired	Inclusion of unregistered and unlicensed prospective SWDA in the national SWDA database	Electronic national database of SWDAs linked to Regional Offices
	Enhanced Policies for accreditation of SWDAs		
Registration, Licensing, and Accreditation of DSWD Centers	COE Accreditation of 11 (10 new and 1 for renewal) DSWD Centers and Residential Care Facilities	COE Accreditation of additional 11 DSWD CRCFs	COE Accreditation of additional 15 DSWD CRCFs
	61/71 of DSWD Centers are accredited	65/71 of DSWD Centers are accredited	All 71 of DSWD Centers are accredited

DISASTER RESPONSE MANAGEMENT ROADMAP			
OBJECTIVE		MEASURE	
Enhance DSWD response capacities towards improved disaster response capabilities		Response time from receipt of validated relief augmentation request	
KRA	DELIVERABLES		
	2022	2023	2024
TARA to LGUs	11 provincial and 11 city LGUs meeting the SDCA Level 3 parameters for Disaster Response Management	8 provincial and 8 city LGUs meeting the SDCA Level 3 parameters for Disaster Response Management	8 provincial and 9 city LGUs meeting the SDCA Level 3 parameters for Disaster Response Management
Disaster Response Infrastructures	5 Regional Response Operations Centers meeting relief preposition standard (Regions 5,6,7, 8, & CARAGA)	4 Regional Response Operations Centers meeting relief preposition standard (Regions 9, 10, 11 & 12)	4 Regional Response Operations Centers meeting relief preposition standard (Regions 1, 2, 3, & CAR)
	Improved response capabilities of VDRC	New Mindanao Disaster Response Center (MDRC)	
Disaster Response Competencies	Capability Building Program for QRTs		
	Local and International Partnership Program		
Disaster Information Systems	Harmonized Disaster Response Information Management Systems		



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 9001:2015 Certified Central and Field Office Services		
KRA		DELIVERABLES		
		2022	2023	2024
PRIME HRM	Central Office	50% Level III indicators	Level III	Level IV
	Field Offices	100% are Level II	50% are Level III	75% are Level III
ISO 9001:2015 Certification	Central Office	<p>DSWD QMS certified on the ISO 9001:2015 with the following scope of activities:</p> <ol style="list-style-type: none"> <li>Disaster Management Service Administration <ul style="list-style-type: none"> <li>Processing of FNI relief augmentation request</li> <li>Resources and logistics mobilization</li> <li>Processing of Local Donations</li> </ul> </li> <li>Regulatory Services Administration <ul style="list-style-type: none"> <li>Registration, Licensing and Accreditation</li> <li>Issuance of endorsement for duty-free entry of international donation to SWDAs</li> <li>Issuance of solicitation permit</li> </ul> </li> </ol>	<p>DSWD QMS certified on the ISO 9001:2015 with the following scope of activities:</p> <ol style="list-style-type: none"> <li>Disaster Management Service Administration <ul style="list-style-type: none"> <li>Processing of FNI relief augmentation request</li> <li>Resources and logistics mobilization</li> <li>Processing of Local Donations</li> <li><u>Disaster Response and Early Recovery Program Management</u></li> <li><u>Relief Production and Warehouse Management</u></li> </ul> </li> <li>Regulatory Services Administration <ul style="list-style-type: none"> <li>Registration, Licensing and Accreditation</li> <li>Issuance of endorsement for duty-free entry of international donation to SWDAs</li> <li>Issuance of solicitation permit</li> <li><u>SWD Standards Setting and Enforcement</u></li> </ul> </li> <li><u>Policy Development</u></li> <li><u>Delivery of 4Ps Program and Services</u></li> </ol>	<p>DSWD QMS recertified on the ISO 9001:2015 with the following scope of activities:</p> <ol style="list-style-type: none"> <li>Regulatory Services Administration</li> <li>Disaster Mgt Service Administration</li> <li>Policy Development</li> <li>Delivery of 4Ps Program and Services</li> </ol>

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 9001:2015 Certified Central and Field Office Services		
KRA		DELIVERABLES		
		2022	2023	2024
ISO 9001:2015 Certification	Field Office	<p>Continued certification of 16 Field Offices to ISO 9001:2015 of the existing scope and expansion to cover the following:</p> <ol style="list-style-type: none"> <li>FNI disaster relief augmentation to LGUs</li> <li>Regulatory Services Administration</li> </ol>	<p>Continued certification of 16 Field Offices to ISO 9001:2015 of the existing scope and expansion to cover the following:</p> <ol style="list-style-type: none"> <li>FNI disaster relief augmentation to LGUs</li> <li>Regulatory Services Administration</li> <li><u>SWD Policies Formulation</u></li> <li><u>Administration/Delivery of 4Ps Program Services</u></li> <li><u>TARA to LGUs</u></li> </ol>	<p>Recertification of 16 field offices to ISO 9001:2015 standards of the existing scope and expansion to cover the following:</p> <ol style="list-style-type: none"> <li>FNI disaster relief augmentation to LGUs</li> <li>Regulatory Services Administration</li> <li><u>SWD Policies Formulation</u></li> <li><u>Administration/Delivery of 4Ps Program Services</u></li> <li><u>TARA to LGUs</u></li> </ol>

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	Enhanced DSWD Unified Beneficiary Identification Database (UBID)	Fully Functional DSWD Unified Beneficiary Identification Database (UBID)	
	Updated 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
			Electronic national database of SWDAs linked to Regional Offices
	Listahanan 3 Database of Poor Households	DSWD existing programs utilizing Listahanan 3 data for planning and programming	
	Listahanan,4Ps,CRCF beneficiaries Database integrated to UBID	UBID (New Programs)	
	PRIME-HRM information system	Fully functional PRIME_HRM information system	
Capacity Building	Learning and Capacity Building Program for critical DSWD Information Systems		
Social Marketing	<ul style="list-style-type: none"> <li>Updated Strategic Communication Plan for 2028 Refreshed Strategy</li> <li>Implementation of Strategic Communication Plan for 2028 Refreshed Strategy</li> </ul>	Continuous Implementation of Strategic Communication Plan for 2028 Refreshed Strategy	Assessment of Strategic Communication Plan for 2028 Refreshed Strategy
	IEC Materials for 2028 Refreshed Strategy	Social marketing activities conducted (caravans, etc.)	Social marketing activities conducted (caravans, etc.)
	<ul style="list-style-type: none"> <li>Feedback Mechanism for Stakeholder</li> <li>Stakeholders Feedback Results and Analysis</li> </ul>	Annual Stakeholders Feedback Results and Analysis	

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	Approved new PREXC Budget Structure	Budget based on the new PREXC Budget Structure	
	FY 2023-2025 MTEP based on the Refreshed Strategy	Reviewed and Updated MTEP	
	Enhanced Integrity Management Program	Continuous Implementation of Integrity Management Program	
	Strategic Risk Assessment and Strategic Risk Treatment Plan	Process Review and Documentation and Operational Risk Assessment	
Technology Enhancement	Enhanced Electronic Procurement Monitoring System (EPMS) and Cash Allocation and Utilization Monitoring System (CAUMS)		
People Competency Development	Learning and Capacity Building Program for designated Planning, Finance & Procurement Officer		

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		% of SWD programs and services with evaluation studies	
KRA	DELIVERABLES		
	2022	2023	2024
Systems Development and Research and Evaluation Studies	Monitoring and Reporting System based on the new Budget PREXC structure	Enhanced Monitoring and Reporting System based on the new Budget PREXC structure	
	Impact Assessment of CRCFs, identified as COE, perform by external assessor		
	Evaluation studies of existing programs (excluding to be devolved programs)		
	Monitoring and Reporting system for programs to be devolved (Mandanas-Garcia Petition)	Fully Functional Monitoring and Reporting system for programs to be devolved (Mandanas-Garcia Petition)	
Results-based and evidence-based policy-making	DSWD Research and Evaluation Agenda (successor of 2019-2022)	At least 5 priority researches identified in the new R&E Agenda	At least 5 priority researches identified in the new R&E Agenda

## VII. Implementation and Funding Requirements

The implementation and funding requirements of the execution of the refreshed strategy shall adhere to the provisions stipulated in Section V (Institutional Arrangements) and Section VI (Funding) of AO No. 5, series of 2020, with additional provision, to consider the new roadmap for disaster management, as follows:

Roadmap/Strategic Objectives	Objective Owner
<p><b>DISASTER MANAGEMENT</b></p> <p>Enhance DSWD response capacities towards improved disaster response capabilities</p>	Office of Undersecretary for Disaster Response and Management Group

## VIII. Effectivity

The AO shall take effect immediately. All Field Offices and Central Office, Bureaus and Services, including Project Management Offices and DSWD Centers and Institutions, are directed to align their projects and activities to the refreshed strategy presented herein. Any previous instructions inconsistent with this issuance are hereby revoked.

Issued in Quezon City, Metro Manila, Philippines.

  
**ROLANDO JOSELITO D. BAUTISTA**

Secretary

Date: MAR 21 2022

Cert. True Copy:

21 MAR 2022

**MYRNA H. REYES**

OIC-Division Chief

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