



ADMINISTRATIVE ORDER
NO. 15
 Series of 2024

**SUBJECT: AMENDMENT OF THE DSWD POLICY DEVELOPMENT PROCESS,
 AMENDING AO NO. 13, SERIES OF 2015 OR THE DSWD POLICY
 DEVELOPMENT FRAMEWORK**

I. RATIONALE

The Department of Social Welfare and Development (DSWD) is mandated to develop policies and programs that promote the welfare of the Filipino people, particularly the poor, marginalized and vulnerable sectors of society. The policy development process is a critical component of the DSWD's mandate and requires a systematic and transparent approach to ensure that policies are evidence-based, responsive, and effectively implemented.

In 2015, the DSWD Policy Development Framework was institutionalized through AO 13, s. 2015. Its development was within the context of the DSWD Reform Agenda issued in 2010. After years of its implementation, it was observed that a) policy analysis was often made in haste as a consequence of the various daily urgent and intervening tasks; b) there was no strategy in systematically discussing policy issues; and c) there was a need for a clearing house that would review the purpose, relevance, consistency, conformity, and clarity of content of the draft policy issuances crafted by the different offices, bureaus, and services.

Since the issuance of the Policy Development Framework, efforts to strengthen evidence-based policy making have been pursued. In 2021, the DSWD issued its very first Policy Agenda in order to provide a blueprint for addressing cross-sectoral social issues that consider prevailing social issues of the country, international commitments to social welfare and development, as well as mechanisms for effective social policy formulation and implementation of transformative policy actions. Conduct of strategies that provide avenues for tackling emerging social welfare and development (SWD) policy issues, such as Policy Dialogue and Policy Study Sessions has likewise been in place. Similarly, development of policy papers to inform policy decision makers and stakeholders about possible policy recommendations has been regularly initiated.

Still, in the current context, gaps are noted in the policy development process itself and its implementation such as the unclear provision for the monitoring, review, and evaluation of approved issuances¹. Additionally, there is a plethora of developments in the SWD policy landscape that need integration in the policy development process. This includes the streamlining of procedures of the Management Committee and Executive Committee in the review, deliberation, and approval of proposed administrative issuances.

With the evolving SWD landscape, it is necessary to establish an improved and integrated policy development process in the Department, hence this Administrative Order has been formulated and issued for this purpose.

¹ Based on the Policy Review conducted by PDPB, 2023

II. LEGAL BASES

A. National Policies

1. **Republic Act No. 11032, series of 2018** "Ease of Doing Business and Efficient Government Service Delivery Act of 2018 promotes the ease of doing business and efficient delivery of government services.

Section 5. Reengineering of Systems and Procedures. All proposed regulations of government agencies under Section 3 of RA 11032 shall undergo regulatory impact assessment to establish if the proposed regulation does not add undue regulatory burden and cost to these agencies and the applicants or requesting parties

2. **Executive Order No. 138, series of 2021**, Full Devolution of Certain Functions of the Executive Branch to Local Governments, Creation of a Committee on Devolution, and for Other Purposes" provides for the re-devolution of certain (direct) functions to the LGUs, and at the same time strengthens the steering functions of the Executive Branch.
3. **Executive Order No. 221, series of 1998**, "Redirecting the Functions of Operations of DSWD" mandates the Department to provide technical assistance and leadership in the development of policies and programs along social welfare and development.

B. DSWD Issuances

1. **Administrative Order No. 9, series of 2023.** Amending AO No. 1 (Management Reorganization of DSWD CO) and AO No. 6 (Support to Operations-Policy and Plans) which reorganized the Policy and Plans Group, recognizing the PDPB's leadership role on developing policies and plans of the DSWD and SWD sector.
2. **Administrative Order No. 17, series of 2021**, "Enhanced MANCOM Terms of Reference", provides for a cross unit communication set-up to undertake a complete review and integration of input for proposed guidelines, position papers, policies, issuances, and other policy instruments.
3. **Administrative Order No. 01, series of 2021**, "Adoption of the DSWD Policy Agenda 2020-2025" outlines the priority SWD issues and concerns that need appropriate policy responses from DSWD.
4. **Administrative Order No. 20, series of 2019**, "Guidelines in the DSWD Ease of Doing Business and Efficient Government Service Delivery" which provides guidance in the review and enhancement of existing policies relevant in streamlining the process of delivery of DSWD's services.
5. **Administrative Order No. 13, series of 2015**, "DSWD Policy Development framework" rationalizes and provides a clear guideline on the process and strategies of developing policy issuances.
6. **Administrative Order No. 06, s. 2014**, "Legislative Liaison System" provides guidelines in ensuring the integration of social protection concerns in the legislative agenda and that these are translated into laws or executive issuances.

7. **Administrative Order No. 03, series of 2014**, “Guidelines and Protocol for DSWD Issuances” rationalizes the preparation of administrative issuances, and provides uniform policies and procedures for effective coordination and dissemination of administrative issuances.
8. **Special Order No. 858, s. 2020**. Enhanced Terms of Reference of EXECOM Secretariat that stipulates the composition of EXECOM members and their functions as well as the internal procedures in convening the meetings and routing and approval of issuances.

III. OBJECTIVES

Generally, the Amended Guidelines shall provide clear guidance on the improved and integrated policy development process, particularly on the protocols and requirements, and the roles and responsibilities of concerned actors in each policy development stage. Specifically, it aims to:

1. Address the current gaps of the existing framework and process;
2. Provide a clear guide in developing, implementing, monitoring, and evaluating policies;
3. Streamline the MANCOM and EXECOM processes in the deliberation and approval of policies;
4. Harmonize the relevant management systems and mechanisms in crafting policies; and
5. Strengthen the monitoring and evaluation of policies, and integrate herein, where applicable, the Regulatory Impact Assessment protocol.

IV. DEFINITION OF TERMS²

For purpose of this Administrative Order, the following terms shall have the following meanings:

A. **Policies** are broken down into these categories:

1. **DSWD Policy Guidelines** – refers to legal and official documents that prescribe policies, rules, regulations and procedures issued to carry out DSWD’s mandates. It is designed to supplement provisions of a certain law and to provide means for implementing the law within the DSWD. It also includes supplemental guidelines which intend to add, amend or modify specific provisions of existing guidelines.

DSWD policy guidelines are issued in the form of Administrative Issuances pursuant to Administrative Order No. 3 series of 2014 and further categorized into the following:

- a. **Administrative Order** – Document that lays out policies and standards for the efficient administration of the Department. These are merely internal to the DSWD and cover administrative matters that require the attention of officials and employees, for information and compliance. The AO also covers institutional policies which are plans or courses of action developed by the Department to guide its actions;
- b. **Memorandum Circular** – Document that prescribes policies, rules, and regulations in carrying out the Department’s mandates. These are designed to

² Arranged according to relevance to the document

supplement laws, to provide means for carrying out laws, or to clarify issues resulting from implementation of laws to prevent any further confusion by providing timely information relating thereto. MCs usually cover program policies which are intended to stipulate provisions on the implementation of a particular SWD program; and

- c. **Special Order** – Document that gives directions and instructions to particular officials and employees on specific matters, such as assignment, details and transfer of personnel, attendance in training, seminars and conferences, authority to travel, and the like.

2. Social Welfare and Development Policy Documents – refers to policy analysis papers, policy discussion papers, policy brief/notes that seek to address social welfare and development issues.

- B. **Guidance Notes** – refers to issuances signed by the head of a program or project which provides additional explanations focusing on specific points to clarify certain aspects of policies aimed to enhance understanding by providing further context, elaboration, or examples to ensure that the intended meaning is clear to the reader or audience. The guidance note **shall not** introduce new provisions and amendments in the existing guidelines such as provisions on eligibility criteria, coverage, program components, cost parameters, and implementing mechanism, among others.
- C. **Urgent Policies** - refers to administrative issuance in compliance with the directive of the Office of the President; immediate action is required in case of emergencies and disasters caused by natural, human-induced hazards, and certified by the Secretary as urgent.
- D. **Policy Agenda**³ – refers to the official document that outlines the priority SWD issues and concerns that need appropriate policy responses from DSWD covering a five-year period.
- E. **Policy Development Process** – refers to the structured, systematic, and iterative approach used by the DSWD to develop, amend, or revise policies as tools to act on issues along social welfare and development and social protection, the execution of its mandate, and compliance with international and national commitments.
- F. **Policy Analysis** – refers to the process and strategies employed in identifying possible client-oriented policy recommendations relevant to public decisions and is informed by social value to address a particular SWD issue/concern vis-a-vis the mandate and long-term goals of DSWD⁴. Policy analysis often results in the development of the following papers:
 - 1. **Policy Analysis Paper** – refers to a document that provides a comprehensive examination and evaluation of a specific policy or set of policies. It aims to assess the effectiveness, efficiency, and potential impacts of existing or proposed policies;
 - 2. **Policy Discussion Paper** – refers to a document which aims to present various perspectives, arguments, and viewpoints on a particular policy issue. It encourages open discourse and debate among stakeholders, without necessarily providing a definitive conclusion or specific recommendations;

³ AO 01, s. 2021

⁴ Based on the definition of Weimer and Vining (2017)

3. **Policy Brief/Notes** – refers to a concise document that provides a summary and analysis of a specific policy issue or proposal. It is designed to inform decision-makers, such as policymakers, government officials, or stakeholders, about the key aspects and implications of a particular policy; and
4. **Position Paper** – refers to a document that presents and/or clarifies the stand of DSWD on specific SWD issues. The paper also provides possible policy options as well as a plan of action that can be undertaken by DSWD to address the issue in focus.
- G. **Policy Review and Evaluation** – refers to the structured and objective assessment of an ongoing or completed policy or reform initiative, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability, among others⁵.
- H. **Policy Dialogue** – refers to an activity involving discussion among stakeholders, policymakers, experts and other relevant actors aimed to raise SWD policy issues, reach agreement and finding solutions.
- I. **Policy Study Session** – refers to a workshop aimed to foster collaboration, exchange of ideas, and evidence-based decision-making among participants that is internal to the Department. A venue to discuss and analyze current policy landscape, SWD policy issues/gaps, challenges and opportunities and explore potential policy options or interventions.
- J. **Roundtable Discussions (RTDs)** – refers to an organized conversation with one moderator and several chosen speakers that bring a variety of perspectives on a particular issue needing policy interventions.
- K. **Stakeholders Consultation** – refers to a process of actively engaging and seeking inputs from individuals, groups, organizations who have interest in or are likely to be affected by a particular decision, particularly on social welfare and development sectors.
- L. **Regulatory Policies** – refers to policies that outline standards, procedures and other regulatory requirements and obligations that entities must meet to comply with applicable regulations. This shall include obtaining licenses and permits, adhering to quality standards, conducting regular inspections or submitting reports to the Department.
- M. **Regulatory Impact Assessment** – refers to the tool to design and evaluate policies, laws, and regulations that are targeted, proportionate, accountable, transparent and consistent. It involves systematic processes that examine the expected consequences of a range of alternative policy options that could be used to address a particular policy problem or issue. It aims to reduce unnecessary regulatory burdens and costs to enhance the quality of existing regulations and regulatory proposals.
- N. **Regulation** - refers to "any legal instrument that gives effect to a government policy intervention and includes licensing, imposing information obligation, compliance to standards or payment of any form of fee, levy, charge, or any other statutory and regulatory requirements necessary to carry out activity or modify behavior.
- O. **Results Framework** - refers to a strategic planning and management tool that is used to define, measure, and communicate objectives, outcomes, and impacts. It typically

⁵ OECD Definition

involves setting specific goals, defining key performance indicators (KPIs), and outlining the steps or activities required to achieve the desired results.

- P. Policy Advocacy** – refers to the process of actively supporting or promoting specific policies, laws, or regulations that address particular social, economic, or political issues. It involves efforts to influence decision-makers, such as government officials, legislators, or other influential individuals or organizations, to adopt proposed policy recommendation.
- Q. Legislative Agenda** – refers to a document which outlines the priority legislations of the DSWD for the current Congress. It contains, among others, the DSWD priority legislations requiring DSWD's major participation and legislations requiring DSWD's inputs⁶.
- R. Social Technology Agenda** – provides the roadmap for innovating solutions to identified social welfare and development gaps, emerging needs and trends, and social issues⁷.
- S. Harmonized Planning Monitoring and Evaluation System⁸** – a system for regular planning, monitoring and evaluation of the DSWD's objectives through the performance of its offices, programs and projects as they contribute to the attainment of the organizational goals and outcomes stipulated in the medium-term Strategic Plan.
- T. Strategic Performance Management System** – a system used to concretize the linkage of the Department's performance with various National and Department-wide plans and policies, among others.
- U. Quality Management System** – is a set of policies, processes and procedures required for planning and execution in the core business area of an organization.

V. COVERAGE AND APPLICABILITY

This Administrative Order shall apply to all Central and Field Offices and Inter-Office Committees (EXECOM, MANCOM, among others) tasked to develop Administrative Orders, Memorandum Circulars and other issuances, as applicable.

The following issuances are not covered and do not need to go through the policy development process indicated in this AO:

1. Policies that are purely relating to personnel matters in nature such as Special Orders (assignment or transfer of personnel);
2. Guidelines that underwent the social technology process pursuant to the existing Social Technology Development Framework and Policy;
3. Position Papers on all legislative measures, which shall adhere to the process stipulated in the Legislative Liaison System;
4. Implementing rules and regulations of a law;
5. Joint Memorandum Circulars—or Circulars or Orders formulated jointly with other Agencies;
6. Orders or Issuances from Oversight Agencies or Bodies for adoption within DSWD;
7. Loan Agreements which shall adhere to the processes outlined by NEDA and DOF;
8. International Agreements wherein the Philippines is a signatory;
9. Issuances where the amendment/revision is only clerical, and not substantial; and

⁶ Department Legislative Liaison System

⁷ Social Technology Framework

⁸ HPMS Guidelines

10. Previous DSWD issuances which are needed to be repealed or revoked, in its entirety or in part, to conform to a law, decision of the Supreme Court, or new thrust of the Secretary.

The enumeration provided is without prejudice to exceptional circumstances where the passage of any issuance may be directly authorized or recommended by the Secretary in the exercise of judgment and sound discretion as head of the agency.

Furthermore, regulatory policies shall be subjected to the Regulatory Impact Assessment Protocol as required by Anti-Red Tape Authority (ARTA). However, its official approval/issuance shall still adhere to this AO.

The Attached and Supervised Agencies of the Department through their Executive Directors or heads, may refer to this Administrative Order for policy and program coordination purposes.

VI. POLICY DEVELOPMENT RESULTS FRAMEWORK

The Policy Development Results Framework shows the vertical relationship among Inputs, Outputs, Outcomes, and Impacts. At each level of this results chain are the various activities corresponding to the DSWD Integrated Policy Development Process.

The international and national commitments, results of research and evaluation studies as well as emerging SWD issues serve as inputs in doing the Situational Analysis towards Agenda Setting. Activities and strategies, such as Policy Dialogue, Policy Study Sessions, Roundtable Discussions, and Stakeholders' Consultations provide the venue for Policy Formulation.

At the level of Outputs are the SWD Policy Documents and Administrative Issuances such as Policy Papers, among others, that are to be adopted, implemented, monitored, and evaluated, and which pave the way for the development of evidence-based and responsive policies and programs.

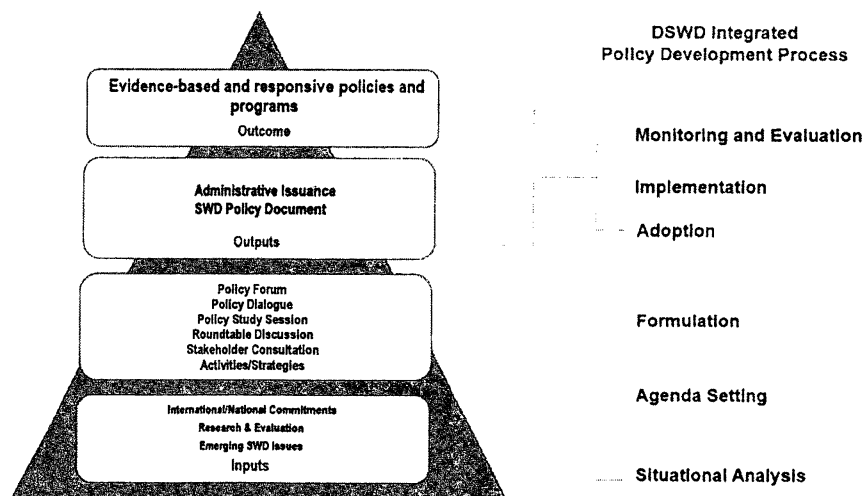


Figure 1. The Policy Development Results Framework

VII. THE DSWD POLICY DEVELOPMENT PROCESS

This Administrative Order complements the process in the formulation of administrative issuances provided for in AO 03, series of 2014 (Guidelines and Protocols for DSWD Issuances) by ensuring that thorough policy analysis is embedded in the formulation of administrative and SWD issuances. The DSWD Policy Development Process has sequential parts or stages/phases. Simultaneously, it is an iterative process, meaning that based on the progress and results of each stage, the proponent may be requested to return and revisit a previous procedure as necessary and applicable.

Figure 2 provides an overview of the enhanced Policy Development Process in the DSWD, citing major activities that need to be undertaken and outputs to be produced in each stage.

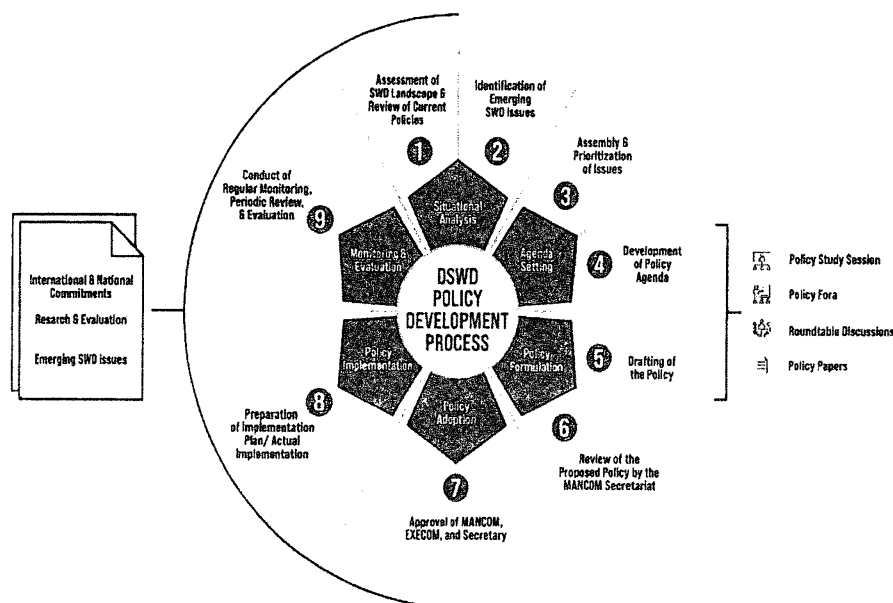


Figure 2. The DSWD Policy Development Process

A. Situational Analysis – This stage includes the following steps:

- 1) *Assessment of the social welfare and development landscape and review of current policies and laws- both national and international; and*
- 2) *Identification of emerging SWD issues. This shall be culled out from the DSWD reporting systems, such as the HPMES, reports from the FOs, OBSs, and CSOs, as applicable; and research and evaluation results, among others. If necessary, field visits may be undertaken for more contextual and comprehensive analysis.*

The situational analysis shall also take into account external factors that influence the SWD sector, such as macroeconomic elements like inflation, and different risks and vulnerabilities as defined in the Social Protection Operational Framework. Activities at this stage could include the conduct of Policy Dialogue and Policy Study Session.

B. Agenda Setting – This entails the following:

1. *Assembling and sorting of identified SWD issues* thematically or by sector, and prioritization of concerns needing appropriate policy responses. Aside from urgency, these shall be guided by international and regional commitments as well as national policies e.g. Philippine Development Plan, Social Protection Plan, DSWD Strategic Plan, National Management Committee and Secretary's Directives, and DSWD Thrusts and Priorities; and
2. *Development of the Policy Agenda* which is conducted every five years. The DSWD Policy Agenda shall serve as a guide in planning policy initiatives and developing policies and programs that seek to address current and emerging needs and concerns of the poor, vulnerable, and marginalized sectors of the society. Likewise, it shall be used as a main reference in the development of the DSWD Legislative Agenda, Research and Evaluation Agenda, and Social Technology Agenda.

Annex A shall be used as reference for the development of the DSWD Policy Agenda which is within the responsibility of the PDPB.

C. Policy Formulation – Anchoring on the Policy Agenda, this stage includes the following:

1. *Drafting of the policy by the proponent (OBSs/FOs)*
 - 1.a **Policy Analysis.** This calls for identifying potential policy options that will address the identified issues/problems as well as selecting and recommending the most effective, efficient and feasible policy options.
 - 1.b **Conduct of Round Table Discussions (RTDs) and Stakeholders Consultation.** This calls for the conduct of any of these activities (as applicable) once a proposed policy is drafted. These activities serve as an avenue and opportunity for the proponent to present the proposed policy and consult stakeholders on the recommended policy options.
 - 1.c **Drafting of the Proposed Policy.** This calls for the preparation of the draft proposed policy. The drafting shall adhere to the minimum contents of the policy as indicated in **Annex B**. The initial draft must already contain the inputs of the concerned relevant offices including Field Offices (as applicable) related to the proposed policy.
2. *Preliminary Review of the Proposed Policy by MANCOM Secretariat*
 - 2.a **Preliminary review and endorsement of the Proposed Policy by MANCOM Secretariat.** The proponent office shall submit the draft policy for the review of the MANCOM Secretariat prior to endorsement to MANCOM and EXECOM. The MANCOM Secretariat shall be given maximum of five (5) working days for regular process while two (2) working days for urgent proposed policy using the checklist (**Annex C**) for the following criteria/requirements:

Table 1. Policy Formulation Requirements

Requirement	Description
Purpose	Establishes policy goals by presenting a clear policy issue ⁹ that can only be addressed by an administrative issuance
Basis and Relevance	Provides sufficient evidence and rationale to support the policy e.g. <i>policy analysis</i> ¹⁰ , <i>Regulatory Impact Assessment results</i> , <i>research and evaluation results</i> , <i>international, national and regional commitments</i> , <i>Presidential directives</i> , <i>DSWD Thrusts and Priorities</i> , etc.
Conformity and Consistency	Addresses whether the proposed policy is not in conflict with existing policies or programs
Clarity of the contents	Contents and provisions of the policy should be clear and enforceable.

The preliminary review of the MANCOM Secretariat shall also ascertain if the proposal is more appropriate to be issued as Guidance Notes rather than a Memorandum Circular or Administrative Order.

After the preliminary review and subsequent revisions, the proponent shall proceed to the consultation with OBS and FOs following the prescribed timeline. The final draft shall be approved by the proponent's Cluster Head for onward submission to the MANCOM Chair.

D. Policy Adoption – At this stage, the policies are officially adopted by the Department through the following:

1) *Approval of the Management Committee, Executive Committee, and the Secretary.* This stage provides for an additional review of the draft guidelines by MANCOM Secretariat prior to the deliberation of MANCOM and EXECOM members. The proponent must observe the prescribed timeline and protocol of the MANCOM and EXECOM in the deliberation and approval of the policy as indicated in this guideline.

1.a For the regular policy development process:

Upon receipt of the endorsement of the Cluster Head, the proponent shall present the proposed policy to MANCOM members for deliberation, either for approval or for enhancement. The proponent shall enhance the proposed policy based on the comments and recommendations, and have the same vetted by the Cluster Head and submitted to the MANCOM Secretariat within 5 working days. In the event that the proponent fails to submit to MANCOM Secretariat within the said timelines, the proponent shall be requested to present again the revised guidelines during the next scheduled ManCom meeting.

⁹ Policy issue refers to a specific topic, concern, or problem that is the subject of discussion, a potential action within the scope of SWD policy. It is an area where there is a recognized requirement for the DSWD management's intervention.

¹⁰ Policy analysis is the identification of the policy issues/problems, policy alternatives and recommendations based on the identified policy goals.

Once approved by MANCOM, the policy shall be endorsed to the EXECOM by the MANCOM Secretariat within 5 working days together with the comments matrix, annexes, findings and recommendations as basis for decision-making, if any.

1.b For urgent policies needing immediate review and approval:

1.b.1. A Certification from the Secretary is required. The request for a certification from the Secretary that the policy document is urgent shall include the draft policy document, the matrix of comments/inputs from the concerned OBS and the policy review checklist from PDPB.

1.b.2 Prior to the request for Certification, the proponent shall simultaneously route the drafted policy to MANCOM Secretariat for review and screening and to concerned OBS and Field Offices for their review and inputs, as applicable.

1.b.3 The proponent shall enhance the policy based on the comments and recommendations of the MANCOM Secretariat and concerned OBS. Once enhanced, the proponent may proceed on the request for a certification of urgency from the Secretary.

1.b.4. Once certified, the proponent shall submit the proposed policy to the EXECOM Secretariat for simultaneous Ad Referendum of the EXECOM and MANCOM, as may be applicable, repealing Section VI.B of AO 17, s. 2021.¹¹ A referendum shall only apply to urgent policies and shall be accompanied with certification from the Secretary confirming the urgency of the policy. A referendum form (**Annex D**) shall be used for this purpose.

1.b.5. The comments and recommendations indicated in the Ad Referendum shall be reviewed and integrated by the proponent in the final document. The final copy of the policy with matrix of comments and Ad Referendum shall be submitted to the Secretary for approval.

1.b.6 Approval of the document via simultaneous ad referendum shall require at least a simple majority vote (50% of the members plus 1) of the EXECOM and MANCOM members. In the event of non-agreement between the EXECOM and MANCOM members, the decision of the Secretary shall prevail.

1.c. For policies that will be deferred by the EXECOM, the EXECOM Secretariat shall notify the proponent of the decision to defer the policy including the reasons for its deferment which may include the need for further analysis, consultation with stakeholders, or consideration of additional information, among others. The EXECOM shall provide clear reasons for the decision to defer the policy in order to properly guide the proponent on the action it should take. During the deferral period, the proponent shall make the necessary amendments and re-submit/endorse the Cluster-approved revised proposed policy to EXECOM for deliberation.

For policies that will be disapproved by EXECOM, the same may no longer be tackled.

¹¹ Procedure for Policy Proposals- Regular Process of Documents, Enhanced Management Committee Terms of Reference

Table 2. Timeline of the Deliberation and Approval Process

Deliberation and Approval Process	Timeline	Responsibility Center
<ol style="list-style-type: none"> 1. Drafting of policy document in consultation with PDPB 2. Routing of the policy document to concerned OBS and FOs (as applicable). <i>For MCs, concerned agencies shall be consulted.</i> 3. Submission of the policy document with matrix of comments to the MANCOM Secretariat 4. Review of MANCOM Secretariat 	<ul style="list-style-type: none"> • % Proponent • Within 5 - 10 working days upon receipt of comments • Within 10 working days upon receipt of comments • Within 5 working days upon receipt of comments 	<p style="text-align: center;">Proponent, MANCOM Secretariat</p>
<ol style="list-style-type: none"> 5. Revision based on the MANCOM Secretariat's comments and resubmission 	<ul style="list-style-type: none"> • Within 5 working days upon receipt of comments 	<p style="text-align: center;">Proponent, MANCOM Secretariat</p>
<p>MANCOM</p> <ol style="list-style-type: none"> 1. Endorsement 2. Deliberation 3. Revision and resubmission (as needed) 	<ul style="list-style-type: none"> • Within 3 working days upon clearance of the MANCOM Secretariat • Next MANCOM meeting • Within 5 working days after MANCOM meeting 	<p style="text-align: center;">Proponent, MANCOM Secretariat</p>
<p>EXECOM</p> <ol style="list-style-type: none"> 1. Endorsement 2. Deliberation 3. Revision and resubmission (as needed) 	<ul style="list-style-type: none"> • Within 3 working days upon approval of the MANCOM • Next EXECOM meeting (if possible) • Within 3 working days 	<p style="text-align: center;">Proponent, EXECOM Secretariat</p>

Deliberation and Approval Process	Timeline	Responsibility Center
<p>4. Deferment</p> <p>5. Request for Reconsideration of Deferred Policies</p>	<ul style="list-style-type: none"> • Within 3 working days • Within 1 month (after EXECOM mtg.) 	
Endorsement to the Secretary for final approval	Within 3-5 working days after approval of the EXECOM	Proponent/ EXECOM Secretariat

Table 3. Timeline of the Approval for Urgent Policy Documents

Deliberation and Approval Process	Timeline	Responsibility Center
<p>1. Request for a certification from the Secretary that the policy document is urgent shall include the following attachment:</p> <p><i>a. Draft policy document</i></p> <p><i>b. Matrix of Comments/Inputs from Concerned OBS</i></p> <p><i>c. Policy Review Checklist from PDPB (Annex C)</i></p>	Within 1 working day	Proponent
<p>2. Submit to ExeCom Secretariat for Simultaneous Ad Referendum (Mancom & ExeCom members)</p> <p>3. Endorsement of the Ad Referendum forms of the ExeCom Secretariat to the proponent</p>	<ul style="list-style-type: none"> • Within 1 working day upon receipt of the certification • Within 1-2 working days after receipt of the referendum form 	<p>Proponent</p> <p>ExeCom and ManCom Secretariat</p>
<p>4. Revise the policy document based on the comments/inputs received during the routing via ad referendum</p> <p>5. Endorsement to the Secretary for final approval with complete attachment (revised guideline, matrix of comments, ad referendum forms)</p>	Within 1-2 working days upon receipt of comments	Proponent

E. Policy Implementation – Upon approval of the policy, the proponent shall proceed with the following:

1) *Preparation of Implementation Plan to be submitted five (5) working days after approval to be followed by its actual implementation.* The Implementation Plan shall be prepared by the proponent using **Annex E**. The proponent shall indicate the other OBS/FO responsible for the respective areas of the policy and activities with corresponding resources required (e.g. training, if necessary to incorporate new procedures; additional costs/resources required to implement the policy/procedure, system constraints or changes required or any staff development needed; action steps to address the issues; responsible unit for each action step and timeline for completing each of the action steps.

F. Monitoring and Evaluation – To ensure the implementation of policies and to keep track of their status against their set objectives, a Section on Monitoring and Evaluation must be included in every policy.

1. **Protocol for Policy Monitoring, Review and Evaluation.** Table 4 provides a guide on the conduct of policy monitoring, review, and evaluation:

Table 4. Protocol for Policy Monitoring, Review and Evaluation

Type of Policy	Conduct of Monitoring, Review and Evaluation		Responsibility Center
	Monitoring	Review and Evaluation	
Administrative Order a. <i>Personnel welfare policies</i> b. <i>Organizational policies</i> c. <i>System maintenance policies</i> d. <i>Finance and austerity policies</i>	Annually with report submitted every 10th of December of the current year	AOs that do not have a clear-cut timeline of implementation or "standing policies" (e.g. <i>Enhanced Guidelines in the Implementation of a Drug-Free Workplace Program in the Department of Social Welfare and Development</i>) must be reviewed and evaluated every 5 years. AOs that have specific timeline of implementation (e.g. <i>Grant of Performance Based Bonus</i>) need not be subjected to a policy review and evaluation.	Monitoring – c/o proponent Evaluation – c/o PDPB
Memorandum Circular a. <i>Program</i>	Annually with report submitted every	a. Every 2 years b. Every 2 years	Monitoring – c/o proponent

Type of Policy	Conduct of Monitoring, Review and Evaluation		Responsibility Center
	Monitoring	Review and Evaluation	
a. <i>Implementation</i> b. <i>Other direct functions (e.g. research protocol, data requests)</i> c. <i>Regulatory policies</i>	10th of December of the current year	c. Shall be under the RIA protocol	Evaluation – c/o PDPB

Note: Protocol for the review of policies that are not cited in Table 4 shall be determined by the PDPB MANCOM Secretariat.

- a. *Regular Monitoring.* All approved policies shall be monitored annually by the proponent using the prescribed Monitoring Matrix (**Annex F**). The accomplished monitoring matrix shall be submitted online to the PDPB every 10th of December of the current year.
- b. *Periodic Review and Evaluation.* In order to assess and examine existing policies, a periodic review and evaluation shall be led by the PDPB, 1-5 years upon its implementation. Treatment for each type of policy is specified under Table 4. Upon approval of this guideline, policies issued for the last five (5) years shall be reviewed and evaluated by PDPB.

In compliance with the Ease of Doing Business Act, DSWD regulatory policies shall be evaluated according to the Regulatory Impact Assessment Protocol and shall be led by the Committee Against Red Tape (CART) Secretariat. Results of the assessment shall be shared with the PDPB MANCOM Secretariat to determine the appropriate policy action.

Amendment of policies shall be considered only if supported by evidence, and influenced by new and drastic changes in the SWD landscape that urgently call for such an amendment.

The Department may hire subject matter experts to assist in the policy review and evaluation subject to existing accounting and auditing rules and regulations of the Department.

- 2. **Evaluation Criteria.** The objective of the review and evaluation is to provide a comprehensive analysis of various aspects of a policy, such as its objectives, implementation strategies, outcomes, and impacts on the intended target population or social welfare and development issue. It also aims to identify strengths, weaknesses, opportunities, and threats associated with the policy in order to make informed decisions about its continuation, modification, or termination.

Policies shall be evaluated ideally against the policy goals identified in the beginning of policy development. To guide concerned responsibility centers, the following table provides a summary of evaluation criteria that may be used:

Table 5. Evaluation Criteria¹²

Criterion	Description	Level of Results
Efficiency	measures how economically resources (inputs) and the way they are applied are converted to direct results; both quantity (most economical or cost-effective) and quality (most appropriate) are assessed	Input to Output
Effectiveness	the extent to which the direct results of policy interventions (output) contribute to the sustainable achievement of the objectives (outcome)	Output to Outcome
Impact	measures all significant effects produced by the policy, directly or indirectly, intended or unintended, on the ultimate stakeholders and third parties	Impact (Ultimate Outcomes)
Relevance	the extent to which the effects of policy make a sustainable contribution to achieving the ultimate objective	Outcome to Impact
Sustainability	the extent to which the effects achieved by the policy would be more lasting, such as on financial, economic, institutional, and socio-cultural aspects	Output to Outcome

To ensure alignment of process, the Field Offices shall mirror the Integrated Policy Development Process in their respective offices. Specifically, all proposed policies for review shall be coursed through the Policy Development and Planning Section of the Field Offices. The consolidated FO comments shall be endorsed by the PDPS to the PDPB within the prescribed timelines.

Ensure that policies with accompanying forms and SOPs shall adhere to the policy on the Control of Maintained Documented Information (DSWD-QMS-SOP-007).

The complete process flow for policy development is detailed in **Annex G**.

VIII. INSTITUTIONAL MECHANISMS

A. Implementing Structure and Mechanisms

1. *Expansion of the Functions of DSWD MANCOM Secretariat.* The functions of DSWD MANCOM Secretariat in PDPB are hereby expanded and strengthened. In addition to the roles stipulated in the Enhanced MANCOM TOR, the DSWD MANCOM Secretariat shall have the following functions:
 - a. Partake in the development, implementation, and monitoring of the DSWD Policy Agenda;

¹² Based on OECD Evaluation Criteria

- b. Review proposed policies based on the requirements set under Section VI.A of this Administrative Order;
 - c. Provide necessary technical assistance to CO-OBS and Field Offices in line with policy analysis, development, review and evaluation;
 - d. Organize an ad hoc committee with concerned OBS and FOs for the review and evaluation the policy, as may be necessary;
 - e. Coordinate with the CART Secretariat regarding the assessment of regulatory policies;
 - f. Provide advice and recommendations to the DSWD Management Committee on the merit and technical components of a proposed policy including those that are tagged as urgent.
 - g. Provide overall monitoring function of approved policies and prepare annual status reports; and
 - h. Maintain a data bank of approved and pending policies as well as all policy-related documents.
2. *Role of EXECOM Secretariat.* In addition to the roles stipulated in the EXECOM TOR, the EXECOM Secretariat shall have the following functions:
- a. Facilitate the deliberation of the guidelines at the EXECOM level;
 - b. For urgent policies, facilitate the issuance of Certification from the Secretary and routing of guidelines for simultaneous Ad Referendum of all EXECOM members and MANCOM Secretariat;
 - c. Notify the proponent of the decision to defer the policy including the reasons for its deferment, which may include the need for further analysis, consultation with stakeholders, or consideration of additional information, among others;
 - d. Facilitate the signing of the EXECOM-approved guidelines by the Secretary.

B. Institutional Arrangements

The Policy Development and Planning Bureau shall take the leadership role in the implementation of this Administrative Order and carry out the following tasks:

1. Develop, implement, and monitor the DSWD Policy Agenda;
2. Organize, in partnership with the Social Welfare Institutional Development Bureau (SWIDB), DSWD Academy, Standards Bureau and Digital Media Service (DMS), the necessary activities for the dissemination of the Policy Agenda and policy papers;
3. Take the lead in policy analysis through the: a) conduct of policy dialogue, study sessions, RTDs, and stakeholder consultations, as well as the b) authorship of policy analysis papers, policy discussion papers, policy briefs, policy notes and policy memo;

4. Evaluate issued policies for identification of gaps and other areas for policy action using the evaluation criteria;
5. Proactively identify emerging policy issues based on the current SWD landscape as well as those from the results of DSWD-initiated/internal research;
6. Provide technical assistance as requested in the crafting of different policy issuances;
7. Develop and maintain a data bank of approved and pending policies as well as all policy-related documents; and
8. Develop and implement, together with the Human Resource Management and Development Service, a comprehensive capability building program that shall assist the whole organization in the effective implementation of this policy.

The Legal Service shall:

1. Provide legal opinions and/or advice, regarding any proposed issuances, suggested amendments or revocation as a result of analysis or as needed/required.

The Legislative Liaison Office shall:

1. Ensure that the Legislative Agenda is aligned with the Policy Agenda of the DSWD;
2. Lead the policy advocacy for the adoption of proposed policy recommendations through the PDPB-produced policy papers to the Congress and Senate;
3. Monitor the status of proposed policy recommendations; and
4. Link the PDPB to policy champions in the Congress and the Senate.

The Committee on Anti-Red Tape Secretariat shall:

1. Provide technical assistance on the conduct of regulatory impact assessment;
2. Collaborate with concerned offices on the identification of regulatory policies for evaluation; and
3. Lead the evaluation of the regulatory policies to ensure its adherence to the Regulatory Impact Assessment Protocol.

The Social Technology Bureau shall:

1. Ensure that the Social Technology Agenda is aligned with the Policy Agenda of the DSWD; and
2. Develop models of interventions, new social technology, or program design anchored on the policy recommendations as a result of policy analysis.

The FO Policy Development and Planning Section shall:

1. Serve as the clearing house of the Field Office's comments on proposed DSWD policies;
2. Facilitate the endorsement of the Field Office's comments and recommendations to the PDPB; and
3. Ensure that the prescribed policy development process is implemented in their respective Field Offices.

The Proponent shall:

1. Comply with the provisions of this Administrative Order in crafting policies;
2. Lead the drafting of policies relevant to implementation of their respective programs and services;
3. Facilitate the endorsement, approval and implementation of policies relevant to their respective office functions and mandate;
4. Actively participate in the conduct of different policy analysis activities;
5. Monitor the implementation of policies issues according to Section VI. F of this Administrative Order;
6. Report to the PDPB all issues and policy recommendations arising from program/project implementation or technical assistance (TA) visits that may form part of the Policy Agenda;
7. Ensure strict adherence to the policy based on the Implementation Plan and Standard Operating Procedure. A detailed monitoring report, using the prescribed Monitoring Matrix, shall be prepared by the proponent office, and submitted to the PDPB every 10th of December of each year;
8. Collaborate with the PDPB for the development of the policy papers, in which case the proponent OBS or FO shall be the lead author of such paper; and
9. Allocate funding for the publication of Memorandum Circulars.

C. Publication Requirements

All Memorandum Circulars are required to be published in the Official Gazette or in a newspaper of general circulation and a copy of thereof filed or deposited with the University of the Philippines - Office of the National Administrative Register (UP-ONAR) prior to its effectivity.

All expenses for publication shall be shouldered by the proponent.

IX. TRANSITORY AND REPEALING CLAUSE

As part of transition, all policies that are already endorsed to MANCOM and EXECOM prior to the issuance of this Administrative Order shall be deliberated as planned. However, policies that are yet to be proposed, formulated, undergoing the process of

review and requesting inputs shall undergo the policy development process as prescribed in this issuance.

All previous issuances contrary to or inconsistent with this Administrative Order are hereby repealed, modified or amended accordingly.

X. EFFECTIVITY

This Administrative Order shall take effect immediately.

Signed in Quezon City, Metro Manila.


REX GATCHALIAN
Secretary
Date: 18 JUL 2024

Annexes

- Annex A — Formulation of the DSWD Policy Agenda
- Annex B — Outline and Contents of Policy Issuances
- Annex C --- Policy Review Checklist
- Annex D – Ad Referendum Form
- Annex E — Policy Implementation Plan
- Annex F — Monitoring Matrix for Status of Implementation
- Annex G — Process Flow Chart

Certified True Copy


WILLIAM V. GARCIA, JR.
OIC-Division Chief
Records and Archives Mgt. Division

18 JUL 2024



ANNEX A

FORMULATION OF THE DSWD POLICY AGENDA

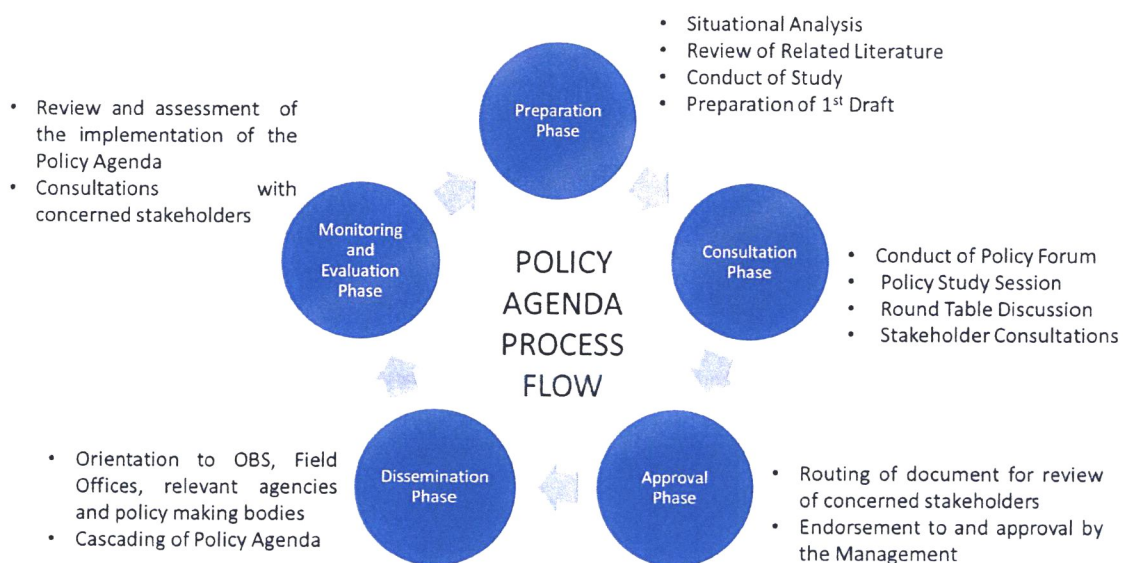
A. Scope and Coverage

In order to guide the Department in identifying social welfare and development issues from which policy documents should be written, a five-year Policy Agenda shall be formulated and issued. Anchored on the established results framework, the Agenda shall serve as the blueprint for addressing cross-sectoral social issues that consider prevailing social issues of the country, international commitments to social welfare and development, as well as mechanisms for effective social policy formulation and implementation of transformative policy actions.

As an organizational policy document, the Agenda, which shall be prepared every five (5) years, shall be comprehensive and holistic to ensure that it will be responsive to the emerging needs of the SWD sector. The Agenda may be organized and written thematically or by sector. As the lead in social protection, the Agenda may be informed by other agencies responsible for forwarding the cause of the SWD sector. The Department Policy Agenda shall be prepared by the PDPB. Other CO OBS and Field Offices may also craft their own policy agenda as long as the same is anchored on the Department-wide Agenda.

B. Crafting of the Policy Agenda: Process Flow

The figure below shows the overall process in the development and evaluation of the Department Policy Agenda:



C. Updating of the Policy Agenda

Anchored on the Department's Strategic Plan, the Agenda shall be updated accordingly following the conduct of the mid-term review on the DSWD Results Framework. The results of the mid-term review shall guide the updating of the Agenda, such as on the following:

- Changes on priority topics based on the revised DSWD Results Framework; and
- Revision of thematic areas due to emerging issues and concerns

To effectively update the Agenda, the following steps shall be undertaken:

1. PDPB prepares the first draft of the updated Agenda based on the results of the midterm review of the DSWD Strategic Plan
2. PDPB requests inputs from all OBS and FOs for consolidation
3. PDPB submits draft updated Agenda to the Management for approval
4. PDPB, in partnership with the SMS, shall disseminate the approved updated Agenda. The same shall be disseminated and cascaded to the Field Offices through the Policy Development and Planning Section. The FO-PPD shall disseminate the updated Agenda with the rest of the FO staff.

D. Office/Program-Level Policy Agenda

OBS from the Central office and the Field Offices are not precluded from preparing their respective Agenda that shall guide their Office or Program in crafting policy documents that are relevant and timely based on their needs and requirements, towards the promotion of evidence-based policy making.

In doing so, the OBS and FOs shall be guided by the following:

1. The OBS/FO level agenda should be aligned with the Department's Agenda and should support the overall objectives of the DSWD as reflected in its Strategic Results Framework.
2. The OBS/FO shall adhere to the Integrated Policy Development Process of the Department, and in particular shall:
 - a. Implement the same standards and requirements for policy development; and
 - b. Based their respective agenda on their own Results Framework or Theory of Change which stipulates the Program/Office outcomes and outputs.
3. Process-wise, the OBS/FOs shall at the minimum follow the key procedures in the development of the agenda, as stipulated in this policy.

ANNEX B

OUTLINE AND CONTENTS OF PROPOSED POLICIES

A. DSWD Administrative Issuances (AO/MC)

The outline and contents of the proposed policy shall adhere with the provision of **AO 03, s. 2014 (Guidelines and Protocols for DSWD Issuances)**. In addition, the proposed policy shall be endorsed to the MANCOM with a clearance from the MANCOM Secretariat, lodged under the PDPB, certifying that the proposed issuance has undergone the review process and has been approved for endorsement to the MANCOM.

B. SWD Issuances

- a. **Policy Analysis Paper** is a document that provides a comprehensive examination and evaluation of a specific policy or set of policies. It aims to assess the effectiveness, efficiency, and potential impacts of existing or proposed policies. The full analysis paper should be contained in a technical paper that can be a maximum of 15 pages. The fuller policy analysis paper shall be buttressed by more evidence, review of related literature results and more analysis. End notes may be used to cite data and evidence.

Below is the outline of a policy analysis paper:

- Background
 - Policy problem/issue
 - Framing the problem (discussion on the policy problem/issue)
 - Overall policy objective
 - Stakeholder analysis
 - Analysis Methodology (Utilizes the search for solution results and describes the analysis methods that you used i.e., multi goal analysis, Cost Effectiveness Analysis, Cost Benefit Analysis etc. or a combination)
 - Policy goals (Discussion of Policy goals – why you chose them and explain criteria that you used)
 - Policy Analysis (with matrix, results, and narrative)
 - Recommendations
- b. **Policy Discussion Paper** – a document which aims to present various perspectives, arguments, and viewpoints on a particular policy issue. It encourages open discourse and debate among stakeholders, without necessarily providing a definitive conclusion or specific recommendations.

Below is the outline of a policy discussion paper:

- Background
 - Key findings
 - Discuss the implications
 - Acknowledge the limitations
 - Recommendations
- c. **Policy Brief/Note** is a concise document that provides a summary and analysis of a specific policy issue or proposal. It is designed to inform decision-makers, such as policymakers, government officials, or stakeholders, about the key aspects and implications of a particular policy.
- Introduction
 - Statement of the Problem
 - Current Policy Landscape
 - Proposed policy recommendations

ANNEX C

POLICY REVIEW CHECKLIST FOR THE REVIEW OF PROPOSED POLICIES

Note: To be accomplished within:

- **Five (5) working days upon receipt of the proposed policy (regular)**
- **Two (2) working days upon receipt of the proposed policy (urgent)**

Proposed Policy: _____
 Proponent: _____
 Name and Position of Reviewer: _____
 Date and Time Received: _____

A. Documentary Requirements

- 1. Memorandum/Letter of Intent from the Proponent Office
- 2. Outline and contents of the proposed policy adhere on AO 3, s.2014

B. Checklist for the Criteria and Requirements). Kindly mark (√) on whether or not the proposed policy adheres to the requirements

Requirements	Description	Yes	No	Remarks
Purpose	Establishes policy goals by presenting a clear policy issue ¹ that can only be addressed by an administrative issuance			
Basis and Relevance	Provides sufficient evidence and rationale to support the policy e.g. <i>policy analysis², Regulatory Impact Assessment results, research and evaluation results, international, national and regional commitments, Presidential directives, DSWD Thrusts and Priorities, etc.</i>			
Conformity and Consistency	Addresses whether the proposed policy is not in conflict with existing policies or programs			
Clarity of the contents	Contents and provisions of the policy should be clear and enforceable.			

¹ Policy issue refers to a specific topic, concern, or problem that is the subject of discussion, a potential action within the scope of SWD policy. It is an area where there is a recognized requirement for the DSWD management's intervention.

² Policy analysis is the identification of the policy issues/problems, policy alternatives and recommendations based on the identified policy goals.

C. Inputs on the Proposed Policy

Purpose/Objectives	
Basis and Relevance	
Conformity and Consistency	
Clarity of the Contents	
Others (please specify):	

Recommendation: (Please check whatever is applicable)

- For endorsement to OBS for review and consultation
 - For enhancement of the proponent
 - For endorsement as a guidance note
 - Other Recommendations: _____
-

Name/Signature of Reviewer: _____
 Position: _____

ANNEX D

AD REFERENDUM FORM

Title of Policy/Guidelines

I, (FULL NAME), from the Office of (NAME OF OFFICE), herein submits my vote of the above-mentioned guidelines.

Recommended for Approval. I have read the document and found it in order.

Not Yet Recommended for Approval.
I have read the document and the following comments and recommendations are for considerations to enhance the draft issuance.

Not Recommended for Approval.
I have read the document and in my opinion, this will violate the following specific provisions of the Constitution, the law or presidential directive, as follows:

Note: For the comments, please include specific recommendations that can already be part of the policy.

Signature

Date

Note: Kindly submit the accomplished Ad Referendum Form on or before __ on _____, to _____ and copy furnish mancom_secretariat@dswd.gov.ph . Failure to submit this form within the set deadline will mean concurrence to the document.

ANNEX E

POLICY IMPLEMENTATION PLAN

Note: To be submitted five (5) days after approval of the policy

Title of Policy [1] <i>What is the policy to be implemented?</i>	Objective [2] <i>What is the objective of the policy?</i>	Output [3] <i>What are the target products, services, or deliverables to achieve this?</i>	Activity [4] <i>What actions and strategies need to be undertaken to deliver the output?</i>	Input [5]		Responsible Unit [6] <i>Who will implement each key component?</i>	Timeline [7] <i>What is the target timeline to execute this?</i>
				Budgetary Requirements [5.1]	Budget Source [5.2]		

The proponent may also attach a Gantt Chart as deemed necessary.

Prepared by:

Approved by:

Focal Person
 Position
 OBS/FO

Head of Office
 Position
 OBS/FO

ANNEX F

**MONITORING MATRIX FOR STATUS OF IMPLEMENTATION
CY: _____**

Note: Submission of monitoring matrix is every 10th of December of the current year

Title of Policy [1]	Objective [2]	Output [3]	Activity [4]	Responsible Unit [6]	Status [7]	Identified Gaps [8]	Recommendations [9]	Proposed Actor [10]
<i>What is the policy being implemented?</i>	<i>What was the objective of the policy this year?</i>	<i>What were the key target products, services, or deliverables this year?</i>	<i>What actions and strategies needed to be undertaken to deliver the output?</i>	<i>Who implemented or supposed to have implemented the identified components?</i>	Indicate one of the ff: <i>-Done -Ongoing -Delayed</i>	<i>What were the noted gaps?</i>	<i>What are your recommendations to address the gaps?</i>	<i>Who shall be in charge to carry out the recommendations?</i>

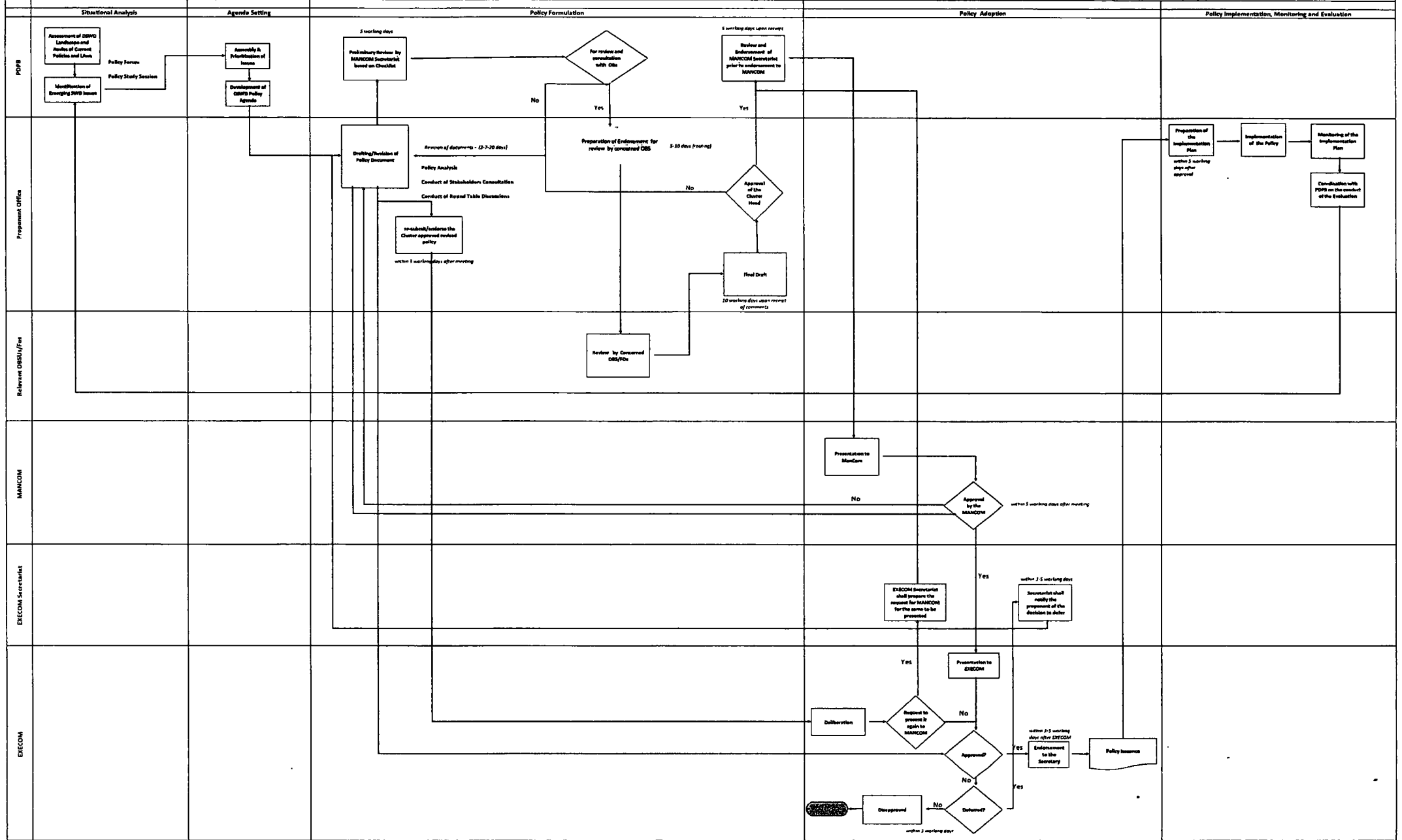
Prepared by:

Approved by:

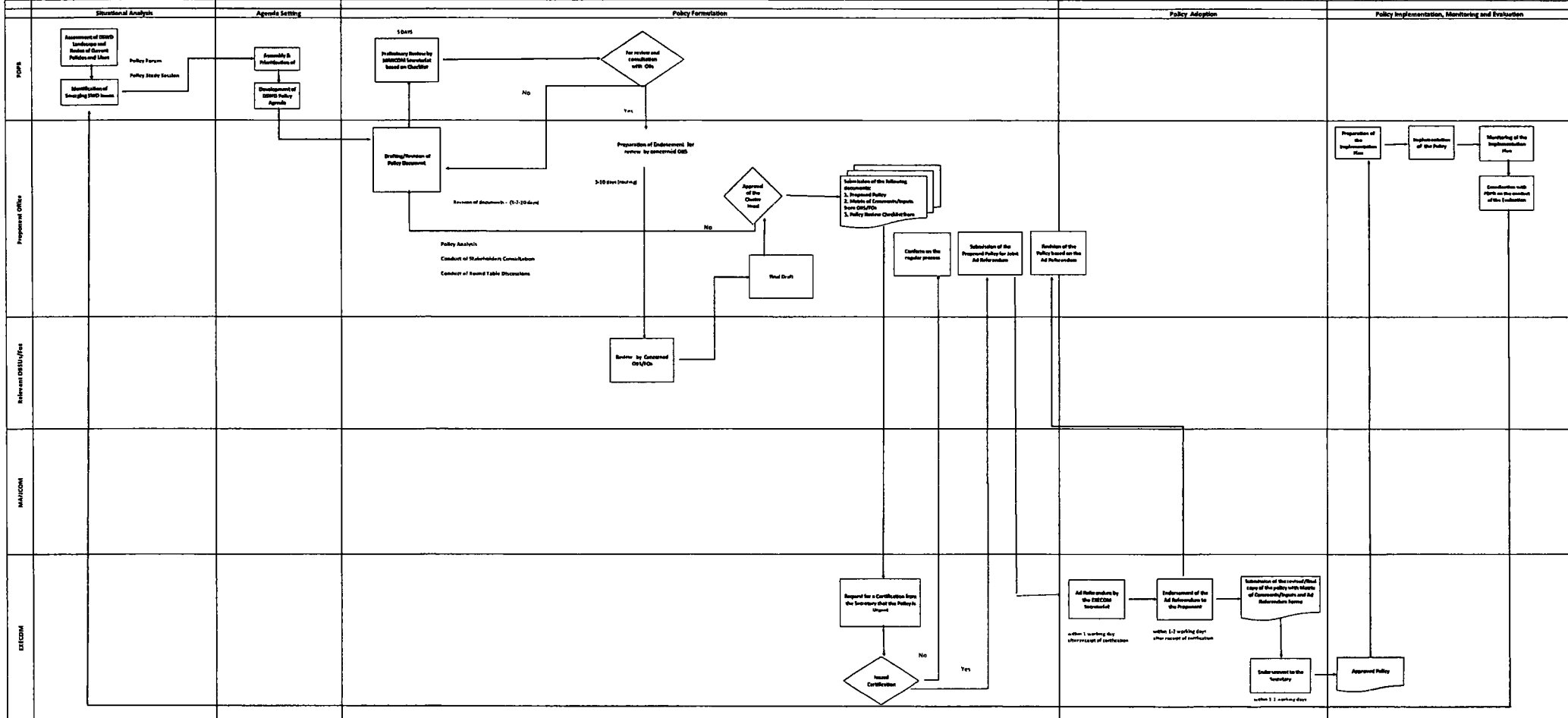
Focal Person
Position
OBS/FO

Head of Office
Position
OBS/FO

PROCESS FLOW CHART - REGULAR



PROCESS FLOW CHART - URGENT



TOPIC

Proposed ODSU

Relevant ODSU/Unit

MAJCOM

EXECOM

Situational Analysis

Agenda Setting

Policy Formulation

Policy Adoption

Policy Implementation, Monitoring and Evaluation

1 DAY

3-10 days (working)

within 1-3 working days after receipt of confirmation

within 1-3 working days after receipt of confirmation

within 1-3 working days