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Department of Social Welfare and Development
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DSWD RESOURCE GENERATION PLAN : INDICATIVE AGENDA FOR THE NEXT FIVE YEARS 2004-2009

I. Rationale

The Department of Social Welfare and Development (DSWD) is mandated to alleviate the plight of and empower the marginalized sectors through the development of programs and services, as well as the provision of technical assistance to intermediaries: the local government units (LGUs), non-government organizations (NGOs) and people's organizations (POs) which deliver basic social services.

The daunting task of alleviating poverty among the poorest of the poor, coupled with insufficient resources to address such, compel DSWD to generate and mobilize resources for social welfare and development projects. Along this line, it continuously seeks to establish and maintain good linkages with donor organizations, both international (multilateral and bilateral) and local, and with civil society partners. This is in recognition of the important role of donor organizations and civil society as partners in promoting development through the provision of funding support to innovative social welfare and development programs/projects.

Against the backdrop of the precarious budgetary situation of the government, DSWD has to maximize its available resources as well as synchronize all resource generation efforts. In addition, as the lead agency in the fight against poverty, DSWD has to intensify building partnership with the donor community to ensure that development efforts trickle to the grassroots. An Indicative Plan for the Next Five Years 2004-2009 is therefore needed to guide the department in its resource generation needs.

II. Objectives

The **DSWD Resource Generation Plan: Indicative Agenda for the Next Five Years 2004-2009** aims to contribute to the achievement of the DSWD mission and vision by identifying priority areas for investments in the field of social welfare and development vis a vis indicative projects for implementation within the next five years.

Specifically, it aims to:

1) Ensure synchronization of all resource generation agenda/efforts of the Department;

2) Facilitate the operationalization of the Thrusts and Priorities of DSWD;

3) Identify institutional arrangements for effective collaboration and /or implementation of special projects/externally-assisted projects

The **Indicative Agenda for the Next Five Years 2004-2009** spells out the areas of concerns along social welfare and development for resource accessing, taking into consideration the Department's mandate, clients' needs, external and internal factors affecting execution of its functions, and the identification of strategies and institutional arrangements for its effective implementation.

III. Contextual Framework

This Plan is anchored on and supportive of the framework of the Medium Term Philippine Development Plan (MTPDP) 2001-2004 specifically Chapter 5 entitled "Protecting the Vulnerable Groups", the policy directions/ four-point agenda of the present administration, the DSWD Corporate Plan cum Repositioning and Streamlining Plan (RSP) and the different national and international commitments of the Philippine government which have bearing on the performance of the Department.

The Resource Generation Plan also draws heavily from the Department's vision, mission and goals and also aims to contribute to the achievement of its programmatic and institutional thrusts and priorities.

The Plan takes off from a scanning of DSWD's internal and external environment which laid down the following major considerations : target clientele, primary strategies and its implications on project methodologies, coordinating mechanisms among DSWD bureaus/offices and funding partners and setting of priority programmes/projects for external assistance.

Conceptual Framework
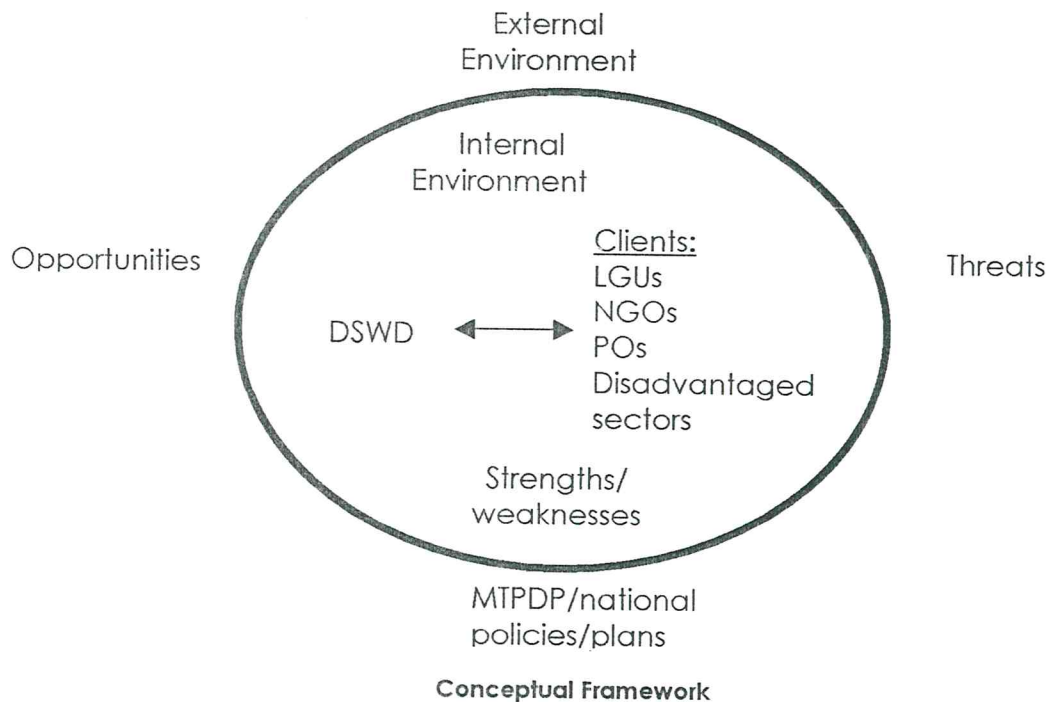
1. DSWD Clientele, Partners and Their Needs :

Poverty alleviation continues to be a major challenge in the Philippines. The national poverty incidence deteriorated from 31.8% in 1997 to 34.2% in 2000. Aggregate number of household below poverty line reached a high of 5.2 million. Poverty incidence is over 40% in eight of the 16 political regions in the country. The poorest provinces in the country have become breeding grounds for rebel groups, both leftist and Moro groups.

Parallel to increasing poverty incidence is the rise in the number of people who suffer from hunger and malnutrition, crimes and domestic violence. NSO estimated the number of households in the country as of 2000, to be 15.2 million with five members as the average size. 34.2% of 15.2 million liver below poverty line and have difficulties meeting their minimum basic needs.

For CY 2001, a total of 98,971 poor, vulnerable and disadvantaged clients were served by the Department through its community based prôgrams and services, special projects and operation of residential and non-residential centers/institutions. Of the total individual clients, 37,901 are women (38.30%), 37,760 (38.15%) are children, 14,776 are youth (14.94%), 5,124 (5.18%) are persons with disabilities and 3,410 (3.45%) are senior citizens. Total families served in 2001 is 401,568.

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Based on its own mandate, DSWD is committed to serve the disadvantaged sectors through its intermediaries : the LGUs, NGOs, POs. In the performance of its functions, it may work with other stakeholders such as funding organizations, the academe and church groups. It also caters to its own organizational staff for institutional strengthening.

	Clients	
	Internal DSWD (bureaus, units / field offices, staff)	External (LGUs, NGOs, POs, Constituencies & Disadvantaged Sectors, i.e. children, youth, women, PWDs, families, older persons)
Needs	• Establish working relationship mechanism • Capability building • Technical assistance • Funding Support for identified projects • Additional manpower	• Capability building • Funding support for projects • Technical assistance • Sharing of Data / information • Social welfare services (community based & center-based)

The determination of the client needs stemmed in part from the issuance of Executive Order 15, Series of 1998, redirecting the functions of DSWD from "rowing" to "steering", and the passage of the Local Government Code of 1991, DSWD's major function of capacitating the LGUs and making them accountable for the delivery of social welfare services, has been made more pronounced.

Thus, development of projects aimed at enhancing local governance in the field of social welfare and development is a springboard for building good partnerships with LGUs. NGOs and POs, on the other hand, serve to expand and complement the delivery of social welfare services in terms of wider reach, thus the need for the provision of technical and financial assistance to them. Meantime, the disadvantaged sectors rely on services aimed at improving their state of well being through the passage/formulation of SWD policies and implementation of programs, projects and services.

2. Environmental Assessment

As the Department embarks on its mission, certain conditions and factors in the environment may hinder or facilitate the realization of its set goals and objectives. The success of DSWD as an organization lies on the synergetic action between these external factors and the Department's capability of adapting and/or overcoming these conditions.

External Environment

The state of affairs such as change of leadership, unstable political condition, corruption, peace and order are some of the threats that face DSWD in achieving and sustaining its efforts in development work. This is further compounded by the economic crisis and the budgetary constraints that the public sector has to contend with.

Funding institutions likewise experience 'donor fatigue'. Financial support for public sector projects has dwindled over the years and preference for NGOs or the private sector as the main channel of resources also reflects the erosion of confidence in the public sector where DSWD is included.

There is also the difficulty of unsustainable projects and technologies brought about by high maintenance cost of projects.

On the other hand, opportunities abound for the Department to explore, in achieving its set goals. It can capitalize on building multi-stakeholder partnerships and forge collaboration with its intermediaries, the LGUs, NGOs and POs and other institutions and the donor community, in bringing services to the poor. The passage of SWD laws and ordinances, the presence of international and national treaties/commitments, and the inclusion of SWD in the local development plans also facilitate achievement of DSWD mission.

For special projects, clarity in project design, targets and the presence of consultative processes with stakeholders contribute to efficient management of resources.

Internal Environment

Given the above external factors, an internal examination of DSWD's strengths and weaknesses is in order to determine its own capability of adapting or coping with these challenges.

DSWD's main strength lies in its own mandate, structure, management and personnel. Its own mandate identified DSWD as the leader in social welfare and development sector which collaborates with LGUs, POs, NGOs in the achievement of its mission. As such, it has the authority to set standards for social welfare services. Its structure from the central offices down to the regional offices also facilitates fast and easy communication of SWD concerns and the necessary interventions.

DSWD also enjoys the support of the present administration which is characterized by a dynamic leadership for social welfare. Its own organic staff demonstrates commitment and responsibility.

DSWD's institutional weaknesses is manifested through its bureaucratic problems inherent in public offices and inconsistent observance or poor operationalization of policies. In some areas, there is also unclear roles and linkages between organizations units. Change in leadership thrusts and priorities also affects its institutional arrangements.

Despite DSWD's large scope of clientele, it has the second smallest budget allotted in the general appropriations act which is .2% in CY 2003. The limitation of funds and resources is a perennial problem which necessitates the formulation of this resource generation agenda/plan, among other plans.

IV. Primary Strategies

An analysis of DSWD strengths, weaknesses and the corresponding external threats and opportunities reveals that the most effective strategy in terms of maximizing resources and expanding the delivery of social welfare projects, and institutional arrangements would be **convergence.**

Specific to project management and resource generation, the following strategies are to be employed:

1. Consortium building & Multi-Stakeholdership

Consortium building involves the formation of clusters of organizations from different sectors to work as partners in advancing a particular agenda. Working with the private sector/business groups, NGOs/POs, academe and government (tri-sectoral partnership) is key to ensuring the sustainability of projects. Consortium building works on the principle ôf convergence by complementing the strengths of each sector and optimizing available resources. Further, resource accessing can be done through consortium.

Multi-stakeholdership is an approach that involves different sectors/bureaus/offices in the conceptualization, formulation, implementation and evaluation of project to address a particular concern. It serves the purpose of ensuring maximum participation from sectors who have a stake in the project. This also inculcates the value of ownership and accountability of project.

2. Establishment of Resource Generation Network

Forging partnership/alliances with the donor community and other organizations involve in philanthropy for greater access of and leverage for resources is crucial in ensuring the continuity of projects. The establishment of resource generation network also serves to advocate the agenda of the Department in the funds-programming of different donors.

Likewise, the importance of regular and constant exchange of information /feedbacking on areas of resource generation trends and efforts from within the Department and with partners cannot be overemphasized. It eliminates the problems of confusion, non-synchronization and duplication of efforts. Further, it is a means of ensuring that project learnings and best practices are documented and mainstreamed in the regular programs of the Department or of the agency concerned.

3. Convergence

Convergence is the process of pooling of and complementation of resources to address a particular development need. This is done to maximize available resources. This also assures greater project impact for a particular sector and area.

V. Setting the Priority Programmes

Priority Target Clientele Groups

1. Vulnerable groups (different marginalized sectors)

    a. Children
        - In situations of armed conflict
        - Children of Indigenous People's
        - disadvantaged children to include sexually and/or physically abused, children engaged in worst forms of child labor, sexually exploited children for commercial purposes, children with HIV/AIDS.

    b. Youth

- Out of school youths (OSY)
- Youth / children in conflict with the law
- Disadvantaged youths to include drug users, working in informal sector & homeless.

c. Women
- Sexually and physically abused
- Victims of illegal recruitment / trafficked women & girls
- Disadvantaged women
- Women with HIV/AIDS

d. Persons with Disabilities
- Early detection, prevention and rehabilitation of disabilities among 0-6 years olds (children)
- mentally challenged (those trainable and capable of being educated)
- physically handicapped
- Below 18 years old out of school youth with disabilities

e. Older Persons
- Abandoned
- Neglected
- Older persons who are willing and/or abled volunteers

f. Families
- With vulnerable members
- Rural and urban poor
- Overseas Filipino Workers (OFWs)
- Solo parents
- Displaced families
- Street dwellers
- Disaster victims (both man made and natural)
- Indigenous people's or IPs

g. Communities

- With vulnerable members
- Disaster prone communities (both man made and natural)
- Indigenous communities

2. LGU's, particularly those classified as 4th to 6th municipalities

3. NGOs

4. POs

5. Department internal staff (both in the Central and Field Offices)

INDICATIVE PRIORITY PROGRAMMES / PROJECTS FOR RESOURCE ACCESSING FOR 2004 – 2009

Given the wide range of concerns being addressed by the Department, limited resources dictates prioritization of activities in terms of resource generation. The chart below depicts the areas of concerns needing further project development, the corresponding bureau/office in charge of preparing project proposals as well as the timetable for development and implementation. The responsibility of preparing and implementing projects lies on the different bureaus such as the Programs and Projects Bureau (PPB), National Operations Office (NOO), Public Affairs and Legislative Service, Policy, Plans and Information Systems Bureau, External Assistance Office (EAO) and Standards Regulation Bureau (SRB) in collaboration with the Field Offices and intermediaries.

Programmes/Projects	Responsible Bureau/Office (for project dev'l)	Y1	Y2	Y3	Y4	Y5
Poverty Alleviation Projects						
Investment Program for Non-Kapit Bisig Laban sa Kahirapan – Comprehensive and Integrated Delivery of Social Services (KALAHI – CIDSS) and non-Early Child Hood Development Project (ECDP) Areas						
Development of innovative programmes for Non-KALAHI-CIDSS and Non-ECDP Areas	EAO/NOO					
Support to Social Protection						
1. Strengthening Families						
Parent Effectiveness Service (PES)	PPB					
Empowerment & Reaffirmation of Of Paternal Abilities (ERPAT)	PPB					
Family Drug Prevention Program	PPB					
HIV/AIDS & Drug Use Prevention	PPB					
Solo Parents	PPB					
National Family Violence and Prevention Programme	PPB					
Reintegration Program for Returning OFWs	PPB					
Programme for Indigenous Peoples	PPB					
2. Strengthening of Youth Programmes						
Unlad Kabataan Programe	PPB					
Special Drug Education Center for Out of School Youth and Street Children	PPB					
RRCY Upgrading	EAO					
3. Women and Children						
Establishment of Rape Crisis Centers	PPB					
5. Construction of Day Care Centers	NOO					
6. Group Home for Older Persons and Street Children	NOO					

Programmes/Projects	Responsible Bureau/Office (for project dev't)	Y1	Y2	Y3	Y4	Y5
7. Upgrading of Centers						
Home for Girls	NOO					
RSCC	NOO					
Golden Acres, Home for the Aged	NOO					
Haven	NOO					
Nayon ng Kabataan	NOO					
Sanctuary	NOO					
Jose Fabella	NOO					
8. Projects on Emerging issues/concerns along SWD (e.g. 3rd gender group, lesbians, gays, bi/transsexuals, etc).	PPB					
Institutional Development						
1. Strengthening of DSWD Units : Capability Building and Equipments Upgrading						
National Operations Office	NOO					
Public Affairs and Legislative Liaison Service	PALS					
MIS	MIS-PPISB					
HRMO	HRMO					
EAO	EAO					
Standards and Regulations Bureau	SRB					
Policy, Plans & Information Systems Bureau (on Research & Policy Development, Monitoring And Evaluation)	PPISB					
SWADI (on Developing and Strengthening Sectoral Partnerships: Learning Networks))	SWADI					
2.Capability Building for Intermediaries : NGOs, POs, Lgus, and other civil society members – Service Delivery and Management	EAO/SWADI					
3. Advocacy of Philippine Plan of Actions						
Philippine Plan of Action for Older Persons	PPB/PPISB					
Philippine Plan of Action for Filipino Families	PPB/PPISB					
4. Development of PSCB Conversion Plan	NOO					
5. DSWD Special Events Celebration	PALS					

Criteria for Partner Proponents

For local government units (LGUs), it should :

a. have high incidence of identified or indicated problems/ issues/ concerns as supported by specific statistics
b. be willing to implement the proposed project / programme (especially the local chief executive officer) and localize it instead of just wanting to access resources
c. be willing and capable to provide the necessary counterpart in the proposed project, as evidenced by necessary documents (e.g financial statements, reports, etc).
d. have considerable control over the peace and order situation in the target area/proposed project site

For Non-government organizations, it should :

a. be licensed by the DSWD and ready for accreditation
b. have a good track record (at least three years in operation) as far as the following are concerned:
   - programme implementation and operations
   - fund management
c. be willing and capable to provide the necessary counterpart in the proposed project, as evidenced by necessary documents (e.g financial statements, reports, etc).
d. have or is a member of an established network or similar group/ federation/association of local organizations and other local institutions in the same area of service delivery

For People's organizations, it should :

a. be accredited or certified by an appropriate government agency for at least one (1) year and is delivering or involved in social welfare and development efforts.
b. registered with DSWD
c. (the same as items b. to d. of the criteria for NGO

VI.   Institutional Arrangements for Plan Implementation

As the resource generation arm of DSWD, the External Assistance Office (EAO) will serve the function of overall coordinator in the implementation of the Plan. The concerned bureau or office shall be responsible for the development of the project concept and design

which may be enhanced and packaged by the EAO for resource accessing. Implementation, monitoring and evaluation of the Plan shall be jointly done by the concerned bureaus in collaboration with the filed offices and the intermediaries. The EAO will take charge of liaisoning and negotiating with the donor, NEDA and other oversight bodies for concerns related to the project.

In accordance to the following Department Goals:

a. Formulation and advocacy of just and responsive SWD legislative policies and plans as well as ensuring their effective implementation
b. Identification, development and marketing of technologies for building up social capital
c. Setting and enforcement of SWD standards to protect the rights of the poor, vulnerable and disadvantaged particularly to quality services
d. resource augmentation, enhancement and development of capabilities of intermediaries for SWD programme implementation or social service delivery
e. provision of development preventive, protective, rehabilitation programmes and services

The EAO shall endeavor to achieve the following :

Objectives	Activities	Outputs	Outcomes	Impact
At the end of 5 years, the EAO shall be able to generate resources to: a) help provide opportunities for training and technical assistance and augment resources needed by LGUs, NGOs and POs as well as for the different programs and projects of the concerned DSWD bureau / office/unit	a) Coordination with field offices and other DSWD units; b) Generation (loan) and mobilization (grant) of resources from: • multilateral agencies • bilateral organizations • International and local funding NGOs • Business sector • Philanthropists THROUGH: • Donor's forum • Individual	DSWD is able to provide training, technical assistance and resource support to LGUs, NGOs and POs and DSWD internal units for priority programs for priority target clients	LGUs, NGOs and POs implementing effective priority programs and projects that meet the needs and reach priority clients	Productive target clients where the poor, vulnerable and disadvantaged individuals, families and communities are empowered for an improved quality of life.

b) develop capabilities, acquire equipment and manualize specific documentations of selected DSWD units and programs	orientation sessions • Missions • Proposal submission and negotiation c) Coordination and assistance of Partners which includes provision of technical assistance d) Overseer and monitor of PMOs/focal units/persons e) knowledge building and networking			

MONITORING AND EVALUATION

The concerned bureau/office/unit shall take charge of preparing project proposals/concepts for a particular concern on a specific year, which will then be marketed by the EAO. These then will be the basis for measuring the implementation of the plan annually.

In order to monitor and evaluate the accomplishment of externally-assisted projects, the EAO in collaboration with the concerned bureaus, field offices and intermediaries shall gather the following reports:

1) Quarterly reports aimed at monitoring achievement based on the given key indicators of success.
2) Annual reports to cull out lessons and look for more ways to move forward and hopefully contribute to theory building in social development work

VII. EFFECTIVITY

This circular shall take effect immediately and supersedes issuances inconsistent herewith.

Issued in Quezon City this 15th day of October 2003.

CORAZON JULIANO-SOLIMAN
Secretary