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Memorandum Circular

No. 05

Series of 2010

SUBJECT: THE DSWD REFORM AGENDA

I. Rationale

The enormity of the issue of poverty and the increasing inadequacy to address the problems of the poor and vulnerable sector requires a re-thinking of the development approaches. The challenge is to optimize existing resources and create new ones to produce strategic impact.

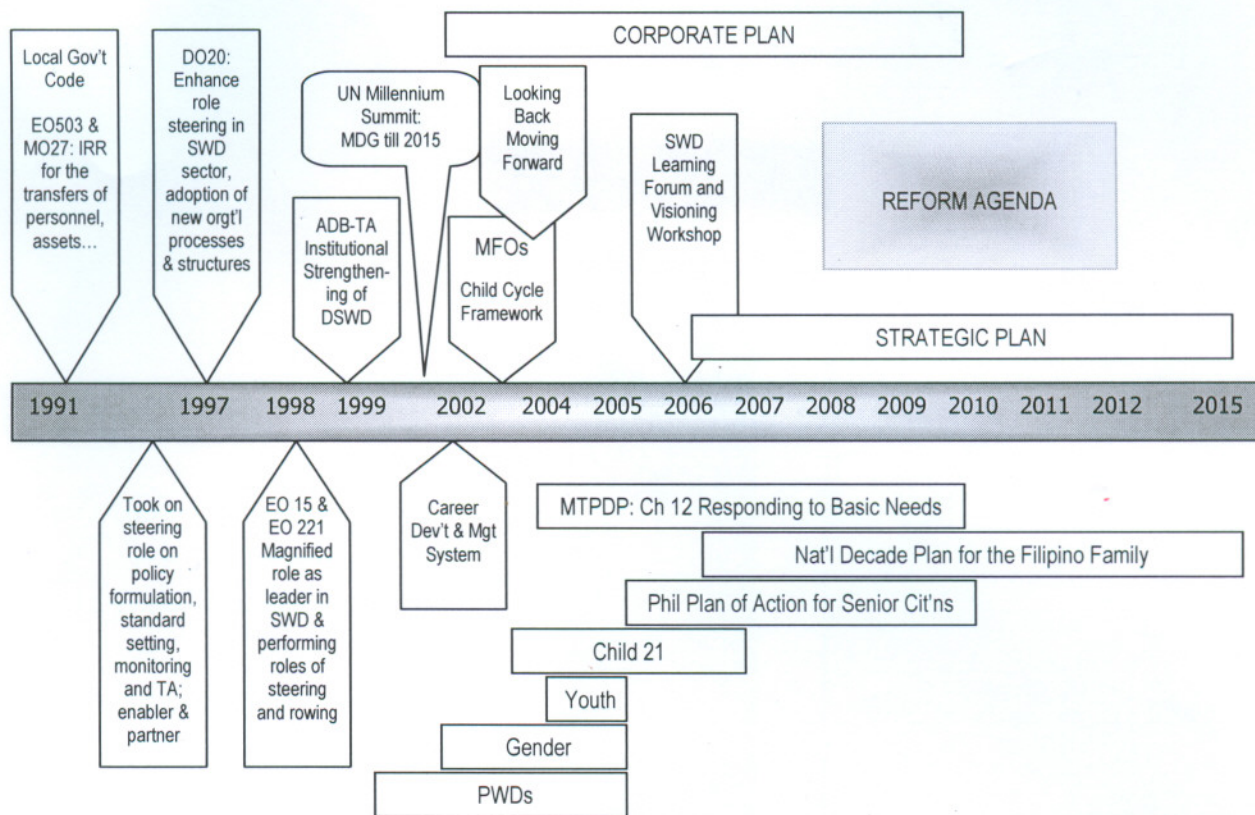
Prior to the 1991 enactment of the Local Government Code, the Department of Social Welfare and Development (DSWD) had full control over the delivery of basic social services that focused on the vulnerable groups. With the passage of the Code, the delivery of most basic services was devolved to the local government units (LGUs). DSWD's role largely shifted from implementation to leading or "steering" while implementation of certain programs based on special laws remained within the ambit of its mandate.

The mechanisms for operationalizing the shift in the DSWD's functions were provided under Executive Order No. 15, series of 1998 entitled "Redirecting the Functions and Operations of the DSWD" and further enhanced by Executive Order No. 221, series of 2003. Despite almost ten years of numerous and various efforts of devolving its services, developing linkages with various partners and intermediaries and improving their approaches, the shift from "rowing" to "steering" had not been fully achieved.

In its desire to perform its vision, mission and mandates DSWD had undertaken a number of initiatives to assess where it is in the continuing process of becoming a leader in the social welfare and development sector. Among these were the 1998-1999 Institutional Strengthening of the DSWD Project supported through a technical assistance grant from the Asian Development Bank, the consultative workshop held in June 2004 entitled "*Looking Back and Moving Forward*", and the series of 2004-2005 rapid assessment, workshops and consultations to come up with its strategic plan for 2005-2015, corporate plans for 2006-2015 and general reform agenda.

The diagram that follows provides the past efforts and timeline in reforming DSWD's vision, mission and goals (VMG) and improving their programs:

Diagram on Efforts in Reformation of DSWD's VMG Overtime (1991-2015)



II. The National Sector Support for Social Welfare and Development Reform Project

In November 2006, the DSWD, with technical assistance from the World Bank through its Policy and Human Resource Development Program, implemented the National Sector Support for Social Welfare and Development Project (NSS-SWDRP). The objective of the NSS-SWDRP is to formulate a reform agenda and map out the reform process that will lead to the achievement of the following:

- 1) Improve outcomes of social welfare and development reforms
- 2) Improve governance of assistance and delivery through integrated national and local level reforms; and
- 3) Build capacity of DSWD and attached agencies in performance-oriented budgeting and management

DSWD's thrust for its reform agenda is to do **Faster, Better, Smarter** and **Together**.

The DSWD Reform Agenda guides the reform processes and thrusts for the social protection sector. The general goal of the sector is to provide social protection to the poor, vulnerable and disadvantaged. In the NEDA Social Development Committee (SDC) Resolution No. 1, Series 2007 entitled *Adopting A Philippines Definition of Social Protection* it is defined as:

Social protection constitutes policies and programs that seek to reduce poverty and vulnerability to risks and enhance the social status and rights of the marginalized by promoting and protecting livelihood

and employment, protecting against hazards and sudden loss of income, and improving people's capacity to manage risks.

III. Reform Agenda Guiding Principles

The following principles guided the formulation of the Reform Agenda:

Total Sector Approach through Convergence and Collaboration

A total sector approach shall be used by engaging partners/ intermediaries and ensuring that all contribute to social protection. The reform agenda will provide a roadmap to DSWD in performing its leadership role in social protection, promoting the interest of the groups and sectors it vowed to protect by engaging government agencies and units at all levels and ensuring that all contribute to social protection. Real leadership means the ability to distinguish when it needs to steer and when it should row.

Social Inclusion and Equity

The poor, vulnerable and disadvantaged shall have preferential access to social protection. The reform agenda will enable DSWD to realize its vision, perform its mission, attain its goal of protecting the poor, vulnerable and disadvantaged, providing them preferential access (social equity) to social assistance, social protection and safety nets.

Appropriateness and Empowerment

The reform agenda will be rooted in the vulnerabilities of the poor and their capacities. Its approach to social protection is both empowering and developmental.

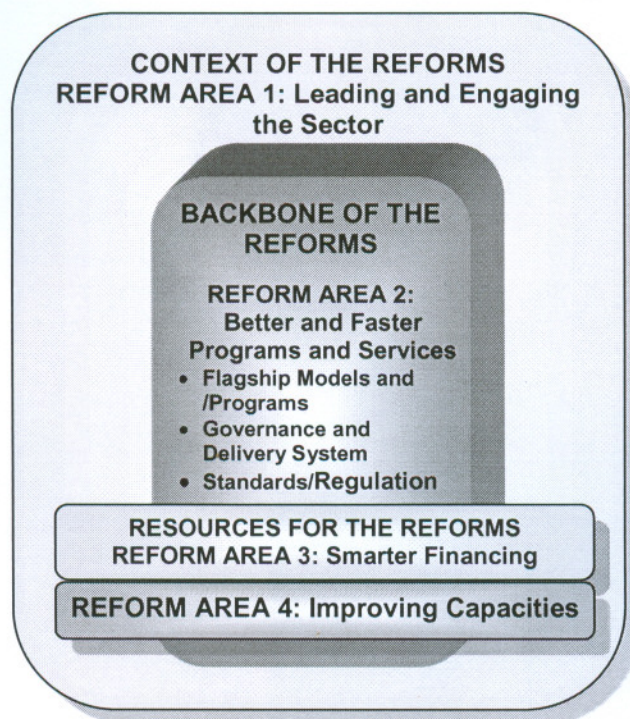
Efficiency & Social Accountability

Realities call for smarter use of resources through fiscal prudence, subsidiarity and complementation. The reality of limited resources dictates that DSWD optimizes resources by focusing its efforts and exercising fiscal prudence, cost effectiveness and efficiency, and maximizing engagement and involvement of all stakeholders. It will be guided by the principles of subsidiarity and complementation. The call is to minimize, if not totally remove overlapping or duplication of efforts, i.e., do not do what other agencies are already doing or are tasked to do.

Sustainability

The reform agenda and processes involved in pursuing it have to be sustainable: resource-wise (budget, funds); institution-wise (systems, structures, technology); human resources (capacities and skills); public expectations. It has to be financially and politically sustainable. It can withstand changes in leadership of the organization. Internal measures have to be put in place to consolidate the gains of the reform process including core group reform workers internal and external to DSWD.

IV. The DSWD Reform Agenda



REFORM AREA 1: Engaging and leading the sector in establishing strategic and results-oriented policies in social protection

Reform Area 1 provides the context of the reform agenda. DSWD has to lead and engage its partners in the social protection sector in order to achieve the reforms it has set for itself and the sector. It would require the collaboration and joint efforts with other government agencies, local governments units, NGOs, basic sectors and other social protection service providers to muster the resources, energies and intellectual capacities to make a dent in its goal of improving the lives of the poor and vulnerable. A conducive environment is necessary for DSWD to deliver on its reform agenda. This would require a policy environment that will define the roles of DSWD and other stakeholders of the sector, the recognition of DSWD's role as the agency for identifying the poor and the management of the expectations of its various publics.

REFORM AREA	RESPONSIBLE UNIT
RA1.1 Consolidate the sector and stakeholders efforts through shared goals and delineated roles by coming up with a national policy framework for social protection.	Policy Development and Planning Bureau (PDPB)
RA1.2 Address the needs of the poor and vulnerable by establishing an objective and transparent targeting system for social protection programs.	National Household Targeting System for Poverty Reduction (NHTS PR)
RA1.3 Continue DSWD's advocacy work for the promotion and protection of the rights of the vulnerable sectors	Social Marketing Service (SMS)

REFORM AREA	RESPONSIBLE UNIT
such as children, youth, women, persons with disabilities, older persons, families and communities in crises through the introduction of social legislations	
RA1.4 Enhance results-based policy-making.	Policy Development and Planning Bureau (PDPB)

REFORM AREA 2: Providing faster and better social protection programs

Reform Area 2 is the backbone of the reform agenda on which the other reforms hinge. DSWD has to maintain a set of core programs or flagship programs that will ensure that the very poor and vulnerable are provided for by the national government. This set of programs also serves as models of good practices in social protection. It regards LGUs, NGOs and other service providers as partners in social protection, realizing that the task is too immense to be addressed solely by a central government agency.

REFORM AREA	RESPONSIBLE UNIT
RA2.1 Through Improved and Appropriate Models and Programs	
RA2.1.1 Develop, improve, build on and scale-up service delivery models <ul style="list-style-type: none"> ▪ Individual-based model ▪ family/household-based model ▪ community-based model ▪ disaster management and risk mitigation model 	Pantawid Familyang Pilipino Program (4Ps) Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services (KALAHI-CIDSS) Program Management Bureau (PMB)
RA2.1.2 Develop an integrating framework for all the different models.	Social Technology Bureau (STB)
RA2.1.3 Develop an action plan on improving the effectiveness and efficiency of center-based services	Program Management Bureau (PMB)
RA2.1.4 Develop a handbook on social protection that will guide DSWD, its partners and intermediaries on the different models and programs on social protection.	Policy Development and Planning Bureau (PDPB) Social Technology Bureau (STB)
RA2.2 Through Improved Governance	
RA2.2.1 Empower the LGUs through capacity-building, technical assistance and resource augmentation. This will include capacitating them to analyze, design, implement, monitor and evaluate social protection programs.	Program Management Bureau (PMB) Social Welfare Institutional Development Bureau (SWIDB)
RA2.2.2 Undertake a systematic diagnosis of the different LGUs to assess their capacities, come up with a classification system that can be a basis for program interventions.	Social Welfare Institutional Development Bureau (SWIDB)
RA 2.2.3 Scale-up convergence approach among stakeholders through joint projects including co-financing.	Social Welfare Institutional Development Bureau (SWIDB)
RA2.2.4 Design a performance-based system	Program Management Bureau

REFORM AREA		RESPONSIBLE UNIT
	for devolving programs and resources. An incentive system will be introduced to encourage a performance-based approach to the “devolution” and management of resources.	(PMB)
RA2.3 Through Improved Standards and Regulations		
RA2.3.1	Codify all existing policies and ensure easy access by partners and intermediaries	Standards Bureau (SB)
RA2.3.2	Strengthen regulatory functions of DSWD for the sector to ensure standards and quality assurance through the formulation of clear standards for quality implementation for social protection programs and services	
RA2.3.3	A harmonized system of accreditation/ certification/ registration and system for exchange and sharing of monitoring findings will also be developed.	
RA2.3.4	Design an incentive system (“seal of excellence”) for good LGUs/NGOs The granting of a “seal of excellence” (“Sentrong GGILASS” or Good Governance in Local Area Social Services) can be used as positive reinforcement	

REFORM AREA 3: Introducing Financial Reforms to Sustain the Reform Process

The advancement of the core reform area hinges on the mobilization and generation of resources.

REFORM AREA		RESPONSIBLE UNIT
RA3.1	Secure more predictable funding for core DSWD function	
RA3.1.1	MTEP formulated and finalized	Financial Management Service (FMS)
RA3.1.2	Advocate with LGUs to share in cost of RRCY as per law	Program Management Bureau (PMB)
RA3.2	Rationalize resource augmentation of LGUs and other partners	Financial Management Service (FMS) Program Management Bureau (PMB)
RA3.3	Allocate DSWD budgetary and extra-budgetary resources in a strategic manner	
RA3.3.1	Rationalize funding support to center-based service delivery	Program Management Bureau (PMB) Financial Management Service (FMS)
RA3.3.2	Re-allocate resource from less effective to more effective programs	Program Management Bureau (PMB) Financial Management

REFORM AREA		RESPONSIBLE UNIT
		Service (FMS)
RA3.3.3	Realize "savings" in the use of DSWD resource by identifying and implementing efficiency enhancing initiatives	Financial Management Service (FMS)

REFORM AREA 4: Improving Delivery Systems and Capacities

Aside from the financial resources, knowledge and information, as well as internal and external reform workers are imperatives in the implementation of the DSWD Reform Agenda.

Existing programs and services that DSWD and its partners deliver are sources of knowledge and information. These are seen as building blocks for the continuing improvement of DSWD's and its partners' social protection interventions. Thus, management information, monitoring and evaluation systems are crucial to harvesting the insights from these interventions. Technology serves as facilitating access to these insights. DSWD also has to invest in the continuing development of competent reform workers capable of moving the reform agenda forward. External experts can also be tapped as reform workers who can serve as knowledge resource or champions for the reform agenda.

REFORM AREA		RESPONSIBLE UNIT
RA4.1	Improve Knowledge management system: M&E and MIS	
RA4.1.1	Key to the continuing improvement of social protection models and technologies is the knowledge management system of DSWD, including management information, monitoring, evaluation and research. Thus, these areas need to be strengthened by way of capacity building of its human resources and improvement of its technology.	Management Information System Service (MISS) Policy Development and Planning Bureau (PDPB) Social Technology Bureau (STB) Social Welfare Institutional Development Bureau (SWIDB)
RA4.1.2	Improve the information and communication system so that its partners, reform workers, social protection beneficiaries including policymakers and the general public are made aware of its roles, priorities and services.	Management Information System Service (MISS)
RA4.1.3	Social protection models and technologies are to be promoted through easy access by partners and other development workers to information and materials on these (e.g., project planning and management manuals or kits of templates, tools, reference materials, cases).	Social Technology Bureau (STB)
RA4.1.4	For the MIS, it is envisioned that the present multi-platform system whereby each program has its own dedicated	Management Information System Service (MISS)

REFORM AREA		RESPONSIBLE UNIT
	program will graduate into a single platform system	
RA4.2	Improve organizational capacities and competencies	Human Resource Management and Development Service (HRMDS)
RA4.2.1	Management Skills of Division Chiefs enhanced, capacitate division chiefs in the following areas: management, planning, organizing, staffing, coordinating, delegating, budgeting, supervision and decision-making	
RA4.2.2	Executive Training for Directors and Division Chiefs conducted. Capacitate Directors and Asst Directors on current Philippine situation, development perspectives, poverty analysis, tools for policy analysis, critical and systematic thinking, strategic planning, formulation of KRAs, networking and partnership, resource mobilization,	
RA4.2.3	Competency of technical staff on the conduct of substantive and specialized training on social protection improved. The preparation of a handbook on SP is necessary to maintain standard session for capability building	
RA4.3	Implement rationalization and strengthening plans and performance management system	Social Welfare Institutional Development Bureau (SWIDB)
RA4.3.1	Change management plans for the reform agenda buy-in	
RA4.3.2	Put in place final organizational and the performance management system	
RA4.4	Organize resource and expert pools	


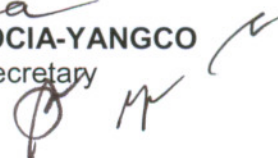
V. Funding

The cost of implementation of the DSWD Reform Agenda shall be charged against the approved DSWD Medium-Term Expenditure Program (MTEP) 2010-2014 and the subsequent DSWD appropriations thereafter.

VI. Effectivity

This Memorandum Circular shall take effect immediately upon its approval.

Issued this 19th day of April 2010 in Quezon City, Philippines.

for 
CELIA CAPADOCIA-YANGCO
 Acting Secretary 

ANNEX

DSWD REFORM AGENDA MILESTONES (2010-2014)

REFORM AREA 1: Engaging and leading the sector in establishing strategic and results-oriented policies in social protection

2010	2011	2012	2013	2014
Policy Framework				
Adoption of the National Policy Framework on Social Protection by other NGAs, LGUs and NGOs	Implementation of the social protection programs and projects	Monitoring of social protection programs and projects	Monitoring of social protection programs and projects	Performance assessment of SP outcomes as indicated in the National Policy Framework
Formulation of package of priority policies and legislative measures to support social welfare and development sector (SWD) sector in response to specific sector issues/concerns	Monitoring of the priority policies and legislative measures to support social welfare and development (SWD) sector in response to specific issues/concerns	Monitoring and assessment of the priority policies and legislative measures to support social welfare and development (SWD) sector in response to specific sector issues/concerns	Formulation of package priority policies and legislative measures to support social welfare and development (SWD) sector in response to specific sector issues/concerns	Monitoring of the priority policies and legislative measures to support social welfare and development (SWD) sector in response to specific sector issues/concerns
Formulation of Social Protection, Welfare and Development Report (SPWDR)	Updating of SPWDR	Updating of SPWDR	Updating of SPWDR	Formulation of SPWDR
Targeting				
Strengthening the targeting mechanism through completion of the database of poor households as basis for identification of beneficiaries of social protection programs	Installation of integrated targeting system for different DSWD programs Updating and maintenance of NHTSD-PR and 4Ps database	Updating of the design of data repository Maintenance of database	Updating of system design Maintenance of database	Maintenance of database
Utilization of the database of poor households by national	Utilization of the database of poor households by national	Utilization of the database of poor households by national	Utilization of the database of poor households by national	Utilization of the database of poor households by national

2010	2011	2012	2013	2014
government agencies (NGAs) for their social protection programs	government agencies (NGAs)	government agencies (NGAs)	government agencies (NGAs)	government agencies (NGAs) Assessment of targeting system
Continuing Policy Advocacy and Social Marketing				
Implementation of the Social Marketing and Advocacy Plan	Monitoring of the implementation of the Social Marketing and Advocacy Plan	Monitoring of the implementation of the Social Marketing and Advocacy Plan	Monitoring of the implementation of the Social Marketing and Advocacy Plan	Monitoring of the implementation of the Social Marketing and Advocacy Plan
Enhance Evidence-Based Policy Making				
Implementation of the DSWD's 5-Year Research Agenda	Monitoring of the implementation of the DSWD's 5-Year Research Agenda	Mid-term assessment of the implementation of the DSWD's 5-Year Research Agenda	Monitoring of the implementation of the DSWD's 5-Year Research Agenda	Evaluation of the DSWD's 5-Year Research Agenda implementation
Conduct of dialogues, policy fora and consultations relevant to SWD sectors	Conduct of dialogues, policy fora and consultations relevant to SWD sectors	Formulation of Social Legislative Agenda	Advocacy of Social Legislative Agenda	Advocacy of Social Legislative Agenda
Preparation of position papers, policy papers and policy recommendations relevant to SWD sector	Conduct of dialogues, policy fora and consultations relevant to SWD sectors	Conduct of dialogues, policy fora and consultations relevant to SWD sectors	Conduct of dialogues, policy fora and consultations relevant to SWD sectors	Conduct of dialogues, policy fora and consultations relevant to SWD sectors
Updating and implementation of the Department's operational and sectoral plans	Preparation of position papers, policy papers and policy recommendations relevant to SWD sector	Preparation of position papers, policy papers and policy recommendations relevant to SWD sector	Preparation of position papers, policy papers and policy recommendations relevant to SWD sector	Preparation of position papers, policy papers and policy recommendations relevant to SWD sector
Compliance monitoring of Department-led SWD laws and policies	Updating and implementation of the Department's operational and sectoral plans	Updating and implementation of the Department's operational and sectoral plans	Updating and implementation of the Department's operational and sectoral plans	Updating and implementation of the Department's operational and sectoral plans
	Compliance monitoring of Department-led SWD laws and policies	Compliance monitoring of Department-led SWD laws and policies	Compliance monitoring of Department-led SWD laws and policies	Compliance monitoring of Department-led SWD laws and policies

REFORM AREA 2: Providing faster and better social protection programs

2010	2011	2012	2013	2014
A. Through Improved and Appropriate Models and Programs				
Conduct of assessment/ evaluation of the implementation of Pantawid Pamilyang Pilipino Program (4Ps)	Continuous implementation of 4Ps	Continuous implementation of 4Ps	Continuous implementation of 4Ps	Continuous implementation of 4Ps
Implementation of KALAHI-CIDSS follow up project and other community driven development projects	Implementation of KALAHI-CIDSS follow up project and other community driven development projects	Implementation of KALAHI-CIDSS follow up project and other community driven development projects	Implementation of KALAHI-CIDSS follow up project and other community driven development projects	Implementation of KALAHI-CIDSS follow up project and other community driven development projects
Continuous scaling up of poverty reduction programs such as 4Ps, Food for School Program and SEA-K Program	Implementation and monitoring of poverty reduction programs such as 4Ps, Food for School Program and SEA-K Program	Implementation and monitoring of poverty reduction programs such as 4Ps, Food for School Program and SEA-K Program	Implementation and monitoring of poverty reduction programs such as 4Ps, Food for School Program and SEA-K Program	Implementation and monitoring of poverty reduction programs such as 4Ps, Food for School Program and SEA-K Program
Pilot implementation of Sustaining Interventions in Poverty Alleviation and Governance (SIPAG)	Implementation of Sustaining Interventions in Poverty Alleviation and Governance (SIPAG)	Monitoring of Sustaining Interventions in Poverty Alleviation and Governance (SIPAG)	Monitoring of Sustaining Interventions in Poverty Alleviation and Governance (SIPAG)	Assessment of Sustaining Interventions in Poverty Alleviation and Governance (SIPAG)
Management and operationalization of DSWD centers and institutions as Centers of Excellence	Management and operationalization of DSWD centers and institutions as Centers of Excellence	Management and operationalization of DSWD centers and institutions as Centers of Excellence	Management and operationalization of DSWD centers and institutions as Centers of Excellence	Management and operationalization of DSWD centers and institutions as Centers of Excellence
Implementation of local and foreign-assisted programs and projects	Implementation of local and foreign-assisted programs and projects	Implementation of local and foreign-assisted programs and projects	Implementation of local and foreign-assisted programs and projects	Implementation of local and foreign-assisted programs and projects
Implementation of Disaster Risk Reduction (DRR) strategies, programs and services through capability building	Monitoring of the implementation of Disaster Risk Reduction (DRR) strategies, programs and services	Monitoring of the implementation of Disaster Risk Reduction (DRR) strategies, programs and services	Monitoring of the implementation of Disaster Risk Reduction (DRR) strategies, programs and services	Monitoring of the implementation of Disaster Risk Reduction (DRR) strategies, programs and services

2010	2011	2012	2013	2014
for LGUs during pre-disaster and post disaster period	Fine tuning of operational framework on disaster management and risk mitigation approaches/ models	Implementation of improvements in Disaster Management Programs and Services	Implementation of improvements in Disaster Management Programs and Services	Implementation of improvements in Disaster Management Programs and Services
Crafting of integrated framework models for DSWD social program	Pilot-testing of different models for DSWD social protection programs	Implementation of difference models for DSWD social protection programs	Monitoring of difference models for DSWD social protection programs	Evaluation of major interventions in the programs under each models
Implementation of action plan on improving efficiency and effectiveness of center-based and community-based programs and services	Monitoring on the implementation of action plan on improving efficiency and effectiveness of center-based and community-based programs and services	Monitoring on the implementation of action plan on improving efficiency and effectiveness of center-based and community-based programs and services	Monitoring on the implementation of action plan on improving efficiency and effectiveness of center-based and community-based programs and services	Monitoring on the implementation of action plan on improving efficiency and effectiveness of center-based and community-based programs and services
Development and pilot testing of Social Protection Handbook	Utilization of Social Protection Handbook	Monitoring of the utilization and updating of Social Protection Handbook	Monitoring of the utilization and updating of Social Protection Handbook	Assessment on utilization of Social Protection Handbook

B. Through Improved Governance

Documentation of completed or pilot tested social protection programs as well as best practices of LGUs and NGOs	Documentation of completed or pilot tested social protection programs as well as best practices of LGUs and NGOs	Documentation of completed or pilot tested social protection programs as well as best practices of LGUs and NGOs	Documentation of completed or pilot tested social protection programs as well as best practices of LGUs and NGOs	Documentation of completed or pilot tested social protection programs as well as best practices of LGUs and NGOs
Conduct of capability building and technical assistance along analysis, design, implementation, monitoring and evaluation of social protection programs utilizing the Social Protection (SP) Handbook	Conduct of capability building and technical assistance	Conduct of capability building and technical assistance Evaluation of previous year experience, improvements and refresher sessions	Conduct of capability building and technical assistance Evaluation of previous year experience, improvements and refresher sessions	Conduct of capability building and technical assistance Evaluation of previous year experience, improvements and refresher sessions
Conduct of systematic	Continuous coming up of classification	Implementation of the classification	Monitoring on the implementation of	Assessment of the implementation of

2010	2011	2012	2013	2014
diagnosis of LGUs to assess their capabilities and come up with a classification system as basis for program interventions	system as basis for program interventions Pilot testing of the classification system	system as basis for program interventions	classification system as basis for program interventions	classification system as basis for program intervention
Designing a performance based system for implementers of the devolved SWD programs/projects.	Pilot-testing of performance based system for implementers of the devolved SWD programs/project.	Implementation of performance based system for implementers of the devolved SWD programs/project.	Monitoring of performance based system for implementers of the devolved SWD programs/project.	Assessment of performance based system for implementers of the devolved SWD programs/project.
Development, pilot testing and/or enhancement of social protection programs and advocacy for adoption/localization of LGUs/NGOs	Development, pilot testing and/or enhancement of social protection programs and advocacy for adoption/localization of LGUs/NGOs	Development, pilot testing and/or enhancement of social protection programs and advocacy for adoption/localization of LGUs/NGOs	Development, pilot testing and/or enhancement of social protection programs and advocacy for adoption/localization of LGUs/NGOs	Development, pilot testing and/or enhancement of social protection programs and advocacy for adoption/localization of LGUs/NGOs
C. Through Improved Standards and Regulations				
Documentation of best practices from the implementation of ABSNET	Documentation of best practices from the implementation of ABSNET	Documentation of best practices from the implementation of ABSNET	Documentation of best practices from the implementation of ABSNET	Documentation of best practices from the implementation of ABSNET
Full implementation of the system for incentive, grievance and discipline intended for NGOS engaged in SWD	Monitoring of the implementation of the system for incentive, grievance and discipline	Monitoring of the implementation of the system for incentive, grievance and discipline	Monitoring of the implementation of the system for incentive, grievance and discipline	Assessment of the implementation of the system for incentive, grievance and discipline
Establishment strengthening of ABSNET in all provinces that is functioning as self-policing mechanism	Strengthening of ABSNET in all provinces that is functioning as self-policing mechanism	Monitoring of ABSNET in all provinces that is functioning as self-policing mechanism	Monitoring of ABSNET in all provinces that is functioning as self-policing mechanism	Assessment of ABSNET in all provinces that is functioning as self-policing mechanism
Development of harmonized system for registration, licensing and accreditation and designing of an incentive system for performing LGUs/NGOs	Pilot-testing of harmonized system for registration, licensing and accreditation and design an incentive system for performing LGUs/NGOs	Implementation of harmonized system for registration, licensing and accreditation and design an incentive system for performing LGUs/NGOs	Monitoring and updating of harmonized system for registration, licensing and accreditation and design an incentive system for performing LGUs/NGOs	Assessment of harmonized system for registration, licensing and accreditation and design an incentive system for performing LGUs/NGOs

2010	2011	2012	2013	2014
Rolling out of the installation of the database system to the Field Offices	Formalizing agreements with partners Pilot testing and implementation of database access and reporting system Installation of database system in LGUS Completion of database	Continuous implementation of database access and reporting system Maintenance of the system	Monitoring and updating of database access and reporting system Maintenance of the system	Assessment of the implementation of database access and reporting system
Development and/or enrichment of SWD standards	Development and/or enrichment of SWD standards	Development and/or enrichment of SWD standards	Development and/or enrichment of SWD standards	Development and/or enrichment of SWD standards
Development or strengthening of social networks related to advocacies/ implementation of national laws/ policies	Strengthening of social networks	Strengthening of social networks	Strengthening of social networks	Strengthening of social networks
Accelerating registration/ licensing and accreditation of Social Work/ Social Welfare Agencies and Service Providers	Accelerating registration/ licensing and accreditation of Social Work/ SWAs and Service Providers	Accelerating registration/ licensing and accreditation of Social Work/ SWAs and Service Providers	Accelerating registration/ licensing and accreditation of Social Work/ SWAs and Service Providers	Accelerating registration/ licensing and accreditation of Social Work/ SWAs and Service Providers

REFORM AREA 3: Introducing Financial Reforms to Sustain the Reform Process

2010	2011	2012	2013	2014
Implementation of 5-year Medium Expenditure Plan (MTEP)	Monitoring of the implementation of 5-year Medium Expenditure Plan (MTEP) Rationalizing resource augmentation of LGUs and other	Monitoring of the implementation of 5-year Medium Expenditure Plan (MTEP) Rationalizing resource augmentation of LGUs and other	Monitoring of the implementation of 5-year Medium Expenditure Plan (MTEP) Rationalizing resource augmentation of LGUs and other	Evaluation of the implementation of 5-year Medium Expenditure Plan (MTEP)

2010	2011	2012	2013	2014
	partners Allocating DSWD resources in strategic manner	partners Allocating DSWD resources in strategic manner	partners Allocating DSWD resources in strategic manner	

REFORM AREA 4: Improving Delivery Systems and Capacities

2010	2011	2012	2013	2014
Change Management, Organizational Set-Up and Institutional Development				
Implementation of change management	Monitoring and assessment of the implementation of change management plan	Monitoring and assessment of the implementation of change management plan	Monitoring and assessment of the implementation of change management plan	Monitoring and assessment of the implementation of change management plan
Implementation of Moral Renewal Action Plan (MRAP)	Implementation of Moral Renewal Action Plan (MRAP)	Assessment of the implementation of Moral Renewal Action Plan (MRAP)	Implementation of Moral Renewal Action Plan (MRAP)	Implementation of Moral Renewal Action Plan (MRAP)
Monitoring and updating of the Department's implementation of the Integrity Development Action Plan (IDAP) and Character Building Program	Monitoring and updating of the Department's implementation of the Integrity Development Action Plan (IDAP) and Character Building Program	Monitoring and updating of the Department's implementation of the Integrity Development Action Plan (IDAP) and Character Building Program	Monitoring and updating of the Department's implementation of the Integrity Development Action Plan (IDAP) and Character Building Program	Monitoring and updating of the Department's implementation of the Integrity Development Action Plan (IDAP) and Character Building Program
Compliance with COA and IAS recommendation/s on Audit Findings	Compliance with COA and IAS recommendation/s on Audit Findings	Compliance with COA and IAS recommendation/s on Audit Findings	Compliance with COA and IAS recommendation/s on Audit Findings	Compliance with COA and IAS recommendation/s on Audit Findings
Strengthening networks/ access to internal and external clients/ dev't partners	Strengthening networks/ access to internal and external clients/ dev't partners	Strengthening networks/ access to internal and external clients/ dev't partners	Strengthening networks/ access to internal and external clients/ dev't partners	Strengthening networks/ access to internal and external clients/ dev't partners
Strengthening partnership/ engagement with LGUs, NGOs and Pos in addressing the SWD needs of	Strengthening partnership/ engagement with LGUs, NGOs and Pos in addressing the SWD needs of	Strengthening partnership/ engagement with LGUs, NGOs and Pos in addressing the SWD needs of	Strengthening partnership/ engagement with LGUs, NGOs and Pos in addressing the SWD needs of	Strengthening partnership/ engagement with LGUs, NGOs and Pos in addressing the SWD needs of

2010	2011	2012	2013	2014
the vulnerable sectors	the vulnerable sectors	the vulnerable sectors	the vulnerable sectors	the vulnerable sectors
Development and maintenance of updated and reliable database for all the Department's major programs/ projects and commitments	Development and maintenance of updated and reliable database for all the Department's major programs/ projects and commitments	Development and maintenance of updated and reliable database for all the Department's major programs/ projects and commitments	Development and maintenance of updated and reliable database for all the Department's major programs/ projects and commitments	Development and maintenance of updated and reliable database for all the Department's major programs/ projects and commitments
Improvement of Records Management, Asset Management and Procurement System	Continued improvement of the Records Management, Asset Management and Procurement System	Continued improvement of the Records Management, Asset Management and Procurement System	Continued improvement of the Records Management, Asset Management and Procurement System	Continued improvement of the Records Management, Asset Management and Procurement System
Implementation of Synchronized Planning, Reporting and Budgeting Process	Continuing implementation of the Synchronized Planning, Reporting and Budgeting Process	Continuing implementation of the Synchronized Planning, Reporting and Budgeting Process	Continuing implementation of the Synchronized Planning, Reporting and Budgeting Process	Continuing implementation of the Synchronized Planning, Reporting and Budgeting Process
Internal Capacity-Building				
Conduct of capability building to the middle management and technical staff	Conduct of capability building to the middle management and technical staff Formulation of comprehensive training design for LGUs	Conduct of capability building to the middle management and technical staff (follow sessions for middle management)	Conduct of capability building to the middle management and technical staff	Conduct of capability building to the middle management and technical staff
Monitoring and Evaluation				
Installation of pilot testing of the M & E system for all programs and services	Implementation of pilot testing of the M & E system for all programs and services	Implementation of pilot testing of the M & E system for all programs and services	Implementation of pilot testing of the M & E system for all programs and services	Assessment of pilot testing of the M & E system for all programs and services
Conduct of risk assessment and impact evaluation	Conduct of risk assessment and impact evaluation	Conduct of risk assessment and impact evaluation	Conduct of risk assessment and impact evaluation	Conduct of risk assessment and impact evaluation
Management Information System				
Upgrading of Department's information and	Upgrading of Department's information and	Upgrading of Department's information and	Upgrading of Department's information and	Upgrading of Department's information and

2010	2011	2012	2013	2014
<p>communication technology (ICT)</p> <p>Formulation of knowledge development and management policies and strategies on social protection and establishment of systems and mechanisms to create opportunities for learning, sharing for continuous improvement of Department's performance and its social protection partners</p>	<p>communication technology (ICT)</p> <p>Development and pilot testing of DSWD knowledge management portal and dissemination of knowledge products</p>	<p>communication technology (ICT)</p> <p>Full operationalization of DSWD knowledge management portal and dissemination of knowledge products</p>	<p>communication technology (ICT)</p> <p>Updating of DSWD knowledge management portal</p> <p>Updating and dissemination of knowledge products</p>	<p>communication technology (ICT)</p> <p>Assessment of DSWD knowledge management portal operationalization</p>