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DEPT. OF SOCIAL WELFARE & DEVT.  
IBP ROAD, CONSTITUTION HILLS, Q.C.

MEMORANDUM CIRCULAR

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LEGAL SERVICE

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Subject: Re-clustering of Offices, Bureaus, Services, and Units (OBSUs) at the  
DSWD Central Office

I. RATIONALE:

In the past years, there was a rapid expansion of operations and a corresponding increase in the budget of DSWD. Amidst all of this, DSWD continues to enjoy high-trust ratings, however, there are still areas for improvement.

The main objectives of the re-clustering of DSWD are to (1) further strengthen the Department's operations, and (2) increase the efficiency and synchronicity of the different OBSUs in the achievement of DSWD's vision, mission, and reform agenda.

II. BACKGROUND

As background, Ms. Angelita Gregorio-Medel, a consultant under the SWDRP, proposed the re-clustering of DSWD (see Figure 1) in order to provide for a closer and constant collaboration among concerned bureaus and services that need to strategically work together. The other recommendations of the consultant were the following:

- sustain the consultative process and handholding of greatly affected OBSUs like the SWIDB, HRMDS, PDPB, and MISS so that they are able to go through critical transition period when they are unsure, sometimes resistant, and often overwhelmed by challenges and demands that these changes place upon them;
- emphasize that coach monitors will play an important role in the retooling; rebuilding of systems; and shift in thinking, attitudes and behaviors required of DSWD, specifically of the affected OBSUs;
- ensure accomplishment of work that needs to be done such as change strategy mapping, work plan, competency profiling, job matching, re-drafting of the performance contract, and cascading of the consultative process at the office-level; and
- closely monitor the effects of re-clustering. A formal assessment must be planned, including the review of appropriateness of setting up a dedicated bureau for disaster management, to check if it would contribute to DSWD's efficiency in performing its functions.

At the same time, because of rising poverty and demand for better social protection coverage, the Department engaged in developing a Social Welfare and Development Reform Agenda (RA). This aims to improve the delivery of social services to the poor and enhance the capacity of DSWD to lead in social protection (see Figure 2).

Figure 1: Proposed DSWD Organizational Structure (Gregorio Medel 2009)

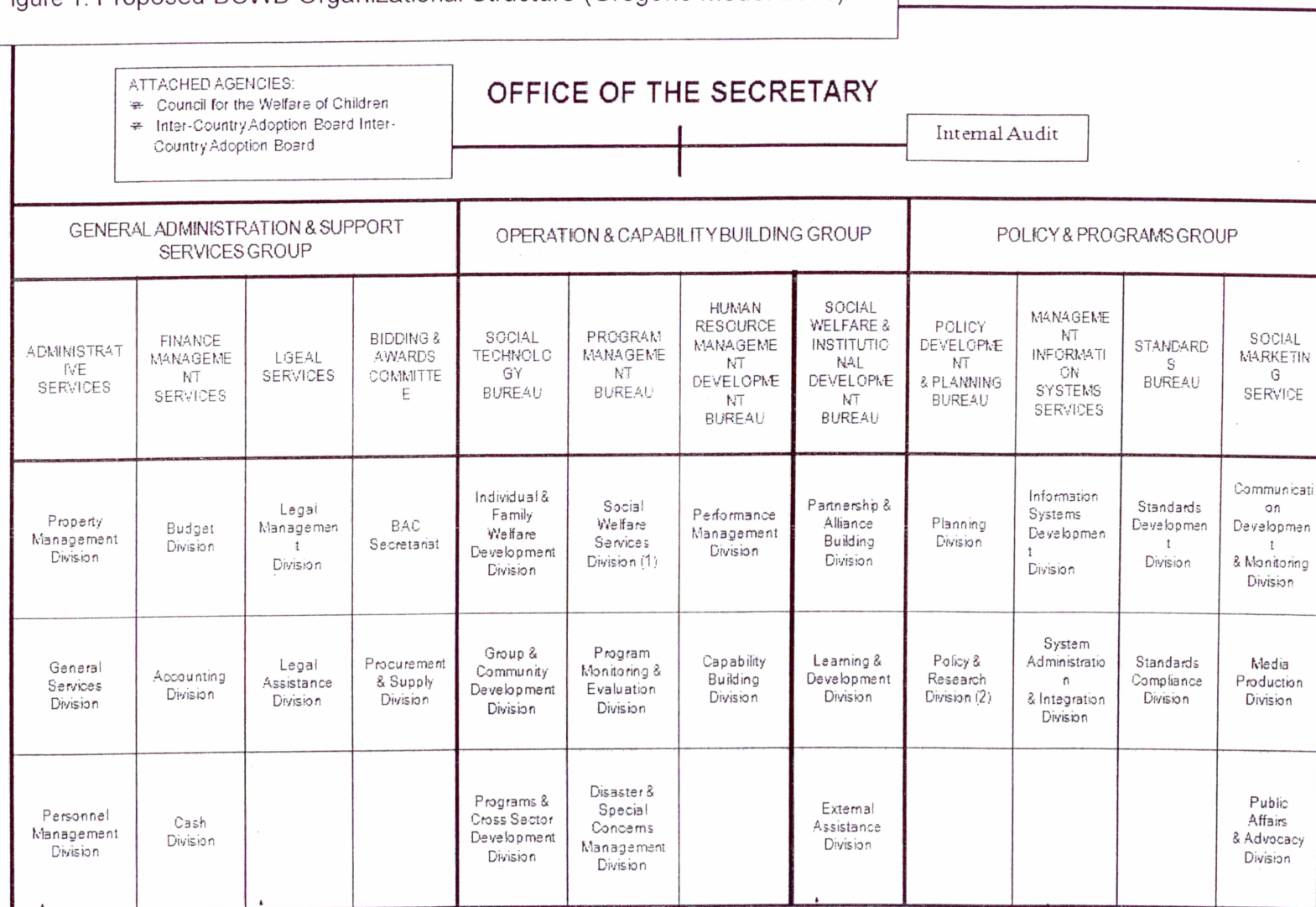
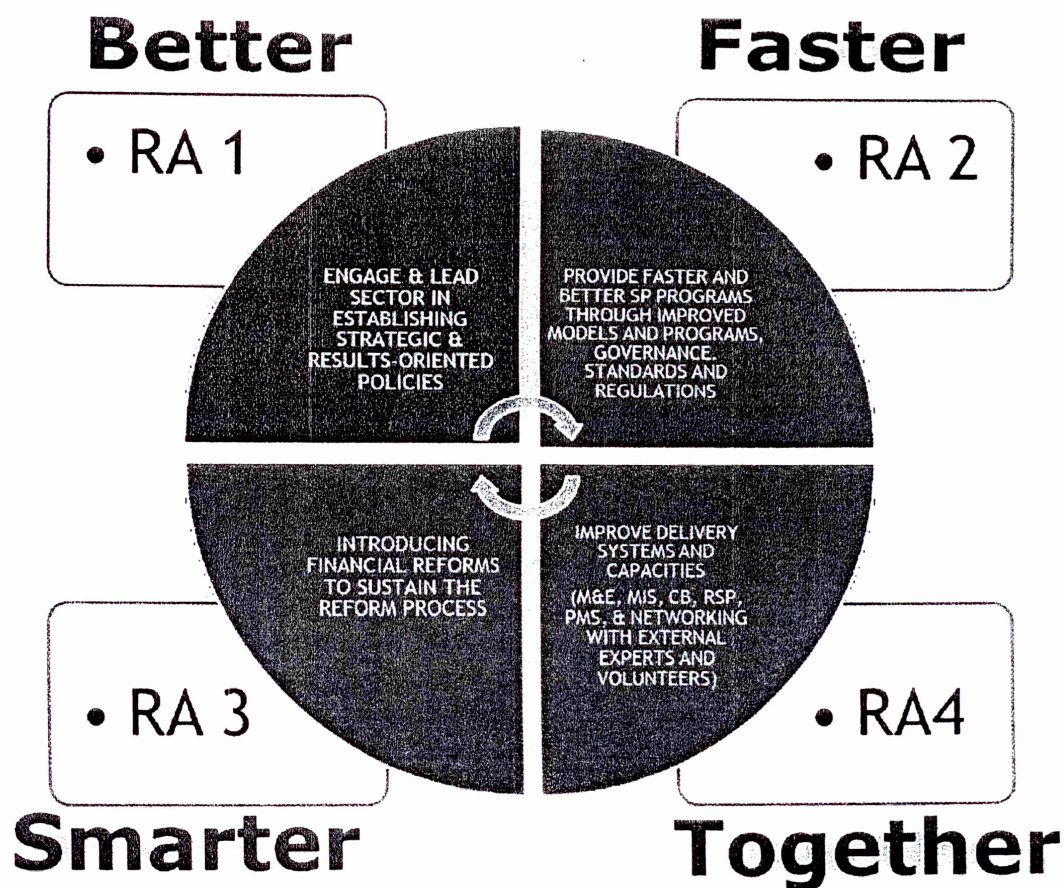




Figure 2: DSWD's Reform Agenda



The importance of organizational re-clustering in concretizing DSWD's Reform Agenda is further illustrated in the Performance Governance System Balanced Scorecard (PGS-BSC).

The Performance Governance System - Balanced Scorecard (PGS-BS) was crafted based on the balanced scorecard technology of Kaplan and Norton to enable government agencies to address the challenges of governance i.e. fairness, accountability, transparency, direction and performance.

The DSWD Scorecard (see Figure 3) illustrates commitments that the Department desires to meet in order to improve its organization performance. The scorecard and strategies of the Department constitute a "live document" that can be further enhanced as the agency learns to be more purposeful in coming up with initiatives and strategies that would transform it into its vision of becoming the world's standard for delivery of coordinated social services and social protection for poverty reduction by 2030.

As indicated in its Strategy Map (See Figure 4), the DSWD will (1) build mechanisms for coordinated delivery of social services and (2) enhance internal process in performing regulatory, program and management functions. This will be the basis for (3) reengineering the organization to be responsive to the environment and staffing requirements. DSWD will also endeavor to (4) develop a culture of excellence, that results in (5) transparency in

financial transactions. This will attract partners to (6) generate financial resources, and will also (7) guarantee that there is value-based allocation and utilization of public resources.

As a social protection agency, committed to realize its mission or core purpose, DSWD seeks to be an effective catalyst to develop (8) high-performing, proactive and supportive partners, (9) and sectors who advocate for their own rights. In the end, all these steps will help DSWD become a premiere agency that not only cares for the poor, but is also able to harness convergence in order to (10) mitigate risks and reduce vulnerability of the poor and disadvantaged sectors.

It must be noted that the DSWD strategy map and scorecard comprise the change management blueprint of the RA, indicating the course by which the Department should steer itself to achieve breakthrough results. Given the indicators of PGS-BSC, we can see how refinements in the organizational structure can have a positive effect on the attainment of DSWD's vision. Moreover, the PGS-BSC strategy emphasizes the necessity to consider all recommendations from studies undertaken on DSWD's organizational structure, as well as DSWD's own accounting of its management experience, in order to create a new structure that will be more responsive to DSWD's current organizational needs.

## **II. LEGAL BASIS:**

**Executive Order No. 396** (June 3, 1951) created the Social Welfare Administration (SWA) to improve the living conditions of Filipinos, both in the cities and rural areas, who are in dire circumstances

**Republic Act No. 5416** (May 15, 1968), the Social Welfare Act of 1968, upgraded the SWA into a department-level agency, the Department of Social Welfare (DSW).

**Presidential Decree No. 994** (September 18, 1976) renamed the DSW to the Department of Social Services and Development (DSSD).

**Presidential Decree No. 1397** (June 2, 1978) converted the DSSD to the Ministry of Social Services and Development (MSSD) as required by the shift in the form of government from presidential to parliamentary.

**Executive Order No. 123** (January 30, 1987) provided for another name change and organizational structuring of the MSSD, which was renamed the Department of Social Welfare and Development (DSWD)

**Executive Order No. 292** (July 25, 1987), the Administrative Code of 1987, embodied changes in administrative structures and procedures designed to serve the people, including vesting the Secretary with the authority and responsibility for the exercise of the mandate of the Department and for the discharge of its powers and functions, including its supervision and control.

**Republic Act No. 7160** (October 10, 1991), the Local Government Code of 1991, devolved DSWD's service delivery functions to the local government units, except the maintenance and operations of centers and institutions.

**Executive Order No. 15** (August 20, 1998) redirected the functions and operations of DSWD from a direct service deliverer to a technical assistance provider as a result of the devolution of basic services

**Executive Order No. 221** (June 30, 2003), an amendment to EO No. 15, redirected the functions and operations of DSWD.

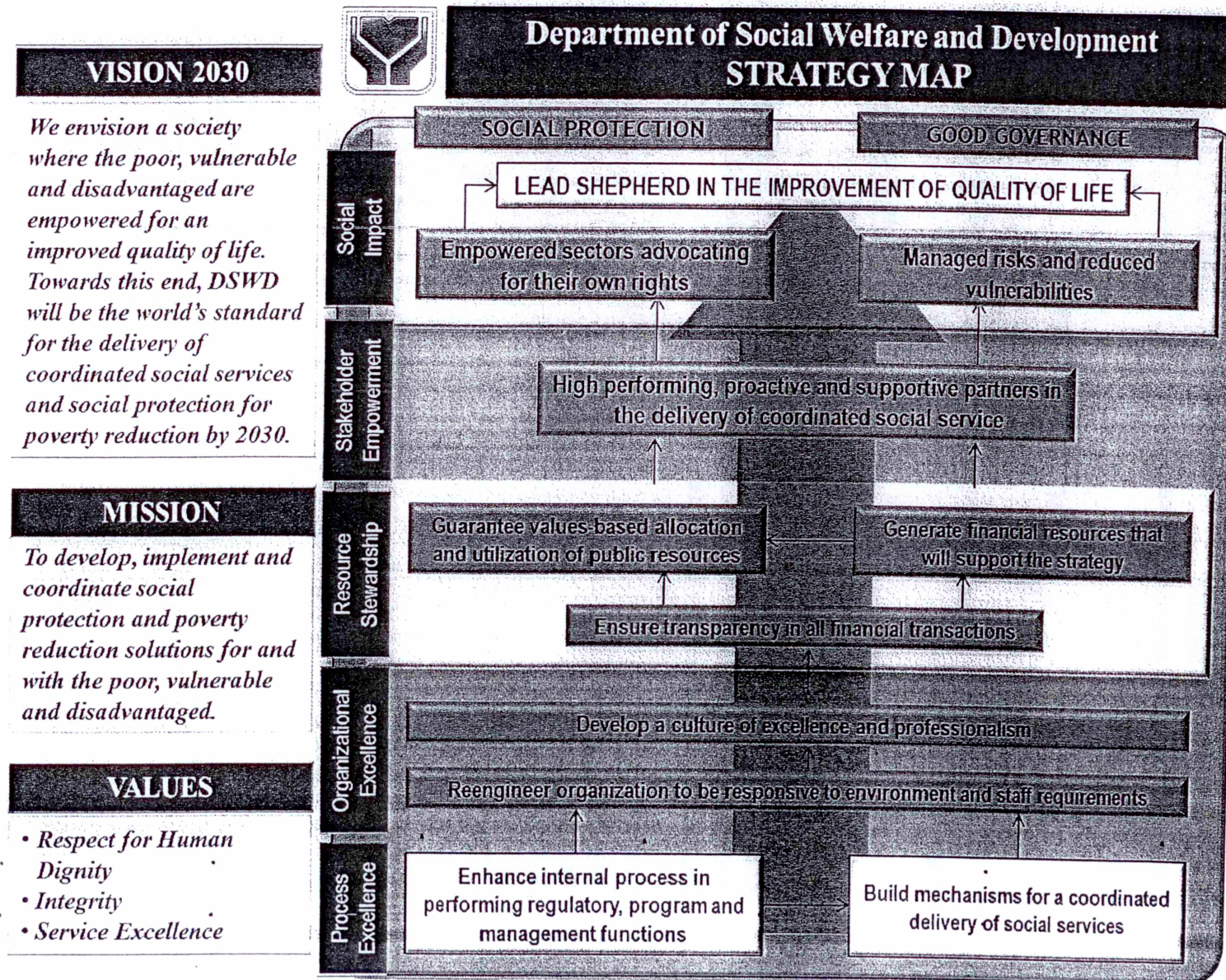


Figure 3: DSWD Scorecard

DEPARTMENT OF SOCIAL WELFARE AND DEVELOPMENT SCORECARD								
P	#	DSWD STRATEGIC OBJECTIVES	OBJECTIVE OWNERS	#	DSWD STRATEGIC MEASURES	TYPE		TARGETS
						LD	LG	2030
SOCIAL IMPACT	A	Lead in the improvement of the Quality of Life	Secretary	1	Poverty Incidence			8%
				2	Social Protection Index			0.8
				3	Client Satisfaction Rating			95%
	B	Empowered sectors advocating for their own rights	Secretary	4	% of development plans capturing sectoral issues			90%
	C	Managed risks and reduced vulnerability	Secretary	5	Prevalence Rate of Risks and Vulnerabilities per Sector			reduced to 10% of baseline
STAKEHOLDER EMPOWERMENT	D	High performing, proactive and supportive partners in the delivery of coordinated social services and social protection	Usec PPG	6	Percentage of high performing partners			90%
				7	Trust rating of stakeholders			95%
				8	Percentage of intermediaries adopting and/or supporting coordinated social services and social protection			95%
RESOURCE STEWARDSHIP	E	Values-based allocation and utilization of public resources	Usec GASSG	9	Absorptive Capacity			100%
	F	Generate financial resources that will support the strategy	Usec GASSG	10	Percentage of budget shortfall			0%
	G	Transparency in all financial transactions	Usec GASSG	11	Financial Management Integrity rating by Donor Agencies/Independent Evaluators			95%
				12	Percentage of Disallowance			less than 10%
ORGANIZATIONAL EXCELLENCE	H	Develop a culture of excellence	Usec GASSG	13	Performance Rating of the Agency			95%
				14	% of officials conferred with CESO rank			100%
	I	Reengineer organization to be responsive to environment and staff requirements	Usec GASSG	15	Percentage of intermediaries/communities delivering/implementing devolved services and programs			100%
				16	Percentage of completion of a functional Learning Institute (NOTE: delivered by 2016)			100%
				17	Percent of items filled by qualified personnel			100%
PROCESS EXCELLENCE	J	Build mechanisms for a coordinated delivery of social services	Usec OCBG	18	Rate of Exclusion			0%
	K	Enhance internal process in performing regulatory, program and management functions	Usec OCBG	19	Percentage of units accredited as service of excellence			90%
				20	Percentage of transactions completed within the processing time			100%



Figure 4: DSWD Strategy Map





### III. DESCRIPTION

There shall be five (5) groups at the Central Office under which the different OBSUs will be clustered, namely:

- 1) The Office of the Secretary (OSEC) Group
- 2) The Operations and Programs Group (OPG)
- 3) The Policy and Plans Group (PPG)
- 4) The Institutional Development Group (IDG), and the
- 5) General Administration and Support Services Group (GASSG)

Annex A contains the over-all organizational chart of the Department.

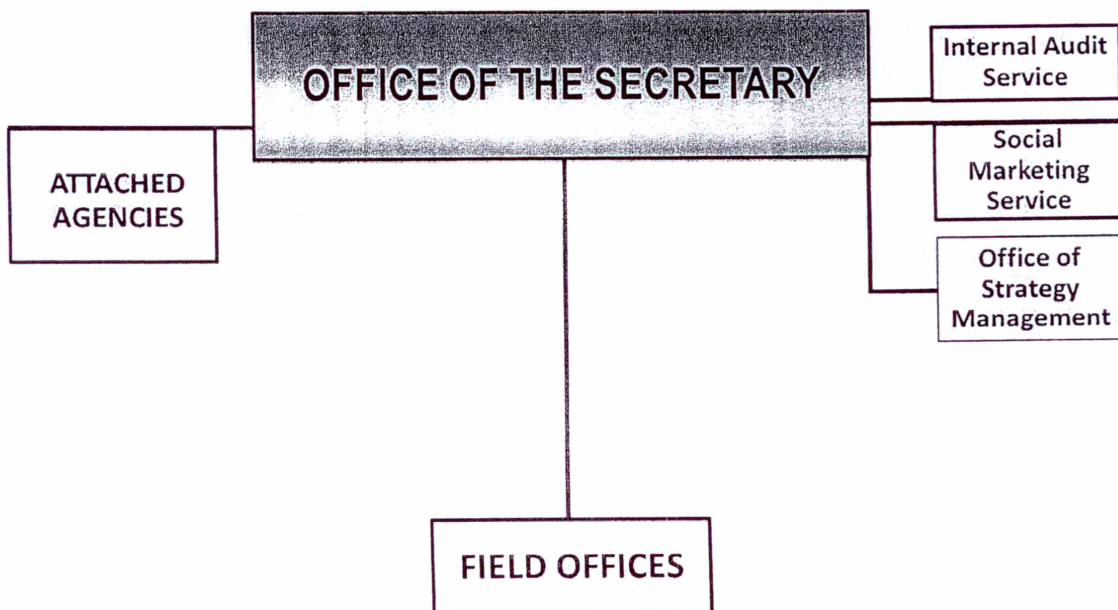
### OFFICE OF THE SECRETARY (OSEC) GROUP

The Secretary has the authority and responsibility for the exercise of the mandate of the Department and the discharge of its powers and functions, and thus exercises supervision and control of the Department.

The Office of the Secretary (OSEC) consists of the Secretary, the Undersecretaries, and Assistant Secretaries, together with the personnel in their immediate offices, while the OSEC Proper is composed of the Secretary and her direct staff. The OSEC Group will be composed of the OSEC Proper, the Internal Audit Service (IAS), the Social Marketing Service (SMS), and the Office of Strategy Management (OSM).

The Secretary will also directly supervise and monitor the performance of 16 Field Offices to ensure the delivery of strategic outputs, including timely, efficient, and effective program implementation. As such, all Field Offices report directly to the Secretary.

Structure of the OSEC Group



**Internal Audit Service (IAS)**

#### **General Function:**

The Internal Audit Service (IAS) assists management in all matters relating to operations and management control through the independent appraisal of the adequacy and effectiveness of internal controls, and the conduct of management and operations audits.

**Specific Functions:**

1. Ensure the adequacy of internal control systems for safeguarding the assets and resources of the Department;
2. Provide the management with advice and suggest options/alternatives in making sound programmatic, operational and financial decisions, particularly on the management of assets, liabilities and risks;
3. Ascertain the reliability and integrity of programmatic, operational and financial information, and the means used to identify, measure, classify and report such information;
4. Review the extent of compliance with laws, government regulations, management policies and guidelines, as well as the statutory and regulatory requirements of the COA, the Department of Budget and Management (DBM) and other offices;
5. Ascertain the extent to which the assets and other resources of the Department are accounted for and safeguarded from losses of all kinds;
6. Review and evaluate the soundness, adequacy and application of accounting, financial, and other operating controls, and promote the most effective control at reasonable cost;
7. Review operations or programs to ascertain whether the results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned;
8. Study the management of current and fixed assets to promote efficiency and economy, as well as to ensure that Department assets are sufficiently covered with security against losses and that contingent liabilities are pro-actively considered;
9. Assist management in the review/development/updating of administrative arrangements, structures, operational and management systems;
10. Undertake studies/audit on special concerns and perform related tasks/special assignments as may be assigned by the Secretary; and
11. Perform such other functions as may be provided by law.

**Key Result Areas**

1. Internal Control System
2. Risk Management
3. Good Governance

The two (2) divisions of IAS are:

**Management Audit Division** - responsible for conducting a separate evaluation of the effectiveness of the internal controls of management systems such as the human, resource management system, financial management system, quality management system, risk management system and their sub-systems.

**Operations Audit Division** - evaluates the effectiveness, efficiency and economy of operations, including the appraisal of the operating systems and their sub-systems.

**Social Marketing Service (SMS)****General Functions:**

The Social Marketing Service is responsible for undertaking advocacy, social marketing and networking activities to promote social change and to nurture the Department's relationships with its publics and stakeholders. SMS shall institutionalize a feedback mechanism to ensure that the development policies and messages embodied in the vision, mission and goal of the Department are effectively communicated.

**Specific Functions**

1. Formulate and implement the DSWD's communication and advocacy plans and policies to promote social change;
2. Design and implement a feedback mechanism to enable the Department to effectively communicate its key messages to its publics;



3. Develop, produce, and disseminate IEC materials to communicate the DSWD's key messages to its publics;
4. Provide technical assistance to DSWD units and Field Offices in their media relations, advocacy, social marketing and networking activities.

#### **Key Result Areas**

1. Public Relations, Advocacy and Social Marketing
2. Information, Education, and Communication (IEC) Materials Development and Production
3. Communication Development and Research

The three (3) divisions under SMS are:

#### **Public Affairs and Advocacy Division (PAAD)**

1. Implement the Department's communication, publicity and advocacy plans in coordination with the DSWD Central Office units, Field Offices and other stakeholders;
2. Provide technical assistance to concerned units along media relations, advocacy, social marketing and networking activities;
3. Promote linkages with public information, public relations and media offices and organizations; and
4. Develop and maintain effective and favorable public relations.

#### **Media Production Division (MPD)**

1. Conceptualize, develop, package and produce IEC materials using popular language to include:
  - a. a system of pre-testing information materials for effectiveness and impact prior to mass production; and
  - b. of an efficient distribution system for IEC materials produced.
2. Provide technical assistance to DSWD Central Office units and Field Offices along IEC materials development and production.

#### **Communication Development and Research Division (CDRD)**

1. Undertake study and assessment of the knowledge, attitude and practice of DSWD publics relative to social welfare and development;
2. Formulate and develop a communication and advocacy plan including a feedback mechanism suited to the needs of the DSWD publics;
3. Determine and develop core messages based on the vision, mission and goal of the Department; and
4. Recommend policies to enhance and strengthen DSWD communication and advocacy programs.

### **Office of the Strategy Management (OSM)**

#### **General Functions:**

The Office of Strategy Management shall devise, integrate and coordinate the development, enhancement and execution of organizational strategies to ensure achievement of DSWD's vision, mission and goals.

#### **Specific Functions:**

1. Integration and clearing-house of existing and any proposals for strategic frameworks and initiatives of the Department
2. Monitor the DSWD's strategic performance
3. Ensure that key initiatives are undertaken at all levels of the organization to support the strategy
4. Organize strategy reviews and learning meetings

Also, part of its coordinating and integrating functions are to:

1. Recommend initiatives, formulate and update the strategy as needed

2. In coordination with the Social Marketing Service, develop a comprehensive communication and education process to promote the strategy
3. Facilitate planning & budgeting link to the strategy
4. Oversee the management of strategic initiatives
5. Ensure alignment of key initiatives as well as initiatives of each individual with the strategy
6. Facilitate process to identify and share best practices

**Key Result Areas:**

1. Strategy Development
2. Coordinate Strategy Communication
3. Alignment of Core Processes to Strategy (e.g. budget, HR, KM, etc)
4. Monitoring of Strategy Execution
5. Strategy Review and Enhancement
6. Oversee Operations Review

## **OPERATIONS AND PROGRAMS GROUP (OPG)**

The Operations and Programs Group (OPG) shall operationalize a focused approach in the development, implementation and management of social welfare and development programs and services. The OPG shall also mainstream the national-initiated and the core poverty reduction programs such as the Pantawid Pamilya, SEA-K and KALAHI-CIDSS.

**General Function:**

1. Provide leadership in the development and management of social protection programs and services, and in orchestrating the effective implementation of core poverty reduction programs thru various strategies and approaches.
2. Responsible in facilitating the convergence effort of the Department in coordination and collaboration with other DSWD clusters, line agencies and other concerned offices/organizations.

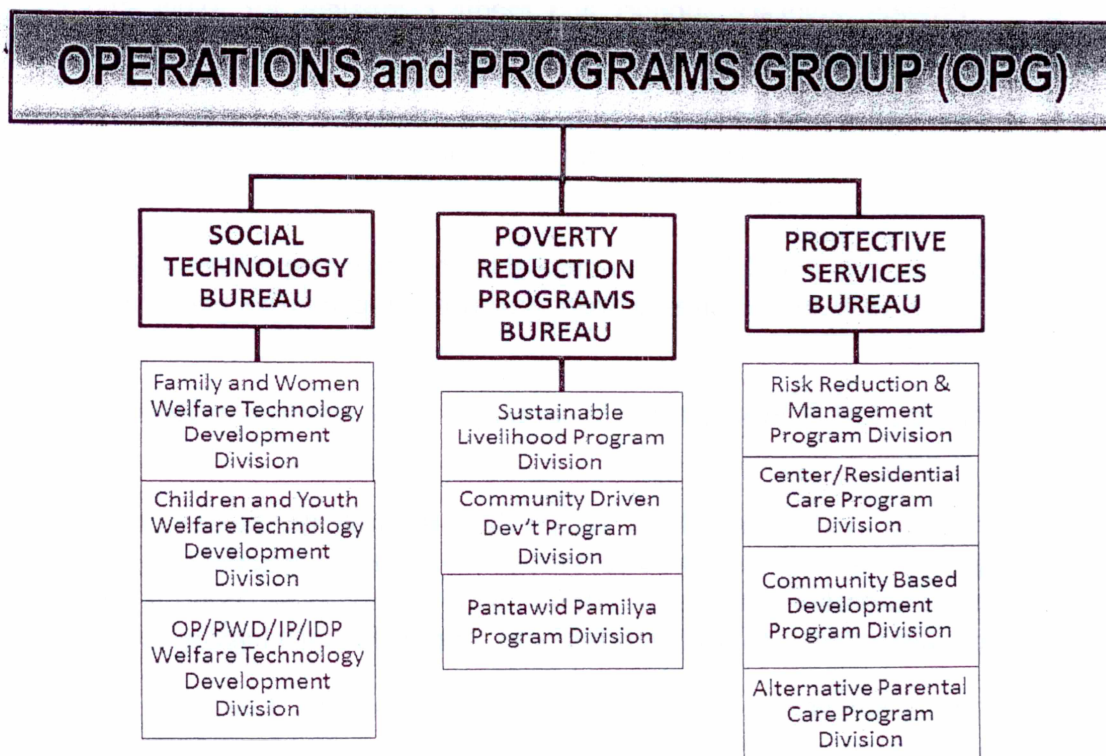
**Specific Functions:**

1. Manage, monitor and evaluate the effective implementation of social protection and poverty reduction programs thru convergence, team approach and other innovative strategies;
2. Oversee and supervise the operations of the PRB, PSB and STB through the installation and maintenance of effective business processes within the cluster;
3. Provide technical assistance and resource augmentation to Field Offices and international social services offices;
4. Lead in disaster risk reduction and management along disaster response in collaboration with other clusters and stakeholders;
5. Lead in the development and pilot-testing of SWD social technology programs and strategies;
6. Undertake planning , budgeting and monitoring processes for OPG;
7. Institutionalize a standard performance system of the bureaus/offices under the OPG in coordination with the Human Resource Development Bureau;
8. Collaborate and coordinate with national agencies, regional and international organizations for programs operations concerns;
9. Enhance and sustain inter-cluster initiatives and collaborations on various OPG and inter-cluster concerns.

**Key Result Areas**

1. Management, monitoring and evaluation of programs implementation
2. Development and enhancement of social welfare and development technologies
3. Provision of technical assistance and resource augmentation assistance





### SOCIAL TECHNOLOGY BUREAU (STB)

#### General Function:

The Social Technology Bureau is responsible for the development and enhancement of customer- driven social protection technologies<sup>1</sup> addressing the current and emerging needs/ issues of the poor, vulnerable and disadvantaged individuals, groups or families.

#### Specific Functions:

1. Conduct and utilize research studies based on the emerging needs of the sector towards the development/enhancement of responsive and innovative programs, projects strategies, approaches or interventions;
2. Develop program design, guidelines & manuals on the implementation of social protection technologies;
3. Pilot test social protection technologies and conducts assessment to determine its effectiveness and responsiveness to the target sector served;
4. Ensure the adoption/institutionalization of social protection technologies;
5. Conduct social marketing and promotion for replication of social protection technologies;
6. Provide technical assistance and resource augmentation to DSWD Field Offices and other stakeholders in the development of social protection technologies and documentation of best practices;
7. Establish, mobilize and maintain resource network with local, regional, national and international organizations/groups for technical cooperation and partnership in social technology/program development and/or enrichment;
8. Maintain database of social protection technologies developed and contributes to the Department's Knowledge Exchange Center (KEC);

<sup>1</sup>Operational Definition of Social Technologies Based on A034 (2003), MC 6 (2011)

9. Develop and implement foreign-assisted social protection projects;
10. Deploy and supervise Social Welfare Attaches, Social Work Interns and Technical and Administrative Assistants in foreign posts;
11. Ensure transparency and accountability in all transactions.

**Key Result Areas:**

1. Development of new SWD technologies
2. Enrichment of existing programs and services

The three (3) divisions in STB are:

**Family and Women Welfare Technology Development Division**

**General Function:**

The Family and Women Welfare Technology Development Division is responsible for the development and management of the pilot implementation of customer-driven social protection technology for family and women welfare.

**Specific Functions:**

1. Conduct research, situational analysis, rapid assessment, review of related literature, towards the development/enhancement of responsive innovative strategies, approaches or interventions;
2. Formulate concept papers based on research or studies;
3. Conduct inter-division/bureau meetings along social protection technology development;
4. Conduct consultation meetings, dialogues, FGDs with partners and stakeholders in the development of social protection technologies;
5. Develop program design, M&E tool, logical framework, guidelines, and manuals on the implementation of social protection technologies;
6. Conduct capability building activities in relation to the pilot implementation of social protection technologies;
7. Manage the pilot implementation of STB-initiated project;
8. Monitor and provide technical assistance in the implementation of the FO-initiated social protection technologies;
9. Conduct mid-term and terminal project evaluation;
10. Prepare periodic and final pilot project documentation reports;
11. Package and prepare marketing plan of completed pilot projects for replication;
12. Ensure the adoption/institutionalization of social protection technologies in the pilot areas;
13. Endorse completed social protection technology projects to the Department's Knowledge Exchange Center (KEC);
14. Ensure full utilization of budget allocation;
15. Formulate and monitor implementation of WFP;
16. Represent the Department in the Inter-Agency Committee Membership such as IACVAWC – GAD, HIV – PNAC TWG, National Committee on the Filipino Family, Inter-Agency Council Against Trafficking in Persons, Dangerous Drugs Board, ASEAN Training Center on Prevention and Drug Education and PCW Board Meeting.

**Children and Youth Welfare Technology Development Division**

**General Function:**

The Children and Youth Welfare Technology Development Division is responsible for the development and management of the pilot implementation of customer-driven social protection technology for children and youth welfare.

**Specific Functions:**

1. Conduct research, situational analysis, rapid assessment, review of related literature towards the development/enhancement of responsive innovative strategies, approaches or interventions;
2. Formulate concept papers based on research or studies;



3. Conduct inter-division/bureau meetings along social protection technology development;
4. Conduct consultation meetings, dialogues, FGDs with partners and stakeholders in the development of social protection technologies;
5. Develop program design, M&E tool, logical framework, guidelines, and manuals on the implementation of social protection technologies;
6. Conduct capability building activities in relation to the pilot implementation of social protection technologies;
7. Manage the pilot implementation of STB-initiated project;
8. Monitor and provide technical assistance in the implementation of the FO-initiated social protection technologies;
9. Conduct mid-term and terminal project evaluation;
10. Prepare periodic and final pilot project documentation reports;
11. Package and prepare marketing plan of completed pilot projects for replication;
12. Ensure the adoption/institutionalization of social protection technologies in the pilot areas
13. Endorse completed social protection technology projects to the Department's Knowledge Exchange Center (KEC);
14. Ensure full utilization of budget allocation;
15. Formulate and monitor implementation of WFP;
16. Represent the Department in the Inter-Agency Committee Membership such as Juvenile Justice and Welfare Council, NYC Advisory Council/TWG, CNSP Committee, CWC Technical Management Committee, Special Committee on Child Protection, National ECCD TWG, BCPC Advisory Committee, Committee on Family and Alternative Parental Care, Sub-committee on sexual abuse and commercial exploitation, Sub-committee on Children affected by armed conflict, Sub-committee on street children, CWC committee on HIV/AIDS, Sub-committee on children with Disabilities and the Committee on the Special Protection of Children.

### **Older Persons/Persons with Disabilities/Indigenous Peoples/Internally Displaced Persons Welfare Technology Development Division**

#### **General Function:**

The Older Persons/Persons with Disabilities/Indigenous People/Internally Displaced Persons Welfare Technology Development Division is responsible for the development and management of the pilot implementation of customer-driven social protection technology for Older Persons/Persons with Disabilities/Indigenous Peoples/Internally Displaced Persons.

#### **Specific Functions:**

1. Conduct research, situational analysis, rapid assessment, review of related literature towards the development/enhancement of responsive innovative strategies, approaches or interventions;
2. Formulate concept papers based on research or studies;
3. Conduct inter-division/bureau meetings along social protection technology development;
4. Conduct consultation meetings, dialogues, FGDs with partners and stakeholders in the development of social protection technologies;
5. Develop program designs, M&E tool, logical framework, guidelines, and manuals on the implementation of social protection technologies;
6. Conduct capability building activities in relation to the pilot implementation of social protection technologies;
7. Manage the pilot implementation of STB-initiated project;
8. Monitor and provide technical assistance in the implementation of the FO-initiated social protection technologies;
9. Conduct mid-term and terminal project evaluation;
10. Prepare periodic and final pilot project documentation reports;
11. Package and prepare marketing plan of completed pilot projects for replication;
12. Ensure the adoption/institutionalization of social protection technologies in the pilot areas;
13. Endorse completed social protection technology projects to the Department's Knowledge Exchange Center (KEC);

14. Ensure full utilization of budget allocation;
15. Formulate and monitor implementation of WFP;
16. Represent the Department in the Coalition of Support for the Elderly (COSE) – Project Advisory Committee.

### **ISWSFN and Special Projects Units**

These units are under the Office of the Bureau Director/Assistant Bureau Director where projects are being carried out by the Bureau with funding from different agencies whether local or international. Projects in these units do not necessarily follow the social technology development phases except for the conduct of pilot testing, guidelines and manual preparation:

#### *ISWSFN Unit Functions:*

1. Supervise and provide direction/technical assistance in the implementation of SWD policies to address the needs of the target clientele;
2. Develop operational guidelines and other technical materials for the use of the social welfare attaché and social work interns;
3. Consolidate, analyze and provide technical inputs and recommendations on the reports submitted by the social welfare attaché and social work interns;
4. Monitor the implementation of WFP of Social Welfare Attaches;
5. Assist in the conduct of the on-site project supervision;
6. Maintain database of cases of Overseas Filipinos in distress;
7. Liaise with partner agencies.

#### *Special Project Unit Functions:*

1. Conduct consultation meetings, dialogues, FGDs with partners and stakeholders in the development of social protection technologies;
2. Develop M&E tool, logical framework, guidelines, and manuals on the implementation of social protection technologies;
3. Conduct capability building activities in relation to the pilot implementation of social protection technologies;
4. Manage the pilot implementation of the project;
5. Conduct mid-term and terminal project evaluation;
6. Prepares periodic and final pilot project documentation reports;
7. Package and prepare marketing plan of completed pilot projects for replication;
8. Ensure the adoption/institutionalization of social protection technologies in the pilot areas;
9. Endorse completed social protection technology projects to the KEC;
10. Formulate and monitor implementation of WFP;

## **PROTECTIVE SERVICES BUREAU (PSB)**

### **General Function:**

The Protective Services Bureau (PSB) shall supervise, monitor and provide technical assistance and resource augmentation for responsive and efficient implementation of social welfare and development (SWD) programs and projects to ensure the protection of the vulnerable sectors.

### **Specific Functions:**

1. Supervise and monitor the operations and implementation of programs/projects and provide technical assistance related to disadvantaged children, youth, women, persons with disabilities, older persons and family and community;
2. Develop and implement a program/project operations review and evaluation system utilizing the program supervision model to ensure effective and efficient programs and projects implementation;



3. Develop institutional mechanism to establish and maintain networks/alliances at the national level to support the implementation of SWD programs and projects;
4. Lead the planning, coordination and monitoring of all disaster response efforts in accordance with RA 10121, also known as National Disaster Risk Reduction and Management Act of 2010.

**Key Result Areas:**

1. Technical assistance and resource augmentation
2. Protective services monitoring and evaluation

The four (4) divisions in PSB are:

**Community-Based Welfare and Development Program Division**

**General Function:**

The Community-Based Welfare and Development Program Division is responsible for the provision of technical assistance and resource augmentation for the devolved and retained community based program/services for the vulnerable sectors such as, children in need of special protection, youth with special needs, women in especially difficult circumstances, persons with disability, older persons, disadvantaged families and communities at risk, to empower and move them to a situation where they are active participants in their development.

**Specific Functions**

1. Monitor and provide technical assistance to Field Offices and intermediaries relative to the implementation of retained and devolved programs/services especially those which receive resource augmentation from the Department;
2. Review and formulate with policy recommendations as bases for the STB's enhancement of existing community based programs/services;
3. Study and assess the need of the Field Offices and recommend allocation of program funds and augmentation support for LGUs and other intermediaries;
4. Serve as secretariat to inter-agency committee on the sector where the DSWD is the chair;
5. Maintain database on the different sectors and provided technical inputs to field offices in the documentation of best practices along community based programs and services.

**Center/Residential Care Services Division:**

**General Function:**

The Center/Residential Care Services Division monitors and provides technical assistance to DSWD facilities rendering residential care and center-based services, particularly in terms of the case management of the residents and clients.

**Specific Functions:**

1. Supervise, monitor and provide technical assistance to residential and non-residential care services and facilities;
2. Review and evaluate programs or service implementation and endorse recommendations to STB for the enhancement of existing residential and non-residential care programs/services and facilities;
3. Assess the need of the Field Offices and recommend allocation of program funds and augmentation support;
4. Assess the centers/residential care facilities along areas of Administration and Organization, Program Management, Case Management, Helping Strategies/Services/Interventions and Physical Structure and Safety through the National Inspectorate Committee as basis for action of duty bearers and stakeholders towards achieving "centers of excellence";

5. Coordinate and collaborate with government and non-government entities in planning and organizing programs, projects and activities towards improving and sustaining internal capacities of centers and residential care facilities;
6. Manage database on residential and non-residential care services and facilities and provide technical assistance to Field Offices in the documentation of good practices.

## **Risk Reduction and Management Program Division**

### **General Function**

The Risk Reduction and Management Program Division leads in the planning, coordination and monitoring of all disaster response efforts in accordance with RA 10121, also known as National Disaster Risk Reduction and Management Act of 2010.

### **Specific Functions**

1. Develop and enhance program operational guidelines on disaster management and special concerns to ensure smooth implementation in the Field Offices/LGUs and intermediaries;
2. Translate international/global standards as applied to local disaster management situations;
3. Monitor and provide technical assistance and resource augmentation to Field Offices and other intermediaries for the implementation or management of disaster and special concerns;
4. Manage the implementation of disaster management programs/projects and fast track nationwide implementation;
5. Enhance existing procedures, structures and mechanisms on disaster data management unit;
6. Study and assess the need of the Field Offices and recommend allocation of program funds and augmentation support for LGUs and other intermediaries;
7. Act as the Secretariat or focal point for the inter-agency, inter-cluster, inter country coordination efforts along disaster management and special concerns; and
8. Maintain database of all disaster management and special concerns-related projects and activities and document best practices on these concerns.

## **Alternative Parental Care Program Division**

### **General Function**

The Alternative Parental Care Program Division monitors and provides technical assistance to the DSWD Field Offices Adoption Resource and Referral Unit (ARRU) on the requirements and process of issuance of certification declaring a child as legally available for adoption, local adoption and foster care program in accordance with the existing laws and issuances.

### **Specific Functions**

1. Supervise, monitor and provide technical assistance to ARRU focal persons at the regional level on adoption, certification and foster care;
2. Monitor DSWD and other stakeholder's compliance to turn around period in the issuance of DSWD certification declaring child as legally available for adoption and local adoption;
3. Review dossiers of children for issuance of certification to declare child as legally available for adoption and for local matching/issuance of inter-country clearance;
4. Review and evaluate certification, adoption and foster care program/service implementation and endorse recommendations to STB as basis for development of new strategies/technologies/enhancement of existing policies;
5. Coordinate and collaborate with government and non-government agencies in planning and organizing programs, projects and activities towards improving and sustaining internal capacities of staff handling adoption, foster care and certification;
6. Serve as Secretariat to the DSWD National Child Welfare Specialist Group (NCWSG) relative to adoption and other alternative parental care programs/services;



7. Manage database on cases of children issued with certification declaring child as legally available for adoption, child placed out to local families, and children placed under foster care.

## **POVERTY REDUCTION PROGRAMS BUREAU (PRPB)**

### **General Function**

The Poverty Reduction Programs Bureau (PRPB) shall be primarily responsible for the management of SWD core programs and projects for poverty reduction.

### **Specific Functions**

1. Plan, coordinate and institutionalize the implementation and effective complementation of SWD programs and strategies;
2. Monitor, evaluate and document the implementation and results of convergence strategies based on a common M & E framework and systems;
3. Develop training designs and programs in coordination with the IDG for institutional and capacity development of the Bureau;
4. Develop institutional mechanisms in establishing and maintaining networks/ alliances at the national level to support the implementation of SWD programs, projects and strategies;
5. Provide policy recommendations to PPG based on results of program monitoring and evaluation;
6. Provide knowledge resources/products to IDG;
7. Serve as secretariat to National Inter-Agency and/or Steering Committees lodged with the Bureau, where DSWD is the chair.

### **Key Result Areas**

1. Management of program strategies
2. Programs Monitoring and evaluation
3. Support to Knowledge Management, Capacity Building, Policy Development and Partnership Building

There are three (3) divisions in PRPB:

### **Sustainable Livelihood Division**

#### **General Function**

The Sustainable Livelihood Division is responsible in managing the implementation of sustainable livelihood programs and projects and shall lead the Department's efforts in establishing linkages and networks for potential partners.

#### **Specific Functions**

1. Manage, monitor and evaluate the implementation of sustainable livelihood programs and projects;
2. Identify issues and gaps in the program implementation and makes the necessary policy recommendations to PPG based on results of program monitoring and evaluation;
3. Initiate and lead the efforts to network and link with other potential partners for sustainable livelihood program;
4. Develop the Sustainable Livelihood Plan, including budgeting and programming of the sustainable livelihood program implementation;
5. Coordinate with the DSWD Finance Service and other concerned offices regarding the financial aspect of sustainable livelihood programs;
6. Review and enhance operational guidelines/policy of sustainable livelihood programs and projects;
7. Manage livelihood-related concerns and special activities such as trade fairs and exhibits;
8. Attend inter-bureau and inter-agency meetings related to livelihood programs;

9. Provide technical assistance to FOs relative to the sustainable livelihood program implementation;
10. Act on livelihood referrals from other offices/agencies and walk-in clients;
11. Maintain database on sustainable livelihood programs.

### **Community-Driven Development Program Division**

#### **General Function**

Community-Driven Development Program Division is responsible for the overall management of the KALAHI-CIDSS project and other projects implemented using the community driven development approach.

#### **Specific Functions**

1. Act as the Secretariat to the National Steering Committee and the National Inter-Agency Committee;
2. Plan, direct, and coordinate project implementation across all regions and agencies, including LGUs;
3. Recommend to the Project Director, the framework of strategies and procedures - service delivery, training and social marketing/communications systems - within which the units responsible for managing different project sub components will operate;
4. Coordinate with the DSWD Finance Service, DBM and COA regarding financial matters of the project;
5. Prepare progress reports to the Project Director, National Steering Committee, national oversight agencies, and donor agencies of the project;
6. Coordinate the efforts of LGUs, NGOs, media and other partner agencies to monitor barangay sub-projects, in accordance with the procedures instituted by the Project Director and the Project Steering Committee; and
7. Recommend to the Project Director any administrative and management issues for resolution.

### **Pantawid Pamilya Program Division**

#### **General Function**

The Pantawid Pamilya Program Division executes all plans, policies, tasks and activities in the implementation of the CCT program. This division is responsible for the operation of the program systems and procedures through its five major units and five support units.

#### **Specific Functions**

1. Manage and monitor the operations of the Pantawid Pamilya Program;
2. Oversee and supervise operations at the NPMO and RPMO levels;
3. Provide technical assistance and monitors field operations and implementation;
4. Oversee and monitor overall program budget and disbursement and ensures efficient, effective and economical use of resources;
5. Formulate, implement and monitor implementation of program policies, guidelines and regulations;
6. Evaluate program accomplishments and provides recommendations in changes in program plans, policies and guidelines;
7. Ensure the proper coordination and timely information about the program for all agents involved including other central government agencies, province and regional governments service providers, beneficiaries, social control groups among others.

### **POLICY AND PLANS GROUP (PPG)**

The Policy and Plans Group serves as a venue for communicating, advocating, coordinating and collaborating on matters relating to policy development and plan formulation, information communication technology (ICT) service management, national poverty targeting at



household level and liaising with the legislative branch and partners for priority social safety nets, social welfare and development policies.

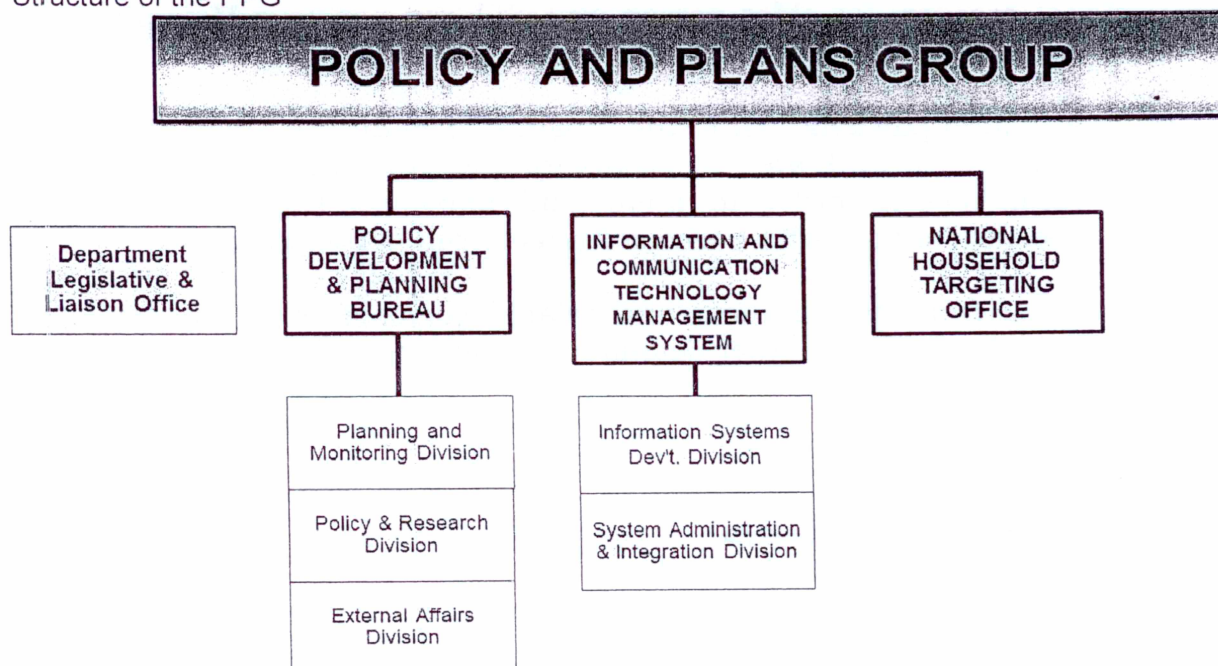
It also serves as a venue to ensure inter-operability (vertical and horizontal) between and among offices, bureaus, services of the central office and the field offices.

The PPG will be composed of the Policy Development and Planning Bureau (PDPB), the Department Legislative Liaison Office (DLLO), the National Household Targeting Office (NHTO), and the Information and Communication Technology Management Service (ICTMS) [formerly the Management Information Systems Service (MISS)].

#### Key Result Areas

1. Social Welfare & Development Policy Development
2. Plans Development & Implementation Management
3. Social Welfare & Development Research
4. Information and Communication Technology Management
5. Development and Management of National Data Base of the Poor
6. Monitoring & Evaluation
7. External Social Welfare & Development Liaisoning
8. SWD Legislative Liaisoning

Structure of the PPG



#### POLICY DEVELOPMENT AND PLANNING BUREAU (PDPB)

##### General Functions:

The PDPB is primarily responsible for providing leadership in the formulation, monitoring and evaluation of policies and plans of the Department and of the social protection sector along social welfare and development and social safety nets. It is also responsible in coordinating and facilitating inter-office, inter-bureau and inter-agency meetings on ASEAN, APEC, UN and other bilateral agreements relative to the monitoring of compliance to regional and international commitments/instruments in line with social protection particularly on social welfare and social safety nets. It coordinates the development and promotion of the Department's policy reform and legislative agenda and in conducting basic and policy

researches. The Bureau also provides leadership and/or secretariat support to various technical working groups (TWGs) and inter-office bodies within and outside the Department.

### **Key Result Areas**

1. Policy, Research and Plan Formulation
2. External Relations Development and Management of National, Regional and International Commitments
3. Social Protection Advocacy

The three (3) divisions in PDPB are:

#### **Planning and Monitoring Division**

1. Lead in the formulation of the annual thrusts and directions and annual report of the Department.
2. Together with FMS coordinate the preparation of the Department's Annual Work and Financial Plan.
3. Provide planning and monitoring parameters/guidelines in the formulation of the agency, regional and sectoral plans(e.g. planning based on the results of the Program/Performance Review and Evaluation Workshop);.
4. Initiate the formulation/updating of the strategic, medium and short-term plans of the Department and the social protection sector particularly on social welfare and development and social safety nets.
5. Develop and implement the planning and reporting system of the Department.
6. Provide leadership in the enhancement and generation of social protection statistics (social welfare and development and social safety nets).
7. Monitoring and evaluation of DSWD organizational performance, programs and projects
8. Operationalize the DSWD-wide monitoring & evaluation system.
9. Provide technical assistance on social protection planning, monitoring and evaluation, reporting and statistics (e.g. Social Protection and Development Report).

#### **Policy and Research Division**

1. Provide leadership in the formulation of policies of the Department and of the social protection sector along social welfare and development (SWD) and social safety nets (SSN)
2. Provide direction and leadership in undertaking analysis of/for SWD/SSN policies to determine gaps and measures to address the gap in coordination with concerned groups
3. Monitor and evaluate the Department's SWD/SSN policies
4. Formulate and monitor the implementation of the Department's medium-term research agenda.
5. Initiate the preparation of research proposals, assessment of research proposals and conduct of research necessary for decision making, planning, policy formulation and legislative requirements
6. Provide secretariat support to inter-agency and inter-office committees (e.g. NMDC, NCMB, NCFF, SDC-SCSP and HDPRC)
7. Provide technical assistance along policy and research.

#### **External Affairs Division**

1. Initiate, coordinate and facilitate inter-office, inter-bureau and inter-agency meetings on ASEAN, APEC, UN and other bilateral/multilateral agreements relative to the monitoring of compliance to regional and international commitments/instruments along social welfare and development<sup>2</sup>/social protection.
2. Participate in the formulation of social protection policies at ASEAN, APEC, UN and within the bounds of other bilateral/multilateral agreements.
3. Initiate activities in social protection at ASEAN & APEC.

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<sup>2</sup>Though we are establishing and claiming our lead role in social protection, we need to secure our role as the leader in SWD, thus we need to retain social welfare and development since it is the essence of the Department. We lead the social protection initiative of the nation but adjunct to that social welfare and development is our main concern.



4. Lead in the development of project/activity proposals for supporting/funding of the ASEAN and APEC bodies.
5. Facilitate the crafting/consolidation of the Department/Philippine position on emerging regional and international issues/concerns for bilateral/multilateral cooperation relevant to the social protection sector.
6. Provide technical and secretariat support to APEC and pertinent ASEAN bodies such as AMMSWD, SOMSWD, ASCC, SOCA, ACWC.
7. Provide technical and secretariat support for Official Development Assistance (ODA) programs/projects.

### **Department Legislative Liaison Office (DLLO)**

The DLLO, with the guidance of the Department Legislative Liaison Officer, shall promote the priority legislative agenda of the Department and other proposed legislative measures certified as urgent by the President.

#### **General Functions:**

1. Advocate for the passage of priority policy reforms and development programs through a strategic information dissemination campaign and sustained day-to-day collaboration with the two Chambers of Congress, as well as with other interest groups to generate maximum support for the policy development and legislative agenda of the Department.
2. It shall liaise with legislators relative to the implementation of their Priority Development Assistance Fund (PDAF) and Congressional Initiatives (CI) in coordination with concerned offices.
3. Provide technical and administrative support to the Department Legislative Liaison Officer in the performance of his/her functions, pursuant to the Memorandum of 13 September 2011 issued by the Office of the President through the Executive Secretary on the subject, "Strengthening the Legislative Liaison System," Presidential Memorandum Order No. 128 and Presidential Memorandum Order No. 142, "Creating the Presidential Legislative Liaison Office under the Office of the President" in 1987.

#### **Specific Functions**

1. In coordination with the other units shall: a) develop and implement an advocacy action plan to support the Department's legislative agenda, and b) mobilize advocacy support groups;
2. Coordinate legislative and policy-related activities between the Department and the various committees of two Houses of Congress;
3. Ensure attendance of concerned DSWD Director/Assistant Director to Committee hearings and TWG meetings in both Houses of Congress;
4. Monitor and lobby for the immediate consideration and enactment of priority legislative measures;
5. Provide staff support and background information on legislative measures and policies to key officials in the Department and such other offices and centers, upon request, especially in connection with attendance to Congressional hearings, fora and other venues for public discussion on policy issues related to pending legislative measures; and
6. Ensure the timely preparation and submission of position papers on pending legislative measures in consultation with the appropriate officials and units of the Department;
7. Liaise with legislators relative to the implementation of their Priority Development Assistance Fund (PDAF) and Congressional Initiatives (CI) in coordination with concerned office/s; and facilitate requests of legislators for: a) relief goods during calamities; b) inclusion of Pantawid Pamilya beneficiaries; c) funding for the construction/rehabilitation of Day Care Centers/Senior Citizens Centers;
8. Submit monthly reports to OSEC on action taken on various requests of solons;
9. Provide monthly accomplishment reports to solons;
10. Ensure compliance to the Secretary's commitments to legislators; and
11. Maintain individual folders (each legislator) re: PDAF updates/concerns.

### **Key Result Areas**

1. Policy and Legislative Advocacy on Social Protection
2. Coordinating, Liaisoning and Networking on DSWD-led and DSWD supported legislative agenda

## **NATIONAL HOUSEHOLD TARGETING OFFICE (NHTO)**

The National Household Targeting Office ensures the development and adoption of relevant unified criteria that identifies poor households who would be beneficiaries of social protection programs. It aims to improve access and utility to/of the national database of poor households of various social protection stakeholders.

### **Key Result Areas**

1. Data-based Management of Poor Households
2. Household Targeting System Management
3. Data Sharing

The four (4) units in NHTO are:

### **Information and Technology Unit**

1. System Analysis and Development
  - Performs analysis of business requirements and implement the appropriate Software Development Life Cycle.
  - Reviews and enhances established routines and measures of security for data processing and IT management.
  - Performs analysis of quality control and assurance requirements.
  - Develops and designs the appropriate solutions through quality control and assurance plans, protocols and policies.
  - Makes the necessary adjustments and customization of existing software applications.
  - Provides a thorough checking and evaluation on the data stored in the database.
2. System Administration
  - Establishes and implements IT policies and protocols based on the mandate and operational requirements of the targeting system.
  - Lead in the development, administration and management of the NHTS-PR database
  - Recommends revisions and enhancements to policies pertaining to Data Management and Processing;
  - Ensures all data mining and generated reports yields correct interpretation of the data stored in the database.
  - Provide and monitor on-line access of data-users
  - Monitors and resolves escalated issues related to quality assurance, security management, systems administration and systems development;
  - Provides technical assistance and support for IT users at Central, Field Offices and other stakeholders.

### **Statistics Unit**

1. Develop and evaluate methodologies and procedures in identifying poor households;
2. Provide recommendations in the development of an efficient targeting system;
3. Generate pertinent statistical data and other poverty related reports that would assist various stakeholders in the implementation of social protection programs;
4. Develop validation routines to enhance data integrity and accuracy;

### **Advocacy Unit**

1. Promote the adoption of the targeting system as the sole source of beneficiaries for social protection programs
2. Develop and share IEC materials in the conduct of advocacy and social marketing activities at the national, regional and local government levels in coordination with SMS.



3. Establish and maintain liaison and networking with data users and other stakeholders for data sharing.
4. Perform follow-through activities to monitor data utilization of data users

#### **Monitoring and Coordinating Unit**

1. Formulate, review and enhance policies, systems and procedures for planning, programming, reporting, and monitoring and evaluation of the Project;
2. Develop and implements training programs for Regional Project Management Offices and other Field Staff in coordination with SWIDB;
3. Conduct monitoring and spot checks on the implementation of field activities of RPMOs;
4. Provides technical assistance to the Regional Project Management Offices (RPMOs) to ensure achievement of its annual targets and objectives.

#### **Information and Communication Technology Management Service (ICTMS)**

The Information and Communication Technology Management Service (ICTMS) [formerly the Management Information Systems Service (MISS)] is the service which strategically supports the Department's social protection and poverty alleviation strategies for improved quality of life. The service supports the achievement of the Department's Reform Agenda in its leadership role in social protection and social welfare and development through development, enhancement and maintenance of management and information and communication technology (ICT) systems.

#### **General Functions:**

1. Responsible in determining and recommending necessary, cost effective infrastructures and systems that enhance the DSWD's competency for ICT governance.
2. Serves as the service manager for the Department- wide ICT systems and infrastructure through a mainstreamed approach.
3. Serves and works across offices, bureaus, services and units (OBSUs) and Field Offices (FOs) of the DSWD to sustain the productive application of ICTs to social protection and social welfare and development programs, projects, administration and services.
4. Fosters the efficient and effective use of ICT by the DSWD OBSUs by providing advice, tools, information and services to help OBSUs and FOs use ICT to improve administration and service delivery – often referred to as e-government.
5. Sorks with other government agencies, non-government organizations, the academe, business, and the citizens and other bodies at various levels to realize and maintain the department's commitment to e-government and e-governance.

#### **Specific Functions:**

1. In coordination with the OBSUs, lead the development of the Department's long-term Information and Communication Technology Management Framework;
2. Provide consultancy services to the bureaus, services and offices of the Department in the identification, development and implementation of appropriate ICT systems for the major social protection and poverty reduction programs and projects;
3. Provide technical assistance to the various OBSUs and Field Offices in
  - a. the development, organization and capacity building of their respective ICT units and staff;
  - b. the definition and development of terms of reference and deliverables along ICT equipment and systems procurement;
  - c. the regular operations and maintenance of ICT systems and equipment
4. In collaboration with responsible OBSUs and FOs, develop ICT risk management assessment and management systems for the major social protection and poverty reduction programs and projects;
5. Monitor the implementation of the ICTM systems and procedures of various OBSUs and FOs.

## **Key Result Areas:**

1. ICT Governance
2. ICT Strategy and Value Innovation
3. ICT Solutions Delivery and Quality Assurance
4. ICT Infrastructure, Security and Service Support

The two (2) divisions in ICTMS are:

### **Information Systems Development Division (ISDD)**

1. Lead the formulation of the Information Systems Strategic Plan [ISSP] in consultation with the different offices, bureaus and services;
2. Conduct and document business process and requirements analysis, systems analysis and perform design and process modeling;
3. Assess and recommend appropriate systems development environment/platforms;
4. Design, write, test/debug or troubleshoot applications;
5. Maintain the source code of applications;
6. Conduct systematic monitoring of software engineering processes, tools and methods used to ensure quality of applications developed;
7. Develop and administer testing tools;
8. Conduct and document system tests;
9. Conduct/implement structured approaches to transitioning individuals, teams and organizations from pre- to desired state to motivate and empower DSWD officials and employees to accept and support the institutionalization of the changes in the business processes brought about by the use of information and communications technology;
10. Facilitate the preparation of user manuals, guide and instructions, ICT training design and syllabus; and the implementation of ICT training and competency development activities;
11. Conduct assessment/evaluation on how the applications developed and deployed responded to the requirements of the business owners and users;
12. Document and track the processing of change requests;
13. Provide technical supervision and support to the ICT Management Units [ICTMU] of the Field Offices on the performance of their tasks along systems development, deployment, maintenance and monitoring; and
14. Seek and explore knowledge, experiences, information and other references to improve information systems development processes in the Department.

### **Systems Administration and Integration Division (SAID)**

1. Implement policies and procedures on infrastructure management and system administration;
2. Enforce information security management policies and procedures;
3. Document, process and provide interventions to requests for service support;
4. Coordinate with other IT teams in the Department on matters pertaining to system administration, information security management and service support;
5. Provide technical assistance to users on matters pertaining to system administration, information security management and service support
6. Monitor and document issues, concerns, incidents and interventions on system administration, information security and service support;
7. Administer Service Level Agreements
8. Prepare documentation reports and recommendation on system administration, information security management and service support;
9. Partners with other government agencies and private organizations to strengthen system administration, information security management and service support in the department;
10. Provides technical supervision and support to the ICT Management Units [ICTMU] of the Field Offices along ICT Service Management; and
11. Seek and explore knowledge, experiences, information and other references to improve system administration, information security management and delivery of service and operations support in the Department



## INSTITUTIONAL DEVELOPMENT GROUP

The Institutional Development Group shall initiate and sustain the development, coordination and synergy among and in-between DSWD intermediaries and stakeholders to enable them to become empowered, pro-active and highly supportive partners in the delivery of coordinated social services.

### **General Functions:**

1. Build capacities of its institutional partners through training/capability building, knowledge management, technical assistance, standards development and enforcement, as well as resource generation and management.
2. Build organizational capabilities towards fostering a culture of excellence and professionalism thru a re-engineered organization that is responsive to institutional and organizational requirements.

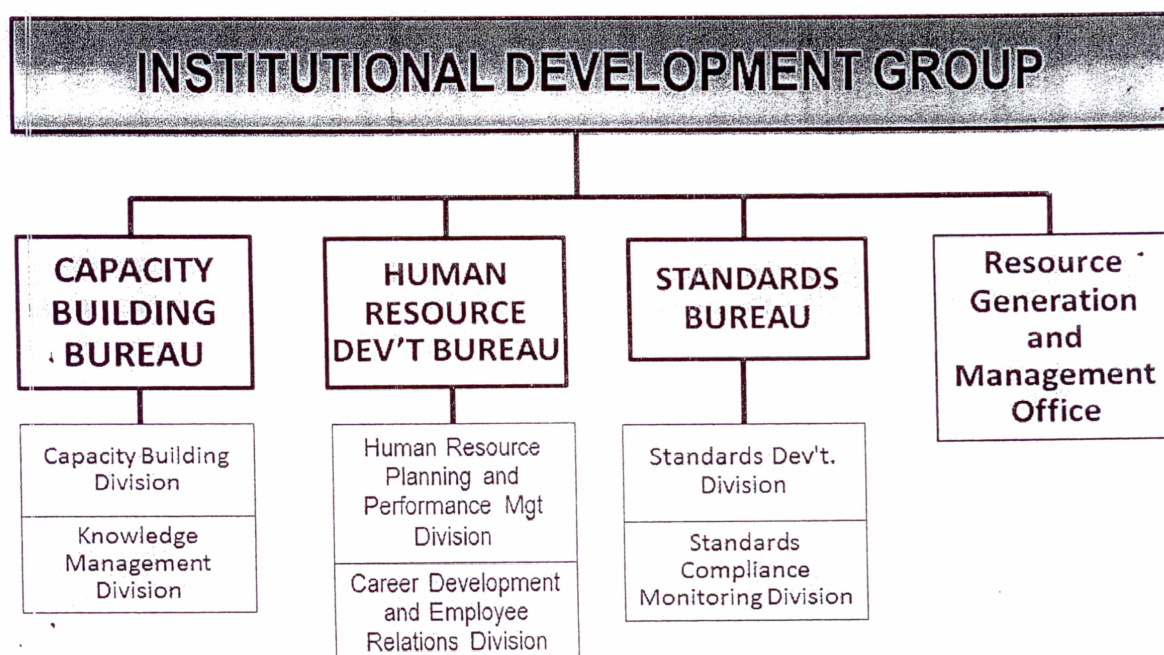
### **Specific Functions**

1. Conduct and regularly update the situational analysis that would look into the institutional and organizational development needs and requirements of the SPPR sector. This is in collaboration with the other clusters and stakeholders;
2. Lead in the formulation and periodic review/updating of the institutional and organizational development strategies, policies and plans of the department;
3. Harmonize and coordinate the efforts with the different OBS of the department and institutional partners in the implementation of the ID strategies; and
4. Conduct regular monitoring and periodic evaluation of the department's ID and OD strategy implementation.

### **Key Result Areas**

1. Knowledge Products Development and Utilization
2. Responsive Capability Building Program
3. Standards Development & Enforcement
4. Timely and Harmonized Resource and Technical Assistance Accessing
5. Responsive HR Management and Development Policies, Plans & Programs

Structure of the IDG



## **Capacity Building Bureau**

### **General Function**

Capacity Building Bureau (formerly SWIDB) is responsible for enhancing the competencies of staff and partners (intermediaries and stakeholders) of DSWD in performing and achieving its goals as lead in the social welfare and social protection sector.

### **Specific Functions**

1. Conducts CBB needs assessment and develop appropriate interventions based on competency requirements of the DSWD staff and stakeholders (intermediaries and partners);
2. Update and maintain database for qualified service providers, learning networks, pool of resource persons and training venues for CBB requirements;
3. Maintain core groups of specialists to respond to the CBB requirements relative to major sectoral program concerns of the Department;
4. Manage and maintain the Knowledge Exchange Center (KEC) as a facility for knowledge exchange and Interaction; and
5. Provide technical assistance relative to capability building and knowledge management to DSWD staff and partners (intermediaries and stakeholders)

### **Key Result Areas**

1. Responsive capability building program for DSWD staff and partners (intermediaries and stakeholders)
2. Functional Knowledge Management System
3. Management of the Knowledge Exchange Center (KEC)
4. Technical Assistance relative to capability building and knowledge management.

There are two (2) divisions in CBB:

### **Capacity Building Division**

1. Conduct needs assessment for the development and implementation of capability building interventions for DSWD staff and partners
2. Update and maintain the database for qualified service providers, pool of resource persons and training venues for the procurement of outsourced capability building service providers.
3. Provide technical assistance relative to capability building of DSWD staff and partners

### **Knowledge Management Division**

1. Develop the DSWD knowledge management strategies, policies, and framework.
2. Establish systems, mechanisms, and procedures for the packaging of knowledge products
3. Operate and maintain the Knowledge Exchange Center as the virtual facility of the KSWD Knowledge Management System
4. Create linkages and networks with other related knowledge management initiatives in the country, the ASEAN and the Asia-Pacific region

## **Human Resource Development Bureau (HRDB)**

### **General Function**

Human Resource Development Bureau (HRDB) is responsible for services related to addressing the Department's manpower requirements and ensuring the well-being of personnel towards greater employee productivity and overall organizational effectiveness. It shall lead the development of policies and systems relative to manpower planning, recruitment and selection, performance management, human resource needs assessment, career development and employee welfare and labor relations.



### **Specific Functions**

1. Advise management on the development of human resource development (HRD) policies, programs, and standards;
2. Implement, review and develop HRD policies and programs for the attainment of organizational goals;
3. Conduct research and development studies relative to manpower planning; human resource needs assessment; recruitment, selection and placement; performance management; career management and development; and employee welfare and labor relations;
4. Maintain pertinent database relative to human resource development, performance management, career development, and other organizational development concerns;
5. Provide technical assistance to support the implementation and enhancement of HRD policies, programs and systems in the Field Offices and other operating units in the Central Office and;
6. Maintain effective liaison with other offices relative to its key result areas.

### **Key Result Areas**

1. Manpower Planning
2. Human Resource Needs Assessment
3. Recruitment, Selection and Placement
4. Performance Management
5. Career Management and Development
6. Employee Welfare and Labor Relations

There are two (2) divisions in HRDB:

### **Human Resource Planning and Performance Management Division**

This Division is responsible for staffing policies and activities which involve manpower planning, recruitment, selection and performance appraisal/management. Its specific functions include:

1. Development and implementation of the merit promotion plan for personnel;
2. Management, review and enhancement of the recruitment, selection, and placement policies and systems;
3. Conduct of job analyses and manpower needs assessments of offices, bureaus, services, units, and projects;
4. Review and enhancement of staffing structures along competency-based organizational and systems analyses; and
5. Implementation, review and enhancement of the Department's performance management system and performance appraisal system.

### **Career Development and Employee Relations Division**

This division is responsible for the strengthening of the Department's career management and development systems, as well as the implementation of activities geared towards the promotion of employees' welfare and the improvement of employee relations. Its specific functions include:

1. Preparation, review and updating of the HR development plans;
2. Development and implementation of career management and development programs;
3. Development and implementation of a health and wellness program for personnel;
4. Management of the medical and dental clinic for workplace health and safety;
5. Implementation and monitoring of local and foreign scholarship programs, as well as specialized trainings for personnel;
6. Implementation of alternative capability building interventions appropriate to the needs of the Department's human resources, such as job rotation, reshuffling, teambuilding, work improvement teams, job coaching, career counseling, mentoring, among others;

7. Conduct of capability building needs assessments at the individual level and organizational level;
8. Coordination with the SWIDB and other units in the planning and development of capability building programs for offices, bureaus, services and units; and
9. Provision of assistance to officials and employees relative to their participation in trainings, scholarships, and other personnel development programs.

## **Standards Bureau (SB)**

### **General Function**

The Standards Bureau is responsible for fulfilling the regulatory and quality assurance roles of the Department.

### **Specific Functions**

1. Develop national standards on registration, licensing and accreditation of Social Welfare and Development Agencies (SWDAs) and service providers;
2. Provide technical assistance to the Regional Field Offices and SWDAs along implementation and compliance to standards;
3. Monitor compliance of the FOs, Registered, Licensed and Accredited (RLA) SWDAs and service providers to the set standards on community-based and center-based programs and services;
4. Develop policies, provide technical assistance and monitor the implementation by the RLAs and service providers granted authority to conduct national fund drives;
5. Facilitate duty-free entry of foreign donations to SWDAs and Service Providers endorsed for duty-free entry and monitor distribution and utilization of the same;
6. Develop and manage on-line data base system of SWDAs and service providers; and
7. Document good practices along standards regulation and enforcement

### **Key Result Areas:**

1. Registration, Licensing and Accreditation of Social Welfare and Development Agencies (SWDAs) and Service Providers
2. Standards Development, Compliance Monitoring and Enforcement
3. Development and Maintenance of Area-based Partnership and Alliances
4. Regulation of National Fund Drives
5. Facilitation of Duty-Free Entry of Foreign Donations to SWDAs with valid RLAs.

There are two (2) divisions in SB:

### **Standards Development Division**

1. Conduct environmental scanning on emerging social welfare standards, issues and trends in aid of standards development and legislations
2. Conduct dialogue, policy fora and consultation sessions on standards review and development involving SWDAs and other stakeholders e.g. ABSNET.
3. Develop/revise/enrich policies, guidelines, tools and instruments for registration, licensing and accreditation of SWDAs and service providers for quality implementation for SP programs/services, fund drives and importation of foreign donations
4. Develop and pilot test strategies relative to standards development and enrichment for quality service delivery of SP programs/services
5. Conduct of orientation on approved guidelines/standards/tools
6. Rationalize a system of grievance and discipline and incentives intended for SWDAs engaged in SWD activities and ensure its implementation
7. Advocate legislative agenda relative to the regulation of SWDAs and SWD service providers
8. Manage information and maintain databank relative to standards development including documentation of good practices and/or strategies in promoting standards compliance of good practices and/or strategies in promoting standards compliance



### **Standards Compliance Monitoring Division**

1. Conduct assessment and recommend issuance of corresponding certificates for the registration and licensing of SWDAs and accreditation of SWAs programs and services and service providers
2. Recommend qualified and eligible registered, licensed and accredited SWDAs and service providers for access to benefits and incentives
3. Provide resource augmentation and technical assistance to SWDAs and ABSNET
4. Act on referrals from various agencies, organizations relative to the registration, licensing and accreditation and other related standards concerns
5. Monitor compliance with SWD standards, rules and regulations on registration, and licensing of SWDAs, accreditation of service providers and SWDAs (NGOs, LGUs and DSWD) SWD programs and services and national fund drives
6. Provide technical assistance to SWDAs and ABSNET
7. Ensure functionality and sustainability of ABSNET in all provinces, regions and national
8. Manage complaints and information on appealed cases on violations allegedly committed by SWDAs for prompt and proper disposition
9. Recommend policy measures in addressing gaps in the implementation of policies concerning registration, licensing and accreditation of SWDAs
10. Enforce regulatory policies to unregistered/unlicensed SWDAs
11. Advocacy on quality improvement guidelines
12. Manage information and maintain databank on registered and licensed SWDAs and accredited SWDAs' programs and services and service providers and other relevant information as basis for program, standards, systems and policy formulation

### **Resource Generation and Management Office (RGMO)**

#### **General Function**

The Resource Generation and Management Office (RGMO) is responsible for the harmonized generation and timely delivery of financial resources and technical assistance for DSWD.

#### **Specific Functions**

1. Conduct periodic review of TA and resource requirements of the Department and shall coordinate with the other OBSUs for the resource generation needs of institutional partners
2. Review and analyze project proposals based on identified strategic priorities and monitor implementation of all approved TA activities with the proponent OBSUs and NPMOs.
3. Establish and maintain strategic alliances with different Development Partners (DPs) and proponent organizations to ensure timely provision of resources to stakeholders.
4. Evaluate completed TA activities and provide policy recommendations to the Department in order to promote mutual accountability for results between DPs and the Government.
5. Manage the day-to-day operations of the DSWD Technical Assistance Facility (TAF) and serve as secretariat to the TAF Steering Committee with DSWD as Chair.
6. Convene and facilitate coordination between and among the different DSWD technical working groups (TWGs) and TAF Consultative Bodies (CBs) including National Government Agencies (NGAs), DPs, intermediaries and other stakeholders.
7. Formulate the Annual Technical Assistance and Resource Generation Plan and periodically review the 5-Year Strategic Plan for the operation of the TAF.
8. Provide technical assistance in the development and packaging of project proposals based on a resource generation plan.
9. Ensure documentation of best practices and lessons learned from technical assistance delivery and resource generation.

### Key Result Areas

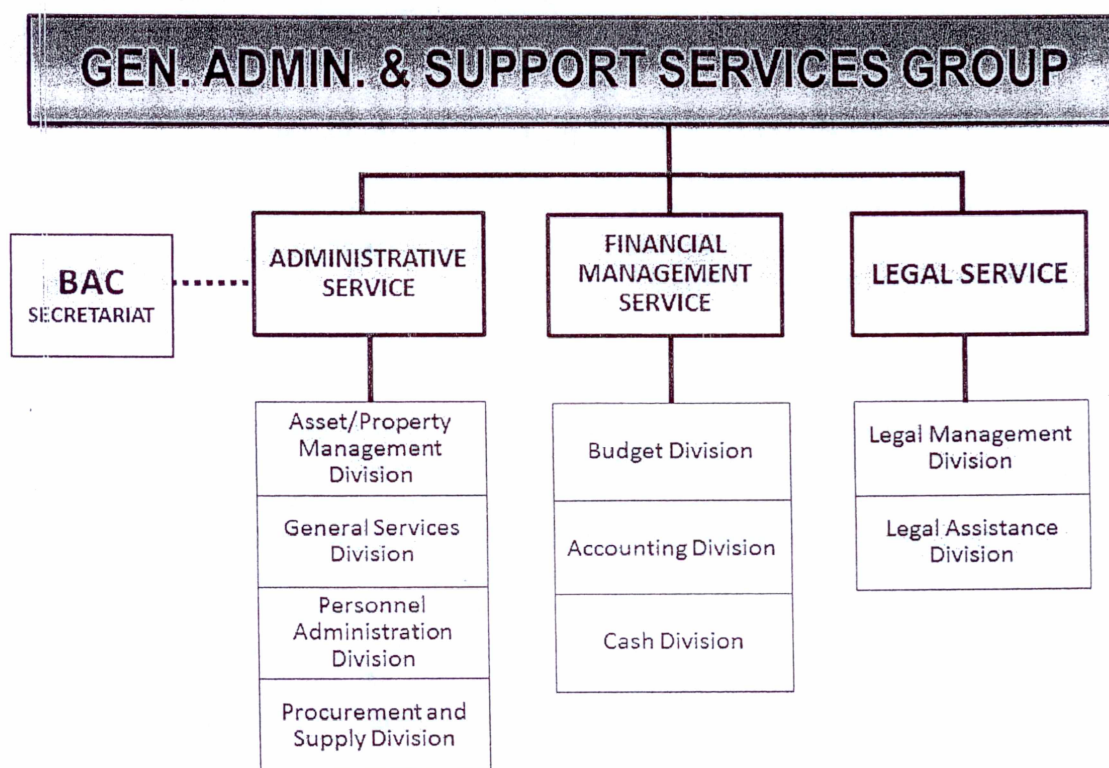
1. Timely and efficient delivery of financial resources
2. Documentation and sharing of best practices in TA and Resource Generation
3. Coordinated and harmonized donor funds
4. Activity monitoring and evaluation
5. Support for policy development and network-building

## GENERAL ADMINISTRATION AND SUPPORT SERVICES GROUP (GASSG)

### General Function:

Provides leadership, staff expertise and support in the management/administration of financial resources, facilities and the physical infrastructure, personnel administration, legal management and assistance, supplies and other logistical management of procurement activities in a manner that is transparent, accountable, proactive, results oriented, and value adding to the stewardship of the DSWD's resources.

Structure of GASSG



### ADMINISTRATIVE SERVICE

#### General Function:

Administrative Service is primarily responsible for the provision, maintenance and management of logistical requirements to support the Department in the attainment of its vision and mission. It develops policies and formulates plans and programs related to the provision of logistical services and personnel administration. It is also responsible for the provision of services related to procurement, property and supply management, record



management, maintenance of properties/facilities, operation of transportation, communication, utility services and supervision of janitorial and security services. It ensures that appropriate management systems and procedures are in place for economical, efficient and effective administrative services.

#### **Specific Functions:**

1. Develop and recommend policies, programs, and procedures relative to efficient and effective property management, provision of transportation/ communication/ security/ janitorial services, maintenance of assets/properties and personnel transactions;
2. Provide logistical support, strategic services and technical assistance to the Department;
3. Responsible for the custodianship of all properties of the Department;
4. Ensure policies, programs, systems and procedures on the efficient and effective record management, provision of transportation/communication/security /janitorial services, maintenance of facilities and assets of the Department are in place and implemented; and
5. Implement and monitor personnel programs of the Department.

#### **Key Result Areas**

1. Property Management
2. Asset Management
3. Record Management
4. Facility Maintenance
5. Transportation, Communication, Utility, Janitorial and Security Services Supervision and/or Operation
6. Personnel Administration

There are four (4) divisions in AS:

#### **Asset/Property Management Division**

1. Recommend policies, programs and procedures on management and disposition of real properties, equipment, semi-expendable properties and waste materials;
2. Conduct an inventory and keep a record of all fixed assets and semi-expendable properties of the Central Office;
3. Complete documentation, registry and acquisition of all fixed assets including donations;
4. Prepare documents for insurable real properties, motor vehicles and equipment as well as registration, if necessary;
5. Responsible for the safekeeping, updating of necessary documentation on the ownership of all real properties and fixed assets of the Department including provision of security, if required;
6. Advise the management on applicable laws, rules and regulations on assets occupied by informal settlers, and on how to regulate its entry thereon;
7. Codify and document all specific management decision and agreements reached on informal settlers;
8. Advise the management on the acquisition and disposition of donated property;
9. Responsible in the conduct of annual physical inventory of properties and preparation of reports;
10. Responsible in the custodianship of all properties of the Department;
11. Responsible for the issuance, safeguarding and updating of Memorandum Receipts for equipment, semi-expendable, and non-expendable properties, including Invoice-Receipts of Property;
12. Monitor the insurance of all real properties of the Department nationwide;
13. Responsible in the inventory and disposition of unserviceable or obsolete properties through sale or transfer to other government agencies;
14. Provide technical assistance to other operating units on area of expertise.

### **General Services Division**

1. Develop and recommend policies, programs and procedures for the efficient and effective record management, provision of transportation / communication / security / janitorial services, maintenance of vehicle, equipment, building and ground, as well as other assets of the Department;
2. Ensures that the policies, programs, system and procedures on the efficient and effective record management, provision of transportation / communication / security/ janitorial services, maintenance of vehicles, equipment, building and ground, as well as other assets of the Department are in place and implemented;
3. Responsible for the provision of efficient and effective record management, including retrieval and disposition, as well as messengerial services. It shall include safeguarding of historical and important documents;
4. Ensure the upkeep of the building, equipment and other physical property of the Department;
5. Ensures compliance to safety standards of the work place, roadworthiness of the vehicles, availability of water and power supply, clean and healthy work environment;
6. Implements infrastructure projects;
7. Provide technical assistance on the record management maintenance of equipment, building, facilities and other physical property, as well as engineering and construction works of the Department.

### **Personnel Administration Division**

1. Advise and update management on personnel policy and administration;
2. Establish and implement an integrated personnel program that shall ensure periodic/regular review of classification and remuneration of positions in the Department;
3. Administer policies/rules, monitor and act on all personnel matters relating to attendance, tardiness, leave of absence, retirement, and other personnel records transactions;
4. Administer the classification and compensation plan of DSWD positions and personnel;
5. Prepare payroll of personnel for salaries and other compensation and benefits;
6. Maintain personnel records and files;
7. Generate, maintain, and submit personnel statistics/information and reports needed by the management and oversight agencies;
8. Maintain plantilla of personnel of the Department;
9. Determine and recommend expenditure level of personnel services;
10. Prepare/issue appointments and contracts of service of personnel of the Department; and
11. Implement administrative and disciplinary sanctions imposed on erring personnel of the Department.

### **Procurement and Supply Division**

1. Responsible for the procurement of logistical support whether goods or related services, through either purchase or lease
2. Recommend policies, programs and procedures on procurement.
3. Ensure that the policies, programs, systems and procedures on procurement of equipment, supplies, materials, related services, and other logistical support are in place and implemented
4. Responsible in the forecasting, operation and issuance of stockpile
5. Provide technical assistance on logistical concerns
6. Supervise the management of the National Relief Operation Center (NROC) including receipt of donations

### **BIDS AND AWARDS COMMITTEE SECRETARIAT**

#### **Specific Functions:**

1. Manage and monitor procurement activities and processes for the Bids and Awards Committee (BAC);
2. Process bidding and procurement requirements to purchase goods and services;



3. Provide technical assistance relative to bidding processes;
4. Recommend policies, programs and procedures on bidding; and
5. Ensure policies, programs, systems and procedures on bidding goods and services and other logistical support;
6. Provide administrative support to the BAC;
7. Organize and make all necessary arrangements for the BAC meetings;
8. Attend BAC meetings with the Secretary;
9. Prepare minutes of the BAC meetings;
10. Monitor procurement processes for the BAC, procurement activities and milestones for proper reporting to relevant agencies when required;
11. Consolidate Project Procurement Management Plan of various units of the agency into an Annual Procurement Plan (APP);
12. Make arrangement for the pre-procurement and pre bid conferences and bid openings;
13. Be the central channel of communications for the BAC with end users, Project Monitoring Offices, other units of the line agency, other government agencies, providers of goods, works and consulting services, and the general public;
14. Provide comments/inputs on project proposals of proponent for PDAF project;
15. Check and review Requisition Issuance Slip (RIS) and Purchase Requisition (PR) for end-user from entry-point for proper form prior to endorsement to PSD;
16. Ensure that all procurement transactions are included in the Approved APP/PPMP;
17. Post invitation to bid and request for quotations;
18. Prepare abstract of quotations prior to endorsement to the BAC or the approving authority;
19. Provide technical assistance to other offices/units/FOs;
20. Provide procurement monitoring report;
21. Establish/maintain registry of suppliers;
22. Recommend policies re: DSWD implementation of RA 9184;
23. Build linkages and networking with GPPB and other major stakeholders; and
24. Advocate RA 9184 within the Department and among bidders.

## **FINANCIAL MANAGEMENT SERVICE**

### **General Function:**

The Financial Management Service is responsible for the preparation and implementation of an effective financial plan to support the Department's program/ activities/ projects aimed at achieving its desired outcome and mandate; development and implementation of policies and guidelines for the effective, efficient and economical management of financial resources of the department; management of financial and related non-financial information system to ensure timely compliance with reporting requirements of oversight agencies and statutes, and to support or provide management with relevant information and advice / options in decision-making process; and the evaluation and analysis of the operating performance of various responsibility centers of the Department. It is composed of four Divisions: Budget Division, Accounting Division, Cash Division and Management Division.

### **Specific Functions:**

1. Formulate and implement fiscal policies and guidelines of the agency;
2. Review and consolidate the Department budget proposal;
3. Prepare annual financial plans of the Department;
4. Ensure propriety, legality and completeness of claims,/ financial transactions of the Department;
5. Provide management and oversight agencies with timely, relevant and accurate financial and management reports;
6. Provide efficient and effective management of cash of the Department to ensure optimal utilization;
7. Provide financial advice and options to enable management to make sound financial decisions on matters relating to management of assets, liabilities and risks; and

8. Provide various units of the Department with staff advice and assistance on budgetary, financial and cash management matters;

**Key Result Areas:**

1. Fiscal Policy Formulation
2. Fiscal Management
3. Technical Assistance on Financial Concerns

There are three (3) divisions in FMS:

**Budget Division**

1. In coordination with the Planning Bureau, formulate key performance indicators (KPI) of bureaus / offices / units of the Department;
2. Recommend policies and guidelines in the preparation of annual budget estimates and in the execution of the budget;
3. Develop and improve budgetary methods and procedures;
4. Provide fund estimates in support of the Department's operations, plans, and programs / projects /activities;
5. Assist management in the presentation of the Department's budget estimates before the Department of Budget and Management, legislative bodies and other oversight and administrative agencies;
6. Prepare annual work and financial plans;
7. Certify to the availability of allotments;
8. In coordination with concerned units, allocate available funds to priority programs and projects;
9. Issue allotment advice in support of the fund requirements of programs/ projects / activities of various offices;
10. In coordination with concerned bureaus / offices / units, prepare Operation Performance Analyses (OPA) report indicating variances between actual performance and the set KPIs of said bureaus / offices / units;
11. Provide technical assistance to other units in the application and utilization of budgetary methods and the budget system, and other related financial concerns;
12. Prepare financial reports for management guidance and as required by higher authorities;
13. Perform such other functions as may be provided by law.

**Accounting Division**

1. Advise management on financial matters;
2. Prepare and submit financial reports to management, oversight agencies, legislative and other administrative bodies, and financial institutions;
3. Maintain basic and subsidiary accounting records and books of accounts to reflect accurate and current financial information required by existing auditing rules and regulations and by management;
4. Ensure propriety, legality and completeness of all claims/financial transactions;
5. Certify to the availability of funds; obligate funds;
6. Prepare billings to debtors or notice of liquidation to officials and employees with cash advances, suspensions and disallowance;
7. Provide technical assistance to FOs accounting units and various units of the Department on accounting matters; and
8. Perform such other functions as may be provided by law.

**Cash Division**

1. Prepare monthly cash program;
2. Monitor cash position of the Department to ensure maintenance of optimal cash balance;
3. Collect, receive and deposit cash and checks;
4. Ensure timely payment of accounts;
5. Prepare and submit cash reports to management and oversight agencies;
6. Perform such other functions as may be provided by law.



## **LEGAL SERVICE**

### **General Function**

The Legal Service is primarily responsible for providing technical assistance and legal support to the Department's various offices, bureaus, services, units and personnel. It assists the Department by handling administrative cases involving Department personnel and certain litigated cases, by providing the Department legal opinions and advice on matters involving its formal mandate and the exercise of its official powers and functions, and by rendering similar and related services.

### **Specific Functions**

1. Handle, and provide technical assistance regarding, administrative and litigated cases.
2. Provide legal opinions, advice and services on matters involving the Department's official mandate and the performance of its authorized powers and functions.

### **Legal Management Division**

1. Assist in fact-finding investigations regarding possible administrative offenses involving Department personnel.
2. Prosecute and hear administrative cases involving Department employees.
3. Coordinate with and assist the Solicitor General or the State Prosecutor in cases involving the Department and Department personnel in their official capacities.
4. In certain instances and with the proper deputation, represent the Department, and Department personnel in their official capacities, in litigated cases.
5. Provide technical assistance to retained and volunteer lawyers handling litigated cases.
6. Render other legal services the Department Secretary may request.

### **Legal Assistance Division**

1. Render legal opinions and advice on proposed policies, guidelines, internal rules, personnel matters, and other matters relating to the official functions of Department offices, bureaus, services, units and personnel.
2. Draft and review contracts, agreements and other legal documents and instruments involving the Department.
3. Comment on relevant draft treaties and bills pending in Congress.
4. Help draft Implementing Rules and Regulations (IRRs) for relevant laws, and other executive issuances.
5. Respond to legal queries from Department clients and other offices.
6. Render other legal services the Department Secretary may request.

### **Key Result Areas**

1. Legal Assistance
2. Legal Management

#### IV. TRANSITORY PROVISIONS

Designation and Assignment of Officials. The designation and assignment of the members of the Executive Committee pursuant to this re-clustering shall be announced in subsequent issuances. There shall be no changes in the assignment and/or designation of heads of offices, bureaus, services, and units until after a review of current assignments is completed by the Cluster Head(s), Coach-Mentor(s), EXECOM, and after approval by the Secretary. The usual policy of consulting affected personnel prior to any pending movements shall be observed in all cases.

Consultation and Information Dissemination. All Cluster Heads, with the assistance of other members of the Executive Committee, are hereby directed to conduct consultative and information dissemination activities to help promote understanding and support of this Memorandum Circular among the units and personnel within their respective clusters. Special attention shall be given to offices, bureaus, services, and units where personnel movements may be effected pursuant to the re-defined mandates and functional arrangements of the Department, as defined hereunder.

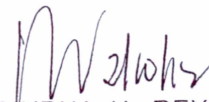
Field Office Structures and Systems. Appropriate adjustments shall be made on the structures and systems of the Field Offices to ensure harmonization with the re-clustering at the Central Office pursuant to this Memorandum Circular. All clusters are hereby directed to provide adequate support to the Field Offices to effectively manage changes at the regions within their respective areas of responsibility.

All other Department issuances are hereby revoked or amended as applicable. This memorandum shall take effect immediately.

Issued this 9th day of February 2012.

  
**CORAZON JULIANO-SOLIMAN**  
Secretary

Certified Copy:

  
**MYRNA H. REYES**  
Officer In-Charge  
Records Unit



FEB 10 2012

LEGAL SERVICE

RECEIVED BY: *[Signature]* 2:40 pm

**Annex A**

# DSWD ORGANIZATIONAL CHART

as of February 2012

