



ADMINISTRATIVE ORDER

No 02
Series of 2024

SUBJECT: ADOPTING AND IMPLEMENTING THE DEPARTMENT OF SOCIAL WELFARE AND DEVELOPMENT (DSWD) STRATEGIC PLAN, 2024-2028

I. RATIONALE

As the previous strategic plan concluded its term in FY 2022 and its subsequent implementation in 2023, the call for formulating its successor plan has become imperative, necessitating careful assessments of prevailing developments and current trends. The forthcoming strategic plan must harmoniously integrate strategies for the next six years, taking into account the Social Protection Plan 2023-2028, and the Philippine Development Plan 2023-2028. Serving as the bedrock of the Department's overall strategy map, the successor plan will be the guide for planning and budgeting, monitoring and evaluating results of annual commitments of offices, and accountability reports to oversight agencies.

Amidst the evolving landscape of social welfare and development, the formulation of the successor plan marks a crucial milestone, shaping the trajectory of the Department's endeavors for the next five years and beyond. The DSWD seeks to forge a path that embodies its commitment to improve the lives of its clients and empowering the nation's intermediaries. Through strategic vision and collective aspiration, the Department endeavors to create a more inclusive and prosperous future, leaving an indelible impact on the lives of the Filipino people.

Because intergenerational poverty still exists, the Department has shifted its focus to create innovative programs that can holistically address the pressing needs of its beneficiaries. Recognizing its critical role in poverty reduction and social protection where all sectors can thrive, the DSWD formulated its Strategic Plan 2024-2028 which addresses the present challenges but also aligns with the broader vision of the Philippine Development Plan (PDP) 2023-2028 towards the achievement of the Ambisyon Natin 2040.

II. OBJECTIVE

This Administrative Order (AO) aims to officially adopt the DSWD Strategic Plan 2024-2028, as its medium-term direction, and direct the entire Department to its implementation. This Administrative Order will also serve as the abridged version of the DSWD Strategic Plan, 2024-2028. The full strategy document package will be distributed to the Offices, Bureaus, Sections, and Field Offices to guide the implementation of their respective strategic contributions.

III. THE STRATEGIC PLANNING FRAMEWORK

Strategic Planning attempts to shape the future of DSWD in the next six years. It is believed that the future of the Department will be changed, hence the future will be determined by today's decisions and actions. The planning exercise requires answering the five fundamental questions: Where are we now? (Situational Analysis); Where do we want to be? (Vision,

Mission, Objectives); How do we get there? (Strategies); How do we know that we are already there? (Measures); and What will be our plans? (Targets and Deliverables).

In approaching this task, the DSWD is guided by the learnings gained from Strategic Plan 2018-2022. The development of this Strategic Plan was informed by views and suggestions from a wide spectrum across the department. From the Planning, Monitoring, and Evaluation Technical Team (PMETT), Cluster leaders, Central Offices' Directors, Regional Directors, and key personnel participated and were interviewed to tap their inputs into the planning process.

Under the guidance of the Development Academy of the Philippines (DAP), the Department of Social Welfare and Development (DSWD) endeavored to create its strategic plan using a version of the Balanced Scorecard (BSC)¹ strategic management framework adapted to the public sector with five perspectives that contained its identified objectives: social impact, client satisfaction, process excellence, learning and growth, and financial stewardship.

IV. VISION, MISSION AND CORE VALUES

Through a series of consultations with Executive and Management Committee members, the DSWD adopted a new vision, mission statement, and core values that are anchored on its mandate.

VISION

An empowered society where the poor², vulnerable³, and disadvantaged⁴ sectors have immediate and equitable access to opportunities for an improved quality of life.

2028 VISION BASECAMP

DSWD is a leader in transformative social protection and social welfare systems in the Indo-Pacific region.

MISSION

As the authority in the Social Welfare and Development sector, the DSWD develops, implements, enables, and coordinates SWD policies and programs for and with the poor, vulnerable, and disadvantaged.

¹ A Balanced Scorecard is a strategic management performance metric popularized by Harvard University to help organizations identify and improve their internal operations to meet their external outcomes. It measures past performance data and provides organizations with feedback on how to make better decisions in the future. Usually, it has four perspectives, namely learning and growth, business processes, customer perspectives, and financial data. These four areas, called legs, comprise a company's vision and strategy.

² **Poor** - Refers to households whose income falls below the poverty threshold as defined by the National Economic and Development Authority (NEDA) and cannot afford in a sustained manner to provide their minimum basic needs of food, health, education, housing, and other essential amenities in life.

³ **Vulnerable** - Refers to households confronted by ex-ante risk that, if they are currently non-poor, will fall below the poverty line; if they are currently poor, they will remain in poverty. Vulnerable is also defined in terms of exposure to adverse conditions related to welfare, not just in terms of their exposure to poverty.

⁴ **Disadvantaged** - Refers to an individual, family, or group who is considered economically, physically, and socially deprived or has inadequate means to protect oneself from the effects of external events which includes needy family heads and other needy adults, indigent children, out-of-school youth, persons with disabilities, distressed individuals and families.

CORE VALUES

MAAGAP AT MAPAGKALINGA emphasizes empathy, understanding, and providing care to individuals, families, and communities in need. It reflects the DSWD's recognition of the inherent worth and dignity of every person and their right to be treated with kindness, respect, and support.

MATAPAT upholds honesty, ethical behavior, and a strong sense of moral principles within the organization. It involves adhering to a set of values and principles that guide the actions and decisions of the DSWD workforce, ensuring that they act with transparency, accountability, and professionalism

MAHUSAY provides high-quality, efficient, and effective services to individuals, families, and communities in need. It encompasses a dedication to delivering services anchored in social justice, while also striving for continuous improvement and innovation.

V. THE STRATEGY MAP

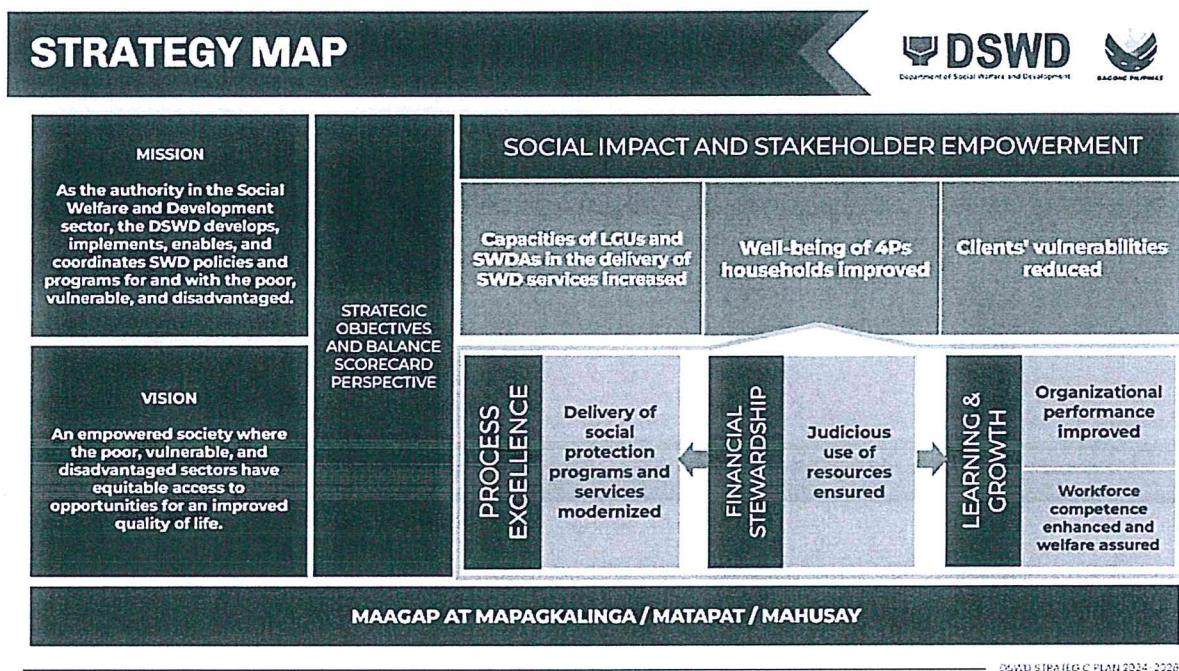


Figure 1. DSWD Strategy Map

In pursuing our vision and mission, while observing our core values, the strategy map serves as the guiding path toward a transformative organization. With a clear sense of vision and mission, our strategic objectives form a web of interconnectedness, weaving together the foundations of our organization's aspirations.

The core of our strategy lies in innovation and digital transformation which will evolve our systems and processes in sync with the signs of the times. We will embrace cutting-edge solutions and social technologies, to elevate our organizational performance. Through this, we lay the foundation for a dynamic and agile workforce, driven by competence increasing their performance while the organization fulfills its obligations to put optimum to the welfare of its workforce.

Our transformation agenda will be fueled by sufficient financial resources and leveraging our available resources judiciously. As we cultivate a culture of enhanced organizational processes and a workforce thriving in their potential, we transcend boundaries to respond to the needs of our clients. With this, we will be able to increase the capacities of LGUs and SWDAs in the delivery of social welfare and development services. The tangible impact of our organization's services is the improved well-being of 4Ps households and the developed sustained capabilities of other beneficiaries.

VI. STRATEGIC OBJECTIVES, STRATEGIES AND INITIATIVES

Strategic objectives⁵ are broader goals that an organization can use to direct its operation, connecting these with its core values and vision/mission statements to actionable steps and plans. **Strategy** is defined as a general direction set for the organization and its various components to achieve a desired state in the future. It is making deliberate choices of what to do and what not to do—strategy results from the detailed strategic planning process. **Strategic initiatives** are action-oriented and measurable goals that translate an organization's key result areas into specific outcomes. They are concise with clear deadlines, milestones, and owner(s).

Strategic objectives, strategies, and strategic initiatives are the focal points of the strategic planning process and these concepts are derived from the strategic analysis. Inadequate attention to these concepts will adversely affect the performance of an organization. After a comprehensive strategic analysis of the Department, these strategic concepts were identified for action.

A. SOCIAL IMPACT AND STAKEHOLDER EMPOWERMENT PERSPECTIVE (ENABLING OR STEERING)

A balanced scorecard perspective that looks into creating long-term impact in the capacities of partners and stakeholders along with social protection and social welfare and development.

STRATEGIC OBJECTIVES	STRATEGIES	STRATEGIC INITIATIVES
Capacities of Local Government Units (LGUs) and Social Welfare and Development Agencies (SWDAs) in the delivery of social welfare and development services increased	Improve the implementation of Technical / Advisory Assistance and Other Related Support Services (TAAORSS)	Enhancing the design and implementation of the TAAORSS
		Institutionalizing the Reward and Incentive Package for LGUs
		Institutionalizing the DSWD Academy
	Strengthen the Agency's Regulatory Function	Reengineering of Agency's Regulatory Framework

⁵ Robert S. Kaplan and David P. Norton, "The Balanced Scorecard" (1996)

**B. SOCIAL IMPACT AND STAKEHOLDER EMPOWERMENT PERSPECTIVE
(IMPLEMENTING OR ROWING)**

A perspective that focuses on creating value to sustain the gains of the Department’s flagship social protection programs and build the resilience of beneficiaries and clients.

STRATEGIC OBJECTIVES	STRATEGY	STRATEGIC INITIATIVES
Well-being of 4Ps households improved	Intensify implementation of social case management of 4Ps households	Strengthening referral system for aftercare services toward sustainability
		Monitoring of social case management (KILOS-UNLAD) implementation
Clients’ vulnerabilities reduced	Improve existing programs and services, and create new interventions that are readily available and easily accessible by the most vulnerable sectors	Transforming DSWD Centers and Residential Care Facilities (CRCFs) as Centers of Excellence
		Developing adaptive and shock-responsive programs
		Improving disaster response readiness and capacities
		Expanding peace-related initiatives
		Implementing the DSWD Action Plans relative to the different National Sector Plans in coordination with attached and supervised agencies

C. PROCESS EXCELLENCE PERSPECTIVE

The perspective focuses on improving organizational productivity and business process efficiency through digitally transforming systems and processes.

STRATEGIC OBJECTIVE	STRATEGY	STRATEGIC INITIATIVES
Delivery of social protection programs and services modernized	Digitalization of business processes in the delivery of social protection services	Implementing Program and Service Delivery Improvement Plan (PSDIP)
		Implementing the DSWD commitment under Strategic Focus 3 (Rationalization, Modernization, and Integration of the SP System) of the Social Protection Plan 2023-2028
	Institutionalization of technology-based program implementation	Adopting available technologies in programming
Innovative solutions created	Develop policies that strengthen innovative solutions	Enhancing implementation and monitoring of the DSWD Policy Agenda

STRATEGIC OBJECTIVE	STRATEGY	STRATEGIC INITIATIVES
	Invest in research and innovations	Strengthening Social Technology Development
		Prioritizing research and innovation in annual budget allocation
		Replicating good practices

D. LEARNING AND GROWTH PERSPECTIVE

The perspective of the balanced scorecard for organizational excellence, workforce development, and empowerment. For organizational excellence, it will direct the department in building a cadre of leaders at every level who will support the organization towards its strategy. On the other hand, workforce development will help the department comprehend and close any gaps in the workforce's required and available competencies.

STRATEGIC OBJECTIVES	STRATEGIES	STRATEGIC INITIATIVES
Organizational performance improved	Invest in strengthening the organizational competency of the Department	Institutionalizing an onboarding program for new members of the leadership team to be championed by executive career officers of the Department
		Performing organizational audit, restructuring, and reorganization
		Adopting the Philippine Quality Standards in the Department Quality Management System (QMS)
Workforce competence enhanced and welfare assured	Build capacity and competency of DSWD workforce, including top management	Institutionalizing standards on learning and development interventions for employees and officials
		Implementing the DSWD Competency Framework
		Developing a Career Development Framework and Plan
		Protecting the rights of the officials and employees for the promotion of their welfare and well-being
	Rationalize workforce requirements	Regularization of Contract of Service Personnel

E. FINANCIAL STEWARDSHIP PERSPECTIVE

A perspective for effective financial and resource management to ensure that the execution of strategies and initiatives are sufficiently budgeted and supported by necessary resources to deliver the desired organizational outcomes.

STRATEGIC OBJECTIVE	STRATEGIES	STRATEGIC INITIATIVES
Judicious utilization of Resources ensured	Strengthen the financial management system	Developing and implementing the Medium -Term Expenditure Plan (MTEP)
		Strengthening partnership building and networking
		Improving the work and financial planning process

VII. AGENCY PERFORMANCE SCORECARD

The agency performance scorecard is a collection of strategic management performance metrics along with the set strategic objectives. This will help DSWD identify and improve its internal operations to help achieve its external outcomes. It will provide information to the management on how the agency is performing in the course of its strategy execution and will serve as the basis for future strategic decisions. (See **Annex 1** for reference).

In addition, the Policy Development and Planning Bureau shall profile the key performance indicators and establish the M&E Plan for the DSWD Strategic Plan 2024-2028, which will serve as the foundation for strategic monitoring and evaluation.

VIII. STRATEGY EXECUTION AND PLAN IMPLEMENTATION

The DSWD Strategy and Plan will be implemented through the twelve (12) projects. These projects carry multi-tracked strategic initiatives and will be managed by a project management team led by senior executives of the department. These projects were intentionally named in the local dialect to be easily remembered and reflect the objectives and strategies carried out by the department.

NAME OF PROJECT		PROJECT TEAM LEAD
01	<p>ANGAT LAKAS LOKAL</p> <p><i>The project aims to enhance service delivery of social welfare and programs and services by LGUs evidenced by an improved social situation in the localities.</i></p>	Undersecretary for Standards and Capacity Building
02	<p>HELPSensya: KAPAG REHISTRADO, KLIYENTE PROTEKTADO</p> <p><i>The project aims to enhance the service delivery of social welfare and programs and services by SWDAs through regulation, as indicated by an increasing number of accredited SWDAs.</i></p>	
03	<p>4Ps ANG KAAGAPAY SA MASAGANANG BUHAY</p> <p><i>The project aims to sustain the self-sufficiency level of 4Ps households as a result of immediate and aftercare interventions.</i></p>	Undersecretary for NHTS and 4Ps
04	<p>PANGANGAILANGAN DAGLI, TUGON MADALI</p> <p><i>The project aims to ensure the availability and enhance the accessibility of social welfare programs and services to address our clients' immediate needs towards strengthening social protection systems</i></p>	Undersecretary for Operations
05	<p>SA PANAHON NG SAKUNA, BUONG BANSANG HANDA</p> <p><i>The project aims to ensure that the immediate needs of the affected sectors will be provided using a whole-of-nation approach for disaster preparedness response.</i></p>	Undersecretary for Disaster Response Management
06	<p>BUONG BANSANG MAPAYAPA</p> <p><i>This project aims to implement social protection programs, projects, and activities to address the different concerns (psychosocial, socioeconomic, cultural, and political) of former members of the different armed groups, as well as to address the needs of conflict-affected and vulnerable areas in support to the prevention, rehabilitation, and reintegration programs of the government.</i></p>	Undersecretary for Inclusive-Sustainable Peace and Special Concerns

	NAME OF PROJECT	PROJECT TEAM LEAD
07	SULONG SEKTOR <i>This project intends to formulate and implement DSWD action plans that are based on the national action plan for the sectors in coordination with the attached and supervised agencies.</i>	Undersecretary for Attached and Supervised Agencies (ASAs)
08	DIGITAL NA PROSESO, MABILIS AT EPEKTIBONG SERBISYO <i>The project aims to effectively and efficiently deliver social protection programs and services through digitalizing processes that comply with the government's ease of doing business law (RA 11032).</i>	Undersecretary for Policy and Plans
09	POLISIYANG MAAGAP, PAGBABAGONG GANAP <i>The project aims to formulate bills that will aid in addressing sectoral issues and concerns. These priority legislations are based on the result of completed research and adapted social technologies.</i>	Undersecretary for Legislative Affairs
10	SOLUSYON MAKABAGO, PUBLIKO PANALO <i>The project aims to have a seamless delivery of social welfare programs and services and client engagement manifested by the presence of digitalized business processes and fully functional digital information systems.</i>	Undersecretary for Innovations
11	BAGONG DSWD PARA SA TAO AT KAWANI <i>The project aims to improve organizational performance towards becoming a model of excellence in public service, as indicated by enhanced workforce performance and satisfaction.</i>	Undersecretary for General Administration and Support Services
12	PROJECT CARE (Cost Effective Allocation, Resources and Efficiency) <i>The project aims to have efficient resource management evidenced by established monitoring mechanisms, transparency in budgetary processes, and sound financial management practices.</i>	Undersecretary for General Administration and Support Services

In line with the implementation of the DSWD Strategy 2024-2028, a Project Management Team is hereby created, designating Executive Committee (ExeCom) officers as project team lead, together with corresponding management officers as members; the Policy Development and Planning Bureau and assigned Executive Assistant as secretariat.

The creation of the Project Management Team (PrMT) shall ensure the involvement and commitment of the EXECOM Members in the strategy execution. The concerned Undersecretaries shall serve as owners of the specific project.

The PrMT shall take effect immediately upon signing the Administrative Order and shall supersede all other orders and issuance inconsistent thereto. (See **Annex 2** for the complete list of PrMT and its functions.)

IX. COMMUNICATING THE STRATEGIC PLAN

A communication strategy is integral to the implementation of the DSWD Strategic Plan 2024-2028. This is a parallel effort that aims to ensure that all stakeholders, including employees,

partners, beneficiaries, and the public, understand, accept, and support the strategic plan. It involves deliberately using communication channels, messages, and tactics to inform, engage, and motivate various audiences. Through the communication strategy of the strategic plan, the Department will be able to maximize the plan's impact, garner stakeholder support, and ensure successful execution over the implementation period. The Office of the Strategic Communications Group will spearhead the development of the communication strategy of the DSWD Strategic Plan 2024-2028.

X. CASCADING OF THE STRATEGIC PLAN TO OPERATING UNITS AND SUPPORTING UNITS

The DSWD Strategic Performance Management System (SPMS)⁶ will serve as a cascading tool for cascading the strategic plan 2024-2028.

In cascading the strategic plan, the following activities will be conducted.

1. Each assigned project management team (PrMT) will develop a project implementation plan (PIP) based on the strategic initiatives that are clustered into a project. The annual deliverables for the twelve (12) projects will be developed through the Project Implementation Planning Workshop with the PrMT lead and its members⁷. Following the adoption of the DSWD Strategic Plan 2024-2028, the PrMT lead will convene with team members to create the Project Implementation Plan (PIP) with the assistance of the Policy Development and Planning Bureau.

The PrMT Lead will approve the annual deliverables from 2024-2028 during the PIP development workshop. The approved annual deliverables will be included in the Office Performance Contracts for the offices, bureaus, and services responsible for delivering the project's deliverables.

2. During the cascading session, DSWD offices, bureaus, and services (OBS) including Field Offices will develop and/or finalize the activities related to the project deliverables before crafting their respective strategic contributions (SC). The OBS will translate the results of the activities relevant to project deliverables and it will be part of their strategic contributions (SCs).

Furthermore, the Policy Development and Planning Bureau, through its Management Division, must design an organizational risk treatment plan to identify threats and opportunities that will impede strategy implementation and develop appropriate controls to manage the risks. It will be implemented following the adoption of the DSWD Strategic Plan 2024-2028.

XI. MONITORING AND EVALUATION OF THE STRATEGIC PLAN

Monitoring of the strategic plan implementation will be done at various levels. Regular operations reviews will be conducted at the level of operating units (Offices, Bureaus, and Services including Field Offices). All OBS of the Central and Field Offices must conduct monthly operations reviews to track the progress of their strategic contributions, identify concerns that will impede strategic contribution delivery, and identify support to carry out the

⁶ DSWD Administrative Order No. 023 s. 2018

⁷ More information may be found in **Annex 1**.

activities to deliver the strategic contributions stated in the office performance contract and budgeted through their annual work and financial plan.

At the level of the project, a quarterly assessment of the project will be done to ensure the progress of the project. The PrMT lead also recommends to the top management all concerns that have an impact on the strategy execution (DSWD Strategic Plan 2024-2028). The project management team (PrMT) lead must submit to the PDPB a Project Progress Report.

At the level of the PDPB through its Planning Division, semestral performance assessments will be done to determine performance status (performance vs. strategic objectives) taking into account the results of the project assessment. The report must highlight how well the Department executes the strategy. In addition to this, the annual strategy review will be conducted at the level of the National Management Development Conference (NMDC) to improve the strategy. The DSWD Strategic Plan must be periodically assessed and adjusted to remain responsive and relevant. As such, the PDPB will prepare an annual management report on the status of the progress of the strategic plan implementation, the key challenges, and substantive recommendations as the basis for policy directives related to the strategy and plan execution.

Furthermore, the PDPB, through its Management Division, must submit to the Office of the Secretary an annual status of the progress of the strategic risk treatment plan that details the summary of performance for the Risk Treatment Measures as identified in the Risk Treatment Plan for reference in policy and decision-making processes for any adjustment to the DSWD Strategic Plan 2024-2028.

To evaluate the plan, a midterm and end-term review will be conducted in 2026 and 2028, respectively. The findings shall be used as a basis for adjusting strategies and performance targets at the midterm, and for the next planning period.

XII. FUNDING

All budgetary requirements for the implementation of the Strategic Plan 2024-2028 through the twelve (12) projects shall be included in the annual budget proposal, work and financial plan, and monthly disbursement program of all Offices, Bureaus, and Services as well as Field Offices.

XIII. EFFECTIVITY

The Administrative Order shall take effect immediately. All Field Offices and Central Office Offices, Bureaus, and Sections, including National Program Management Offices, and Centers and Institutions, are directed to align their projects and activities to the strategy and plan presented therein. It also supersedes DSWD Administrative Order No. 11 s. 2022, also known as the DSWD Refreshed Strategy 2028.

Issued in DSWD Central Office, Batasan Pambansa Complex, Quezon City, Philippines.


REX GATCHALIAN,
Secretary

Date: FEB 12 2024

Certified True Copy


WILLIAM V. GARCIA, JR.
OIC-Division Chief

13 FEB 2024

ANNEX 1: AGENCY PERFORMANCE SCORECARD

STRATEGIC OBJECTIVES	LEAD ⁸ MEASURE	LAG MEASURE ⁹	BASELINE (2023)	ENDLINE TARGET (2028)
SOCIAL IMPACT AND STAKEHOLDERS EMPOWERMENT				
Capacities of Local Government Units (LGUs) and Social Welfare and Development Agencies (SWDAs) in the delivery of social welfare and development services increased	1. Number of LGUs provided with Technical/Advisory Assistance and Other Related Support Services (TAAORSS) based on the TA Plan	LGUs in level 3 per SDCA	59	107
	2. Number of LGUs granted an incentive package			
	3. Number of SWDAs assessed for accreditation	Percentage of SWDAs maintaining accreditation	62%	100%
	4. Number of SWDAs provided with technical assistance toward accreditation	Percentage increase in the number of new SWDAs ¹⁰	TBD	TBD
	5. Number of public and private agencies implementing social welfare programs and services provided with technical assistance toward accreditation			
Well-being of 4Ps households improved	6. Number of 4Ps households provided with conditional cash grants	Number of self-sufficient households per SWDI	838,483	TBD
	7. Number of 4Ps households received other interventions as a result of the referral based on the intervention plan			
Clients' vulnerabilities reduced	8. Percentage of clients provided with protective programs and services within standard turnaround time	Client Satisfaction Rating	80%	90%

⁸ This lead measure must be produced by the project which is the result of the strategy implementation.

⁹ The lag measure is the Department's measurement of its past performance; it does not indicate that if the agency does not reach it, the agency has failed; rather, it is a chance for the Department to develop or mature. The results of the lag indicator indicate that there is anything the agency should fix or enhance in its system. To meet the agency lag measures, the agency must perform and exert more time and resources on its lead measures.

¹⁰ $\text{Number of new accredited SWDAs} \text{ minus the Original Number of SWDAs} \text{ divided by the Original Number of SWDAs} \text{ multiplied by } 100\%$

STRATEGIC OBJECTIVES	LEAD ⁸ MEASURE	LAG MEASURE ⁹	BASELINE (2023)	ENDLINE TARGET (2028)
PROCESS EXCELLENCE				
Delivery of social protection programs and services modernized	9. Number of business processes digitalized based on the targeted SP programs and services	Business Process Quality ¹¹	TBD	TBD
		Business Process Efficiency ¹²	TBD	TBD
Innovative solutions created	10. Number of sponsored SWD bills	Number of new SWD laws enacted	TBD	TBD
	11. Number of approved policies per policy agenda			
	12. Number of social technologies marketed per approved social technology agenda	Number of social technologies replicated by the stakeholders	TBD	TBD
	13. Number of completed research per approved research and evaluation agenda			
LEARNING AND GROWTH				
Organizational performance improved	14. PRIME-HRM Level	Agency Approval Rating ¹³	82%	85%
	15. Performance rating per IATF AO 25			
Workforce competence enhanced and welfare assured	16. Levels of competencies (<i>Basic, Intermediate, Advanced, Expert</i>)	Percentage of personnel achieving a performance rating of 4.0 or above	40%	75%
	17. Percentage of employees that completed the prescribed LDIs			
	18. Percentage of employees that completed the prescribed training hours			
	19. Percentage of Collective Negotiation Agreement (CNA) provisions implemented	Internal Customer Satisfaction Rating	TBD	85%

¹¹ Formula: On service level: Get the total number of failed transactions during the entire service process cycle. On program level: Grants or assistance received on time

¹² Formula: Standard Time / Actual Time multiplied by 100

¹³ Refers to the DSWD Awareness and Performance Rating conducted on an annual basis by a third-party survey firm

STRATEGIC OBJECTIVES	LEAD ⁸ MEASURE	LAG MEASURE ⁹	BASELINE (2023)	ENDLINE TARGET (2028)
FINANCIAL STEWARDSHIP				
Judicious utilization of resources ensured	20. Percentage of the prior year's audit recommendations fully implemented	Annual COA Audit Opinion	TBD	TBD
	21. Number of adverse COA AOM received			
	22. Percentage of strategic initiatives fully funded under GAA			

ANNEX 2: PROJECT MANAGEMENT TEAM FOR DSWD STRATEGIC PLAN 2023-2028

I. Composition

Project Name		Lead	Member Offices ¹⁴
01	ANGAT LAKAS LOKAL	Undersecretary for Standards and Capacity Building (SCB)	Assistant Secretary of SCB Assistant Secretary for Innovations Director – SWIDB Director – STB Director – PDPB Director - PMB
02	HELPSensya: KAPAG REHISTRADO, KLIYENTE PROTEKTADO	Undersecretary for Standards and Capacity Building	Assistant Secretary of SCB Director – SB Director – SWIDB Director – ICTMS Director – Legal Service Director – STB Director – PDPB Director - PMB
03	4Ps ANG KAAGAPAY SA MASAGANANG BUHAY	Undersecretary for Targeting and Conditional Cash Transfer	Assistant Secretary for NHTS-PR Assistant Secretary for 4Ps Assistant Secretary for Operations Director, 4Ps NPMO Director, SLP Director, KALAHÍ Director, PMB Director, DREAMB
04	PANGANGAILANGAN DAGLI, TUGON MADALI	Undersecretary for Operations	Assistant Secretary for Operations Assistant Secretary for PPG Assistant Secretary for NHTS-PR Assistant Secretary for 4Ps Director, PMB Director, DRMB Director, NRLMB Director, 4Ps Director, SLP Director, KALAHÍ Director – PDPB Director – FMS Director – NHTS Director - ICTMS
05	SA PANAHON NG SAKUNA BUONG BANSA HANDA	Undersecretary for Disaster Response Management	Assistant Secretary for DRM Director, DRMB Director, NRLMB Director, PMB Director, 4Ps Director, SLP Director, KALAHÍ Director – PDPB

¹⁴ The PrMT can add or remove team members based on each project's approved annual deliverables.

	Project Name	Lead	Member Offices ¹⁴
			Director – FMS Director - ICTMS
06	BUONG BANSA MAPAYAPA	Undersecretary for Inclusive-Sustainable Peace and Special Concerns	Assistant Secretary for: <ul style="list-style-type: none"> • Inclusive-Sustainable Peace and Special Concerns • Statutory Programs under Operation • Specialized Programs under Operations • GASS (Admin and Finance) Director, KALAHI Director, PMB Director, 4Ps Director, SLP Director, DRMB Director – FMS Director – PDPB
07	SULONG SEKTOR	Undersecretary for Attached and Supervised Agencies (ASAs)	Assistant Secretary for: <ul style="list-style-type: none"> • Statutory Programs under Operations • Specialized Programs under Operations • GASS (Admin and Finance) Director, KALAHI-CIDSS Director, PMB Director, 4Ps Director, SLP Director, DRMB Director, STB Director – FMS Director – PDPB

Project Name		Lead	Member Offices ¹⁴
08	DIGITAL NA PROSESO, MABILIS AT EPEKTIBONG SERBISYO	Undersecretary for Policy and Plans	<p>Assistant Secretary for:</p> <ul style="list-style-type: none"> • Innovations • Statutory Programs under Operations • Specialized Programs under Operations • Policy and Plans • External Assistance and Development • Innovations • Standards and Capacity Building • Operations • GASS (Admin and Finance) <p>All Office, Bureau, and Service Directors (aforementioned group/cluster) with approved Standard Operating Procedures (SOP)</p>
09	POLISIYANG MAAGAP, PAGBABAGONG GANAP	Undersecretary for Legislative Affairs	<p>Assistant Secretary for Policy and Plans Director, PDPB Director, STB</p>
10	SOLUSYON MAKABAGO, PUBLIKO PANALO	Undersecretary for Innovations	<p>Assistant Secretary for:</p> <ul style="list-style-type: none"> • Innovations • Statutory Programs under Operations • Specialized Programs under Operations • Policy and Plans <p>Director, STB Director, PMB Director, SLP Director, SWIDB Director, KALAHI-CIDSS Director, PDPB</p>
11	BAGONG DSWD PARA SA TAO AT KAWANI	Undersecretary for GASS	<p>Assistant Secretary for Administration Director, HRMDS Director, SWIDB Director, PDPB All CO-OBS Directors as Process Owners All Regional Directors as Process Implementers</p>
12	PROJECT CARE (COST-EFFECTIVE ALLOCATION, RESOURCES, AND EFFICIENCY)	Undersecretary for GASS	<p>Assistant Secretary for:</p> <ul style="list-style-type: none"> • Finance and Admin. • PPG <p>Director, FMS Director, PDPB National Program Management Directors Director, Admin. Service</p>

II. ROLES AND RESPONSIBILITIES

a. The PrMT Lead shall:

1. Serve as the project owners of the initiatives.
2. Lead the project initiative planning and assessment.
3. Review and approve project initiative progress report/s.
4. Provide recommendations to the top management on concerns that have an impact on the strategy execution (DSWD Strategy 2024-2028).
5. Call and preside over PrMT meetings.
6. Provide directives to the PrMT Secretariat.
7. Act as a direct link of the PDPB for the project.
8. Present project initiative progress updates to the Office of the Secretary during the EXECOM meeting.
9. Submit semestral project progress reports to the PDPB.
10. Assign an Executive Assistant to serve as a PrMT Secretariat member.

b. The PrMT Members shall:

1. Assist the PrMT Lead in the management of a project.
2. Provide inputs on the progress report prepared by the PrMT Secretariat.
3. Participate in the project implementation planning and assessment.
4. Oversee the project activity implementation carried out by their respective offices.
5. Ensure the allocation of the budget for the implementation of the project.
6. Attend the PrMT quarterly meeting call.

c. The PrMT Secretariat as technical and administrative support shall:

1. Develop the Project Profile.
2. Draft the Project Implementation Plan (PIP)
3. Perform legwork/groundwork for every activity organized by the PrMT.
4. Provide needed information on the monitoring system for the PrMT.
5. Prepare minutes and documentation of PrMT meetings and activities.
6. Prepare all technical papers/documents related to project implementation.
7. Directly coordinate project implementation matters with the assigned Executive Assistant of the team lead.
8. Prepare semestral project progress report for approval of the PrMT Lead.