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**Department of Social Welfare and Development**

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**ADMINISTRATIVE ORDER**

No. 06

Series of 2011

**SUBJECT : ADOPTION OF THE PERFORMANCE GOVERNANCE SYSTEM-BALANCED SCORECARD (PGS-BSC) STRATEGY MAP AND ENTERPRISE SCORECARD**

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**I. RATIONALE**

The Department of Social Welfare and Development is a grantee from the Millennium Challenge Corporation (MCC) for its KALAHI-CIDSS project and the Performance Governance System (PGS) was part of the requirements of the MCC to all its grantees.

Since we have a 123% increase in our budget for 2011, we want to be accountable not only to our donors and oversight agencies, but to the public as well for the 34B budget we proposed.

DSWD has been acclaimed to have served and served well, which has been validated by the surveys despite changes in leadership. However, we want to do a better job, which means understanding how we can measure our performance in a better way where each of us in the DSWD—from the Secretary to the utility person—knows exactly what our individual and common contribution is to the vision, mission and goals of the Department.

Thus, the Performance Governance System-Balanced Scorecard is part of concretizing the social welfare and reform agenda since we want to upgrade our capacities to really implement and deliver programs and services that will reduce poverty and empower the people.

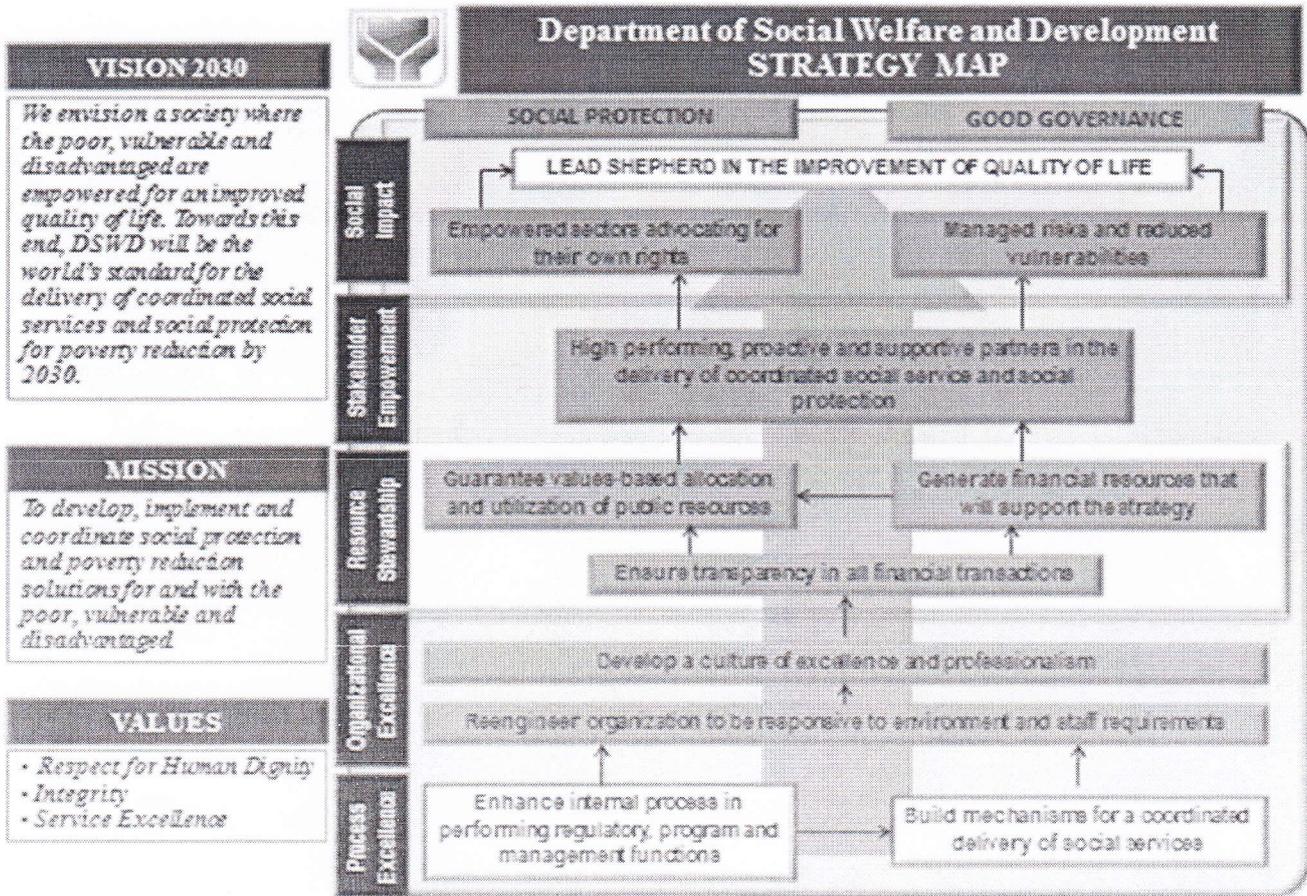
**II. THE STRATEGY MAP**

Rooted in our core values respect for human dignity, integrity and service excellence. We need to develop, implement and coordinate social protection and poverty reduction solutions for and with the poor, vulnerable and disadvantaged. So that by 2030, DSWD will be the world's standard for the delivery of coordinated social services and social protection for poverty reduction.

For that to be able to achieve, we need to: 1) build mechanisms for a coordinated delivery of social services and 2) enhance internal process in performing regulatory, program and management functions, which will be the basis for 3) reengineering organization to be responsive to environment and staff requirements. Moreover, we endeavor to 4) develop a culture of excellence, that results in transparency in financial transactions. We will also 5) generate financial resources and guarantee that there is value-based allocation and utilization of public resources.

As a social protection agency, we are committed to realize our mission or core purpose. Towards this end, we seek to be an effective catalyst to develop 8) high-performing, proactive and supportive partners, 9) sectors who advocate for their own rights. In the end, we believe all these would lead to DSWD being a premiere agency that not only cares, but is also able to harness convergence and 10) mitigate risks so that the lives of our poor, vulnerable and the disadvantaged are put to a better state.

These are the ten (10) broad objectives, which the Department commits itself to in achieving the its societal outcomes of adequate social protection, firm good governance and leadership in the improvement of quality of life.



### III. THE ENTERPRISE SCORECARD

Presented is our governance scorecard consisting of eleven objectives and twenty strategic measures, all of which resulted from our vertical and horizontal consultations and working sessions mainly at the management level.

Through the following measures, we will ensure excellence in both our processes and the whole organization. Streamlining the internal processes of the agency shall contribute to ease of transactions and accreditation of units that exhibits service of excellence. In building mechanisms for coordinated delivery of social services, we hope to minimize, if not completely eradicate exclusion of the poor.

**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%   |
|                           |   |  |   |                    | 9   | Absorptive Capacity   |           |                            | 100%  |
|                           |   |  |   |                    | 10  | Percentage of budget shortfall  |           |                            | 0%  |
| 11                        |   |  |   |                    | Financial Management Integrity rating by Donor Agencies/Independent Evaluators                  |   |           | 95%                        |   |
| 12                        |   |  |   |                    | Percentage of Disallowance  |   |           | less than 10%              |   |
| RESOURCE STEWARDSHIP      | G   | Transparency in all financial transactions                                     | Usec GASSG  | 13                 | Performance Rating of the Agency  |   |           | 95%                        |   |
|                           |   |  |   | 14                 | % of officials conferred with CESO rank   |   |           | 100%                       |   |
|                           |   |  |   | 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%                       |   |
| ORGANIZATIONAL EXCELLENCE | I   | Reengineer organization to be responsive to environment and staff requirements | Usec GASSG  | 17                 | Percent of items filled by qualified personnel  |   |           | 100%                       |   |
|                           |   |  |   | 18                 | Rate of Exclusion   |   |           | 0%                         |   |
|                           |   |  |   | 19                 | Percentage of units accredited as service of excellence   |   |           | 90%                        |   |
|                           |   |  |   | 20                 | Percentage of transactions completed within the processing time                                 |   |           | 100%                       |   |
|                           |   |  |   | PROCESS EXCELLENCE | K   | Enhance internal process in performing regulatory, program and management functions                       | Usec OCBG | 19                         | Percentage of units accredited as service of excellence |
| 20                        | Percentage of transactions completed within the processing time |  |   |                    |   |   |           | 100%                       |   |

As we reengineer the reorganization and evolve into a learning institution, we will employ personnel based on their strengths and the needs of the agency and will increase the number of partners in implementing quality programs and services.

Achieving CESO Rank for all officials is significant and a high performance rating as an agency is an offshoot of developing a culture of excellence.

In regard to resource stewardship, achieving transparency in all financial transactions shall be gauged by the percentage of disallowance and by our financial management integrity rating to be validated by external validators; Generating resources to support strategies is assessed through the percentage of budget shortfall; While value-based allocation and utilization of these resources is appraised through the Department's absorptive capacity.

In implementing these strategies, the Department hopes to obtain intermediaries adopting and/or supporting our coordinated efforts in SWD; continuously earn and enjoy the high trust rating of our stakeholders, and mold them into high-performing partners.

All these contributes to the lowering the prevalence of risks and vulnerabilities, incorporating sectoral issues into development plans by empowered sectors; the end result of which is the satisfaction of clients served because of better social protection and reduction in poverty.

#### **IV. ACCOUNTABILITY**

As prescribed in the scorecard, the Department/enterprise scorecard has a shared responsibility in ensuring the delivery of its objectives according to its perspective and stated as follows:

| <b>PERSPECTIVE</b>  | <b>OBJECTIVE OWNER</b>   |
|---|--|
| <b>Social Impact</b>                                      | Department Secretary   |
| <b>Stakeholders' Empowerment</b>                          | Undersecretary for Policy and Programs                         |
| <b>Resource Stewardship and Organizational Excellence</b> | Undersecretary for General Administrative and Support Services |
| <b>Process Excellence</b>                                 | Undersecretary for Operations and Capacity Building            |

**V. EFFECTIVITY**

All Field Offices and Central Office Bureaus and Services, including the project management offices, are hereby directed to align their projects and activities to the strategies and objectives presented herein.

Any previous instructions that are inconsistent with this Department Order is hereby revoked.

Issued this 30th day of March, 2011.

  
**CORAZON JULIANO-SOLIMAN**  
Secretary