



Department of Social Welfare and Development

ADMINISTRATIVE ORDER

No. 05

Series of 2020

Subject: Adoption of PGS Pathways, DSWD Strategy Map 2028 and DSWD Governance Scorecards

I. Rationale

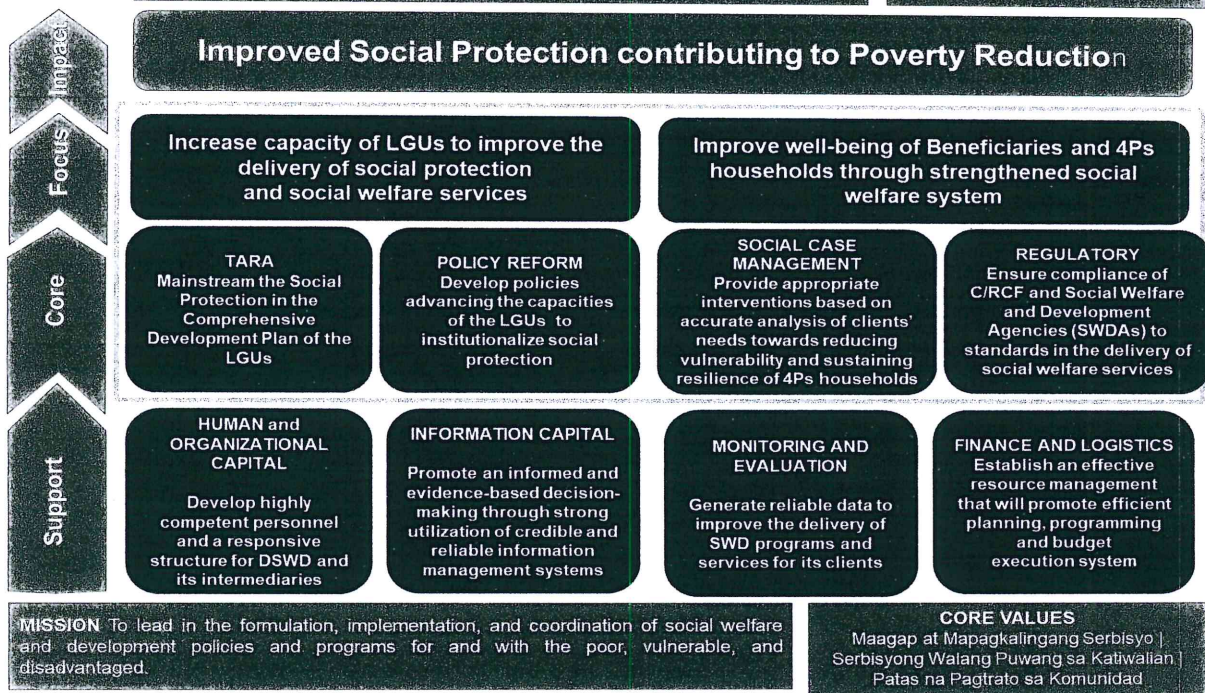
The Department of Social Welfare and Development (DSWD) is bestowed with the sacred mandate of taking the lead in social protection – authorizing the organization to develop, implement, and coordinate social protection and poverty reduction solutions for and with the poor, vulnerable, and disadvantaged. With the Ambisyon 2040 aiming for “Matatag, Maginhawa, at Panatag na Buhay” and DSWD’s Vision of having “all Filipinos free from hunger and poverty, have equal access to opportunities, enabled by a fair, just and peaceful society”, a performance management tool is needed to track the performance of the Department to ensure the fulfillment of its enabling and implementing roles. Hence, the Performance Governance System (PGS) is adopted by DSWD to level-up the quality of service delivery of its mandate to its constituent. The adoption of the PGS shall also lead to a more effective and efficient implementation of the DSWD Strategic Plan 2018-2022. Thus, the Secretary’s directive to re-implement the PGS in the Department is timely for the mid-term assessment of the Strategic Plan.

Using the PGS, the DSWD translated its vision and governance statements into concrete and quantifiable outcomes and aligned its operational activities with larger-scale and longer-term objectives, monitored through the Governance Scorecard.

II. DSWD Strategy Map 2028

Throughout the years, the DSWD has remained steadfast in fulfilling its mandate, but with the advent of the 21st century, the organization was confronted with newer and more complex challenges that significantly impeded the DSWD’s performance of its mission and tasks. In this light, the DSWD needs an organization-wide strategy that would drive the organization toward the attainment of its mission and vision.

The DSWD Strategy Map 2028 provides the strategic focus that the Department will operationalize to deliver its mission. Specifically, it demonstrates the critical strategies needed to achieve the DSWD’s Vision of making all Filipinos free from hunger and poverty, have equal access to opportunities, enabled by a fair, just, and peaceful society. However, it is to be emphasized that DSWD is not the sole agency responsible for poverty reduction. Thus, by facilitating coordinated efforts and convergence of different partners and stakeholders, DSWD will be able to mobilize and steer social protection and social services to address poverty reduction.



Rooted on core values: Maagap at Mapagkalingang Serbisyo, Serbisyong Walang Puwang sa Katiwalian at Patas na Pagtrato sa Komunidad. The DSWD officials and employees are expected to imbibe these core values in pursuit of the Department's Vision and Mission.

The DSWD Strategy Map 2028 has four major sections designed as a results framework: the Impact Objective, Focus Objectives, Core Objectives and Support Objectives.

1. **Impact Objective:** Improved Social Protection contributing to Poverty Reduction is the articulation of DSWD's contribution to the sectoral and societal goals of the country for Ambisyon 2040 as committed in the Philippine Development Plan (PDP) 2017-2022, particularly on accelerating human capital development (Chapter 10) and building socio-economic resiliency of individuals and families (Chapter 11)
2. **Focus Objectives (Outcomes):** Comprised of objectives which are designed on bringing changes in clients' (beneficiaries and intermediaries) lives or behaviour and capacity. This represents the steering and rowing functions of the Department. Essentially, it aims to sustain the implementation of Strategic Plan 2018-2022 and taking into consideration the thrust of the new administration of institutionalizing the Pantawid Pamilyang Pilipino Program and actualizing the full devolution of DSWD services to local government units.
3. **Core Objectives (Outputs):** Comprised of outputs which are essential to be delivered to ensure achieving the focus objectives.
4. **Support Objectives (Inputs):** Comprised of inputs needed to ensure that the implementation of programs and services will deliver the intended results reflected in the Core Objectives section. In order to realize the deliverables for its core process, the DSWD must address internal issues as well in order to enable the organization to have a higher success rate in terms of strategy execution. The Department shall manage its resources efficiently and ensure that its institutional processes, systems and human resources are in place.

The map illustrates the Department's direction in actualizing its strategic initiatives, which are to be monitored through the Governance Scorecard.

III. Strategic Focus

Aligned with the Department's mandate, the strategic focus of the Department is shifting to steering functions, but not completely setting aside the rowing functions. These two functions direct the DSWD to balance its "enabling and implementing" roles as it performs its crucial functions as one of the poverty alleviation agencies of the government. As enabler, the Department is expected to increase the capacity of the LGUs on social protection through the functionality of the LSWDOs. While as implementer, the Department need to improve well-being of its constituents through strengthening the social welfare system. As such, the 4Ps beneficiaries are expected to be self-sufficient, the DSWD Centers and Residential Care Facilities shall be centers of excellence.

STRATEGIC FOCUS			
	Baseline	2022	2028
Increase capacity for social protection among LGUs	7 (Level 3) out of the 76 provincial SWDOs	76 Provincial SWDOs Level 3	1,372 Municipal SWDOs Level 3
	5 (Level 3) out of the 144 City SWDOs (2019) *	144 City SWDOs Level 3	
Improve well-being of beneficiaries and 4Ps households through strengthened social welfare system	Self-sufficient 4Ps HH: 389,327 (2016)	1,000,000 of 4M 4Ps HHs are self-sufficient as per SWDI	4M of 4Ps HHs are self-sufficient as per SWDI
	Subsistence 4Ps HH: 3,156,829 (2016)		
	Survival 4Ps HH: 149,729 (2016)		
	14 (2018) out of the 71 Accredited Centers and Residential Care Facilities	100% accredited 50% centers of excellence	100% centers of excellence

*Service Delivery Capacity Assessment (SDCA)

OUTCOMES			
Impact	Measure	BL	2022
Improved Social Protection contributing to Poverty Reduction	Poverty incidence	21.6% among individuals ^{a/}	14%
	Vulnerability rates of marginalized sectors	Highly vulnerable – 18.3 ^{b/} Relatively vulnerable – 38.4 ^{b/}	



Strategic Focus (Organizational Outcome)	Measure (Indicator)	BL	2022
Increase capacity for social protection among LGUs	Levels of Service Delivery	7 (Level 3) out of the 76 Provincial SWDOs	76 Provincial SWDOs Level 3
		5 (Level 3) out of the 144 City SWDOs (2019)	144 City SWDOs Level 3
Improve well-being of beneficiaries and 4Ps households through strengthened Social Welfare System	Number of 4Ps households with improved level of well-being through Social Welfare and Development Indicator (SWDI)	Self-sufficient 4Ps HH: 389,327 (2016)	1,000,000 of 4M 4Ps HH are self-sufficient as per SWDI
		Subsistence 4Ps HH: 3,156,829 (2016)	
		Survival 4Ps HH: 149,729 (2016)	
	DSWD Centers meeting Level 3 Accreditation Standards	14 (2018) out of the 71 Accredited Centers and Residential Care Facilities	100% accredited 50% centers of excellence

a/ 2015 PSA Estimates

b/ PIDS Discussion Paper: Examination of Trends on the Vulnerability Status of HHs in 2015

IV. 2022 Governance Scorecard

Presented is DSWD governance scorecard for CY 2020-2022 consisting of eight (8) objectives and twelve (12) 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. Specifically, the measures for the core processes will strengthen the steering functions of the Department.

CORE PROCESS SCORECARD								
	Objective	#	Measure	BL	20	21	22	
1	TARA - Mainstream the Social Protection in the Comprehensive Development Plan of the LGUs	1	Number of LGUs allocating at least 10% of its budget for social assistance and social safety nets	89 <i>(44 Provinces and 45 Cities)</i> <i>SDCA Result (2019)</i>	64 <i>(25 Provinces and 39 Cities)</i>	79 <i>(36 Provinces and 43 Cities)</i>	77 <i>(15 Provinces and 62 Cities)</i>	
2	POLICY REFORM - Develop policies advancing the capacities of the LGUs to institutionalize social protection	2	% of LGUs with Social Protection plans (including new devolved programs) integrated in the Annual Investment Plans (AIP)	Provinces	0	25%	50%	100%
				Cities	0	20%	50%	100%

CORE PROCESS SCORECARD								
	Core (SIs) Objective	#	Measure	BL	20	21	22	
3	SOCIAL CASE MANAGEMENT - Provide appropriate interventions based on accurate analysis of clients' needs towards reducing vulnerability and sustaining resilience of 4Ps households	3	# of 4Ps households with improved level of well-being	Survival	149,729 <i>(2016)</i>	96,890	68,211	39,790
				Subsistence	3,156,829 <i>(2016)</i>	3,702,882	3,338,706	2,986,178
				Self-sufficiency	389,327 <i>(2016)</i>	218,256	611,116	1,000,000
4	REGULATORY - Ensure compliance of C/RCF and Social Welfare and Development Agencies (SWDAs) to standards in the delivery of social welfare services	4	DSWD Centers/Residential Care Facilities (C/RCF) meeting Level 3 Accreditation Standards	14 <i>(2019)</i>	19	24	35	
				42 <i>(2019)</i>	15	14	71	

SUPPORT PROCESS SCORECARD							
Objective	#	Measure	BL	20	21	22	
5	5	PRIME-HRM Maturity Level	Field Offices	Level I Level II	100% are Level II	At least 50% are Level III	At least 75% are Level III
			Central Office	Level II	Level II At least 25% of Level III indicators	Level III At least 25% of Level IV Indicators	Level IV
	6	ISO-certified clusters /FOs	Field Offices	2 Field Offices are certified	14 Field Offices are certified 2 Field Offices are validated	16 Field Offices are validated	14 Field Offices are validated 2 Field Offices are re-certified
			Central Office (Clusters)	1 Cluster is certified (GASSG)	4 Clusters are certified (OSG, SCBG, DRMG, OPG) 1 Cluster is validated (GASSG)		5 Clusters are validated (OSG, SCBG, DRMG, OPG, GASSG) 1 Cluster is certified (PPG)
6	7	Functional DSWD Operation Center (OpCen)	0	Program Beneficiary Information Database of Pantawid and Listahanan integrated to Unified Beneficiary Information Database (UBID)	Program Beneficiary Information Database of Socpen, AICS, SLP and other programs integrated to UBID	New beneficiary programs UBID as part of the DSWD OpCen	

SUPPORT PROCESS SCORECARD							
Objective	#	Measure	BL	20	21	22	
7	8a	Number of PSWDOs monitored and assessed	0%	25 PSWDOs	36 PSWDOs	15 PSWDOs	
	8b	Number of CSWDOs monitored and assessed	0%	39 CSWDOs	43 CSWDOs	62 CSWDOs	
	9	% of SWD programs and services with evaluation studies	37% (7/19)	47% (9/19)	74% (14/19)	100%	
8	10	Number of COA adverse AOMs (for CO only)	23 (2019)	≤ 20	≤15	≤10	
	11a	Budget utilization rate (Obligation)	99% (2018)	100%	100%	100%	
	11b	Budget utilization rate (Disbursement)	97% (2018)	100%	100%	100%	
	12	Completed Purchase Request Ratio	TBD	80%	90%	100%	

To ensure a smooth top-down approach, the multi-year deliverables should be cascaded at all levels to guarantee the alignment of the strategic contributions of each office, bureau and division. Identification of strategic contributions must not deviate from the KRA roadmaps and must have a quality and quantity indicators. To track the overall performance of the organization, the baselines should be verified and finalized for each measure. Likewise, realistic targets shall be determined in order to push the strategy forward.

For the identification of lower level scorecards and scoreboards, the existing DSWD Strategic Plan 2018-2022 may be utilized. Given the twenty (20) strategic initiatives (SIs) with corresponding critical activities (CAs), all OBs and FOs shall review and consider in

determining the SIs and activities that may be contributory in achieving the strategic focus of the Department until 2022. The organizational outcomes as indicated in the strategic plan can also be achieved through the four (4) core processes in the strategy map while the four (4) support processes will support the foundational outcomes as laid in the strategic plan.

V. Institutional Arrangements

All DSWD Offices including Centers and Institutions shall be involved and accountable in the re-implementation of the PGS in the Department to ensure full implementation of DSWD Strategic Plan as well as to meet the Department's objective to be conferred as PGS Proficient by end of CY 2020.

The Office of Strategy Management (OSM) shall be primarily responsible in devising, integrating, and coordinating all processes related to governance, strategy development, strategy execution, strategy monitoring and evaluation, and strategic communication to ensure effective implementation of the organization's strategic plan. Specifically, the OSM shall be responsible in:

1. Orchestrating all operations related to the advancement of the identified strategy;
2. Cascade the strategies to the lower-level units and individuals;
3. Align operations to the strategy through harmonizing day-to-day processes such as linkage to incentives, performance assessments and budgeting process;
4. Lead on the implementation of the strategic contributions that are directly or indirectly linked to the organization's positioning;
5. Monitor, review and report the strategy implementation of all offices through regular monitoring and reporting mechanisms;
6. Manage the Multi-Sector Governance Council (MSGC); and
7. Prepare assessment reports which include analysis of the office' performance and substantial inputs as to how the units can further improve performance.

The OSM shall also serve as the Technical Secretariat of the DSWD Multi-Sectoral Governance Council (MSGC) and be the link between the Department and the MSGC regarding implementation of scorecards.

The **Undersecretaries as Cluster Heads and the Assistant Secretaries** shall serve as objective owners of the governance scorecards. They shall review the strategies developed by the OBS/FO to ensure alignment of specific scorecard to the objectives assigned to them. They shall act as the liaison and advocates and shall monitor and report the progress of OBS/FO strategic deliverables during the conduct of the strategy review meetings. They shall be assigned as follows:

STRATEGIC OBJECTIVES	OBJECTIVE OWNERS
Mainstream the Social Protection in the Comprehensive Development Plan of the LGUs (<i>TARA</i>)	<ul style="list-style-type: none"> • Office of Undersecretary for Standards and Capacity Building • Office of Undersecretary for Operations • Office of Assistant Secretary for Standards and Capacity Building • Office of Assistant Secretary for Statutory Programs
Develop policies advancing the capacities of the LGUs to institutionalize social protection (<i>Policy Reform</i>)	<ul style="list-style-type: none"> • Office of Undersecretary for Policy and Plans • Office of Assistant Secretary for Policy and Plans

STRATEGIC OBJECTIVES	OBJECTIVE OWNERS
Provide appropriate interventions based on accurate analysis of clients' needs towards reducing vulnerability and sustaining resilience of 4Ps households (<i>Social Case Management</i>)	<ul style="list-style-type: none"> • Office of Undersecretary for Operations • Office of Assistant Secretary for Specialized Programs
Ensure compliance of C/RCF and Social Welfare and Development Agencies (SWDAs) to standards in the delivery of social welfare services (<i>Regulatory</i>)	<ul style="list-style-type: none"> • Office of Undersecretary for Standards and Capacity Building • Office of Undersecretary for Special Concerns • Office of Undersecretary for Operations • Office of Assistant Secretary for Statutory Programs
Develop highly competent personnel and a responsive structure for DSWD and its intermediaries (<i>Human and Org. Capital</i>)	<ul style="list-style-type: none"> • Office of Undersecretary for General Administrative and Support Services • Office of Assistant Secretary for General Administrative and Support Services
Promote an informed and evidence-based decision-making through strong utilization of credible and reliable information management systems (<i>Information Capital</i>)	<ul style="list-style-type: none"> • Office of the Assistant Secretary for OSEC Concerns
Generate reliable data to improve the delivery of DSWD and devolved SWD programs and services for its clients (<i>M and E</i>)	<ul style="list-style-type: none"> • Office of Undersecretary for Policy and Plans • Office of Assistant Secretary for Policy and Plans
Establish an effective resource management that will promote efficient planning, programming and budget execution system and to promote accountability, fairness and transparency (<i>Finance and Logistics</i>)	<ul style="list-style-type: none"> • Office of Undersecretary for General Administrative and Support Services • Office of Assistant Secretary for General Administrative and Support Services

The **DSWD PGS Core Team** shall be responsible for championing the PGS and influencing the strategic direction. The core team is expected to assist the OSM in strategy execution by operationalizing the strategy in their respective units and tracking the progress of the deliverables.

The **DSWD PGS Focal Persons** shall assist their respective heads and ensure alignment of the OBS/FOs strategic contributions to the governance scorecards, budget link to strategies and recommend specific action to be undertaken by respective Heads in achieving strategic focus. They are expected to prepare monthly and quarterly progress reports.

The **OBS/FOs** shall be responsible in formulating the scorecards of their respective office/bureau with the help of OSM and ensuring that results are delivered in the conduct of their operations. They shall account for the implementation of the initiatives determined to move the scorecards and reporting of such accomplishments to their Cluster Heads and OSM during operations and strategy reviews.

For the **FOs**, the re-implementation of PGS shall be directly supervised by the Regional Directors, to be assisted by their respective PGS Focal Persons.

The **Performance Management Team (PMT)** shall ensure that Key Performance Indicators to measure the strategic objectives are included in the Harmonized and Must Office Performance Commitment (OPC).

The **Social Marketing Service (SMS)** shall be the main communicator of the Department's strategies. It shall design and deliver the messages in multiple ways through multiple media while the OSM serves in a coordinating role, reviewing the content and frequency of messages to ensure these correctly communicate the strategy.

The **Finance and Management Service (FMS)** shall make allocations in the annual WFP for the Department's strategies in addition to the regular or operational expenditure.

The **Human Resource Management and Development Service (HRMDS)** shall situate the DSWD Strategy Map and Scorecard in the performance management framework and ensure that specific measures and targets are duly incorporated in the performance contracts of officials and staff. It shall also formulate an incentive system that will motivate out-of-the-box thinking and autonomy in coming up with strategies that will achieve the targets indicated in the scorecards.

The **Social Welfare Institutional Development Bureau (SWIDB)** as responsible for maintaining and updating the Knowledge Exchange Center (KEC), any good practice along the implementation of the balanced scorecard shall be provided to the SWIDB for uploading to the KEC. Institutionalization of such practices to ensure organization-wide adoption to achieve better results shall be the responsibility of the SWIDB.

The **Information and Communications Technology Management Service (ICTMS)** shall lead in creating the ICT support system, particularly in the design of dashboards in monitoring key performance indicators and measures.

The **Multi-Sectoral Governance Coalition (MSGC)**¹ shall serve as an advisory body to the Department responsible for monitoring the performance of the Department through utilization of their resources and networks to help the organization move its goals and objectives.

VI. Funding

All budgetary requirements for the implementation of the PGS pathways, strategy map and scorecards shall be included in the budget proposal, WFP, monthly disbursement program of all Offices, Bureaus and Services as well as Regional Offices..

VII. Effectivity

This Administrative Order shall take effect immediately. All Field Offices and Central Office Bureaus and Services, including the project management offices and DSWD Centers and Institutions 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 in Quezon City, this 13th day of March 2020.

Certified True Copy:

HORACIO SAMSON, JR.


ROLANDO JOSELITO D. BAUTISTA

Secretary

Department of Social Welfare and Development

¹ MSGC is composed of external stakeholders from different sectors