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Department of Social Welfare and Development

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MEMORANDUM CIRCULAR

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SUBJECT: CY 2014 DSWD THRUSTS AND PRIORITIES

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I. RATIONALE

Envisioning of becoming the world's standard for the delivery of coordinated social services and social protection for poverty reduction by 2030, the Department of Social Welfare and Development (DSWD) continues to fuel its passion in developing and implementing strategies, policies and programs responsive to the needs of the poor, vulnerable, and disadvantaged as it lays down its CY 2014 Thrusts and Priorities. The 2014 Thrusts and Priorities focuses on the Department's initiatives to meet its Strategic Goals for CY 2016. These 2014 Thrusts and Priorities are also geared towards the embedding of the "*Matapat, Mahusay, at Magiliw na Paglilingkod*" as key attributes by which service is delivered to accompany the high performing culture that the Department's customers and stakeholders demand.

These thrusts and directions are consistent with the Philippine Development Plan's goal of achieving inclusive and broad-based growth and commitments to the United Nations Millennium Development Goals (MDGs) particularly MDG 1, that of eradicating extreme poverty and hunger. Central to the Department's directions for 2014 is to deepen the impact of the country's conditional cash transfer program, the Pantawid Pamilya, in contributing to poverty reduction and in posting improvements to its human capital objectives. This whole gamut of promoting inclusive growth through the Pantawid Pamilya Program calls for stronger collaboration with the other core social protection programs of the Department, namely: the KALAHI-CIDSS and Sustainable Livelihood Program.

Overall, this set of priorities are intended to provide impetus on how we deliver the Department's programs and services while at the same time providing focus on the strategic priorities as we pursue better governance.

II. OBJECTIVES

The 2014 Thrusts and Priorities shall guide all DSWD Central and Field Offices in the formulation of their plans, budgets, performance contracts, and relevant initiatives for the given period.

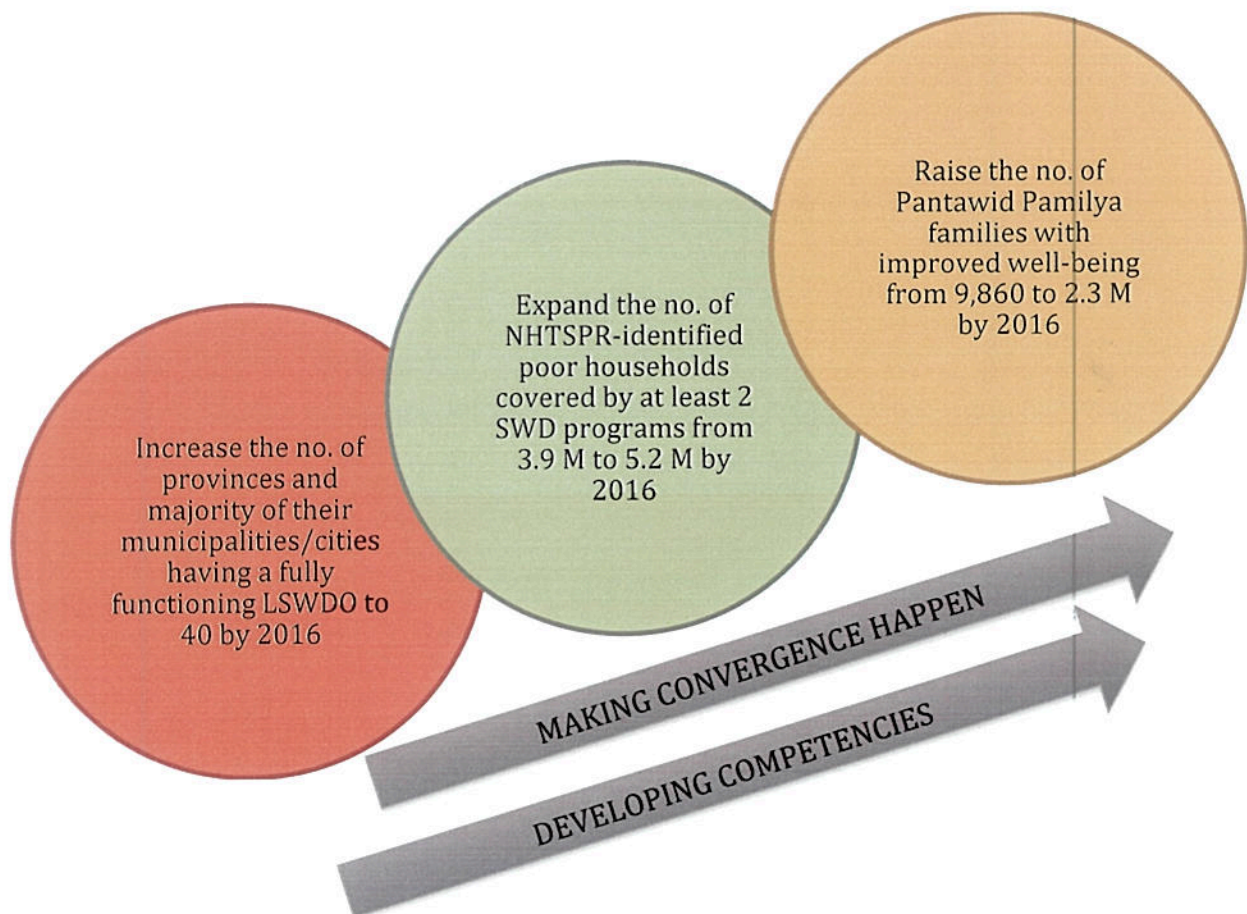
### III. COVERAGE

The 2014 Thrusts and Priorities shall cover all DSWD Central and Field Offices.

### IV. THRUSTS AND PRIORITIES

#### A. STRATEGIC GOALS (2014 -2016)

The Department identified three (3) Strategic Goals for 2016. The Strategic Goals serve as time slices of the long-term vision for 2030. Consistent with the mission of the Department to be the Lead Shepherd in the provision of Social Welfare and Development (SWD) programs and services, the Strategic Goals focus on the steering role of DSWD, particularly on coordinated service delivery, capacity building, and regulatory functions. These goals include: 1) Raise the number of Pantawid Pamilya families with improved well-being; 2) Expanding the number of NHTSPR-identified households covered by at least two (2) SWD programs; and 3) Increasing the number of provinces and a majority of their municipalities/cities having a fully functional Local Social Welfare and Development Office (LSWDO). With convergence as a strategy, internal and external collaboration with other partners (NGAs, LGUs, CSOs) are envisaged to facilitate in achieving a life of dignity for the poor, vulnerable, and marginalized.



## **B. THE DSWD ROADMAP**

Following the Department's strategy review, it has updated its Strategy Map incorporating the three (3) Strategic Goals and introduced some refinements on the objectives in the areas of process excellence, resource stewardship, and organizational excellence.

Specifically, the roadmap spells out the mechanisms and enablers by which to operationalize the implementation of the initiatives and programs. Key to making convergence happen is anchored on engaging and forging collaboration with other social protection service providers in order to improve and strengthen case management of Pantawid Pamilya households and in ensuring that the number of NGAs using the National Household Targeting System for Poverty Reduction (NHTS-PR) for identifying program beneficiaries is expanded; hence, would result in improved coverage of beneficiaries for social welfare programs.

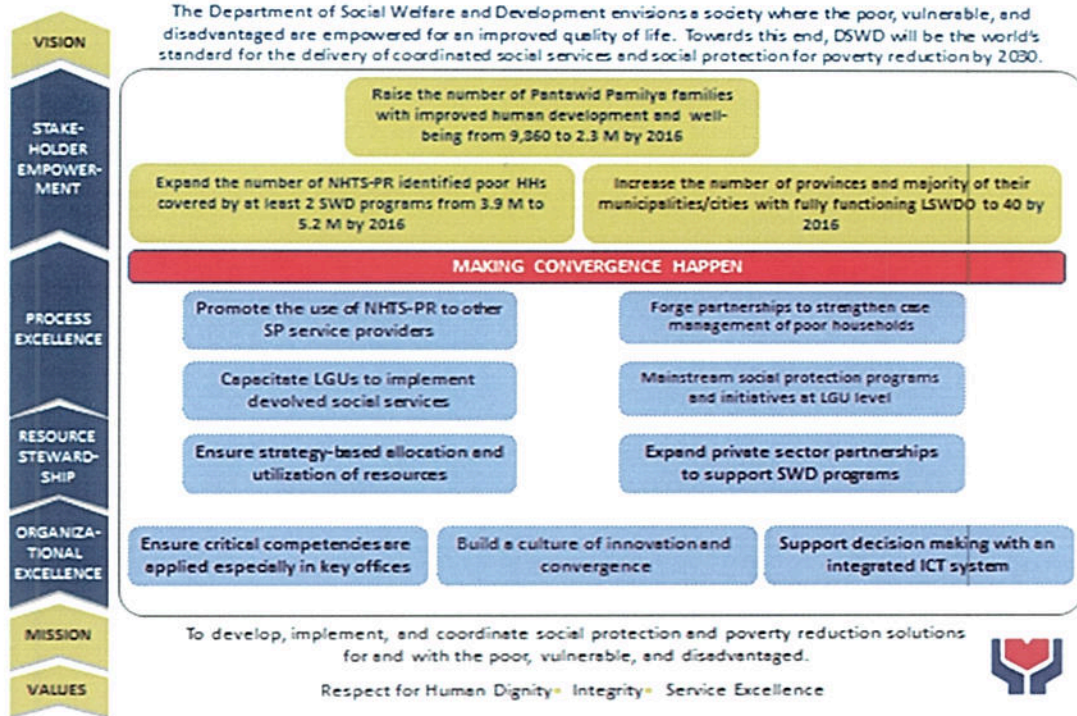
Although this will not necessarily mean that DSWD will have no field level implementation function, central to the desired shift of the Department from rowing to steering role is the effort to engage more local government units in the delivery of devolved programs and services. First and foremost to achieve this is by honing the capacity of LGUs, particularly the LSWDOs, in discharging its functions. Among others, mainstreaming social protection in the business of local governments is a condition that is desired especially now that the Department is leading and orchestrating efforts on social protection, it being the Chair of the Sub-Committee on Social Protection under the NEDA-Social Development Committee (NEDA-SDC). We aim to step up efforts in mainstreaming social protection policies and programs in the local development plans through intensive advocacy and capacity building/re-tooling.

Aside from the General Appropriations Act (GAA) of the government, financing the resource requirements for the implementation of the DSWD strategic initiatives require a conscious and deliberate partnership with various entities and sources of possible funding (e.g., Official Development Assistance, Embassies, Foundations, CSOs, other private groups). This would entail a thorough assessment and mapping of potential partnerships, which could support DSWD's priority programs and services. A judicious allocation and utilization of resources shall continue to be pursued as we strengthen internal controls and risk mitigation measures to make full use of the limited government resources.

Core to achieving the above endeavors is ensuring that critical competencies are present and are being applied in the organization. Equally important are the institutionalization of ways of working and interventions that are integrated into policies and systems and building the culture of innovation where good and best practices are shared and replicated for increased productivity. Ultimately, having a reliable and integrated Information and Communications Technology (ICT) system is critical for decision-making. All

of these are poised to contribute to DSWD's quest for raising the bar of its performance in leading the social protection sector of the country.

Figure 1. DSWD Strategy Map



### C. STRATEGIC INITIATIVES

To realize its Strategic Goals for 2014-2016, the Department identified ten (10) Strategic Initiatives. The table below shows the contribution of each strategic initiative to the identified goals.

		STRATEGIC GOAL 1	STRATEGIC GOAL 2	STRATEGIC GOAL 3
Direct Contribution		Convergence ++		
		Transition for Selective Divestment		
Support Processes	ICT Backbone			
			Strategic Social Marketing Plan	
			Scorecard Institutionalization	
			Unified Results-Based Monitoring and Evaluation System	
			Competency-Based Recruitment, Selection and Placement System	
			Medium Term Expenditure Program	
			Setting-up the RGMO	

These Strategic Initiatives, their respective thrusts and specific activities for 2014 are as follows:

Strategic Initiatives	2014 Thrusts and Priorities	Specific Activities
<b>Convergence ++</b>	<ul style="list-style-type: none"> <li>▪ Explore the expansion of Sustaining Interventions in Poverty Alleviation and Governance (SIPAG) Project in the case management of HHs</li> <li>▪ Develop and adopt an integrated Social Welfare Indicators (SWI) and Situational Analysis (SA) tools</li> <li>▪ Expand public-private partnerships through the BANTAY, TULAY, GABAY and KAAGAPAY framework in the implementation of social protection programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Utilize the Sustaining Interventions in Poverty Alleviation and Governance (SIPAG) Project in the Social Case Management System</li> <li>▪ Operationalize convergence of DSWD Protective Services (Social Pension, Supplementary Feeding, Expanded Government Internship Program for Youth [E-GIP] and other center-based and community-based programs)</li> </ul>
<b>Transition for Divestment</b>	<ul style="list-style-type: none"> <li>▪ Blueprint for DSWD Divestment Program including the development and pilot-testing of the Local Government Units (LGU) Incentive Program and the Online LGU Database for Devolved Programs and Services</li> </ul>	
<b>Strategic Social Marketing Plan</b>	<ul style="list-style-type: none"> <li>▪ Implement and roll-out the Strategic Social Marketing Plan at the national and regional level</li> <li>▪ Develop a Communication Plan to inform and reach an agency-wide target on the Performance Governance System-Balanced Scorecard (PGS-BSc)</li> </ul>	
<b>PGS-Balanced Scorecard Institutionalization</b>	<ul style="list-style-type: none"> <li>▪ Monitor and evaluate DSWD strategy execution via the institutionalization of regular strategy reviews to firm its Proficiency Level and achieve breakthrough results</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitor and develop tools for PGS measures (client satisfaction, social protection index, risks and vulnerabilities, trust rating, partner performance, intermediary adoption/ implementation)</li> </ul>

Strategic Initiatives	2014 Thrusts and Priorities	Specific Activities
	<ul style="list-style-type: none"> <li>▪ Install the electronic Performance Governance System (e-PGS) to monitor scorecards and strategic initiatives at the DSWD Central and Field Offices</li> </ul>	
<b>Unified Results-Based Monitoring and Evaluation System</b>	<ul style="list-style-type: none"> <li>▪ Enhance the operationalization of the Department-wide Results-Based Monitoring and Evaluation System</li> <li>▪ Evaluate the impact of core social protection programs (Pantawid Pamilya, KALAHI-CIDSS, SLP, Social Pension, Supplemental Feeding, Core Shelter Assistance Program)</li> <li>▪ Develop feedback systems for intermediaries, CSOs and legislators in developing services related to policy, technical assistance and resource augmentation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain reliable and comprehensive data in all sectors (trafficked persons, children in conflict with the law [CICL], persons with disabilities [PWD] and Senior Citizens)</li> </ul>
<b>Competency-Based Recruitment, Selection and Placement System</b>	<ul style="list-style-type: none"> <li>▪ Roll-out the competency-based recruitment, selection and placement system to all the Field Offices</li> <li>▪ Develop competency models for strategic offices</li> <li>▪ Competency profiling of personnel of strategic offices</li> <li>▪ Implement the Human Resource Information System (HRIS)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Apply competency models in the capability building and development of technical and support staff</li> <li>▪ Sustain Human Resources and Organizational Development Interventions on Competency Based Leadership Development Program (CBLDP) and Institutional Capacity Development Planning (ICDP)</li> </ul>
<b>Medium-Term Expenditure Plan (MTEP) 2014-2016</b>	<ul style="list-style-type: none"> <li>▪ Updating of the MTEP, Annual Procurement Plans (APP), Work and Financial Plans (WFP) and Monthly Cash Program (MCP) to ensure that strategic initiatives are funded</li> </ul>	<ul style="list-style-type: none"> <li>▪ Intensify support to achieve 100% fund utilization through enhanced monitoring, coordination and inventive reporting initiatives</li> </ul>

Strategic Initiatives	2014 Thrusts and Priorities	Specific Activities
		<ul style="list-style-type: none"> <li>▪ Provide orientations/ technical assistance to OBSUs on procurement planning</li> <li>▪ Capacitate staff in the procurement and financial management concerns</li> </ul>
<b>Setting up the Resource Generation and Management Office (RGMO)</b>	<ul style="list-style-type: none"> <li>▪ Operationalize the RGMO based on the approved Terms of Reference</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhance the capacity to generate and manage technical assistance (TA) and other resources covered by loans, grants and special agreements</li> <li>▪ Facilitate access to TA grants in support of core social protection programs</li> </ul>
<b>Online Database Sharing and Reporting</b>	<ul style="list-style-type: none"> <li>▪ Update the NHTO database through household assessment of 13 million households</li> <li>▪ Maintain the database of poor households as basis for sound policies and effective programs</li> <li>▪ Popularize the use of NHTS-PR generated data by other government agencies and LGUs in targeting the poor as beneficiaries of the programs and services intended for the poor and disadvantaged</li> </ul>	
<b>Integrated Enterprise IT</b>	<ul style="list-style-type: none"> <li>▪ Develop the DSWD Data Warehouse System</li> <li>▪ Develop the Social Pension for Indigent Senior Citizens Information System</li> <li>▪ Enhance Pantawid Pamiya Information System version 2</li> <li>▪ Develop the Enterprise Resource Planning Systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fully implement an integrated and inter-operable information system for frontline and back office support services and provide greater access to our partners and publics to the vital data and information they need</li> <li>▪ Maintain a website that provides real time updates on DSWD work and is utilized by everyone with OBSUs contributing information</li> </ul>

Strategic Initiatives	2014 Thrusts and Priorities	Specific Activities
		<ul style="list-style-type: none"> <li>▪ Develop the standard of ICT competency, capability, professionalism and integrity</li> </ul>

**D. OTHER MAJOR PROGRAMS, PROJECTS AND INITIATIVES**

The respective thrusts/specific activities for other major programs and projects of the Department are the following:

Other Programs and Projects	2014 Thrusts and Priorities
<b>Convergence</b>	<ul style="list-style-type: none"> <li>▪ Harmonize implementation of PAMANA involving KALAHI-CIDSS, Sustainable Livelihood (SL) and PSB</li> </ul>
<b>Pantawid Pamilyang Pilipino Program</b>	<ul style="list-style-type: none"> <li>▪ Expand and strengthen the Pantawid Pamilyang Pilipino Program to cover all eligible poor households from the database of the poor</li> <li>▪ Sustain the gains of Pantawid Pamilya by brokering access of graduated set 1 beneficiaries to other social protection services particularly sustainable livelihood opportunities</li> </ul>
<b>KALAHI-CIDSS</b>	<ul style="list-style-type: none"> <li>▪ Sustain and expand gains of KALAHI-CIDSS to cover an additional 323,325 beneficiaries (households) in 10,714 barangays in 486 poor municipalities nationwide</li> <li>▪ Facilitate environmental protection through CDD Implement a CDD Modality for ARMM and Bangsamoro in cooperation with the Regional Government Unit and DSWD-ARMM Develop models/tools to enhance the responsiveness of CDD to specific contexts and issues in poor communities: conflict-affected areas , indigenous cultural communities, disaster prone areas and promoting gender participation benefits in implementation</li> </ul>
<b>Sustainable Livelihood Program</b>	<ul style="list-style-type: none"> <li>▪ Expand implementation of the Micro-Enterprise Development and Guaranteed Employment Tracks serving 405,902 Set 3 Pantawid Pamilya beneficiaries and cover an additional 23,660 beneficiaries (households)</li> </ul>
<b>Protective Services</b>	<ul style="list-style-type: none"> <li>▪ Undertake review and enhancement of systems, procedures and mechanisms for the delivery of retained social welfare and development services</li> <li>▪ Reduce the number of street children/families by eighty percent (80%) in Highly Urbanized Cities (HUCs)</li> <li>▪ Ensure that no child in the Reception and Study Centers for Children (RSCC) stays longer than six (6) months</li> </ul>



Other Programs and Projects	2014 Thrusts and Priorities
<b>Disaster Risk Reduction and Management (DRRM)</b>	<ul style="list-style-type: none"> <li>▪ Provide Cash-for-Work to 358,619 families</li> <li>▪ Operationalize Convergence of Cash/Food-for-Work, Disaster Response, and other programs</li> <li>▪ Evaluate and enhance Disaster Risk Reduction strategies, programs, services and partnerships of the Department</li> <li>▪ Deliver capacity development interventions to LGUs and intermediaries on hazard-vulnerability risk assessment, contingency planning and disaster response management</li> </ul>
<b>Recovery and Reintegration Program for Trafficked Persons</b>	<ul style="list-style-type: none"> <li>▪ Intensify Anti-Trafficking Campaign</li> <li>▪ Capacitate partners to reach more victims of trafficking locally and globally</li> </ul>
<b>Supplementary Feeding Program</b>	<ul style="list-style-type: none"> <li>▪ Provide food supplementation to 2,006,549 children in day care centers and supervised neighborhood play</li> <li>▪ Full implementation of the new Guidelines in the Accreditation of Day Care Service vis-à-vis provision of support in the strengthening of its accreditation</li> </ul>
<b>Social Pension for Indigent Senior Citizens</b>	<ul style="list-style-type: none"> <li>▪ Expand the Social Pension for Indigent Senior Citizens Program to cover additional 46, 954 beneficiaries and lower age category to 70</li> </ul>
<b>Assistance for Informal Settler Families in Danger Areas as a DRRM Initiative</b>	<ul style="list-style-type: none"> <li>▪ Provide shelter assistance to 472 Informal Settler Families to ensure safe and flood-resilient communities for ISFs living in danger areas and waterways of Metro Manila</li> <li>▪ Provide Interim Shelter Assistance to 40,000 informal settler families in order to facilitate the transfer of ISFs along waterways and danger areas to safe transition shelters while their permanent housing are under construction; or as incentive to ISFs who will transfer to the ready-available relocation of other housing agencies</li> </ul>
<b>Bottom-Up Budgeting</b>	<ul style="list-style-type: none"> <li>▪ Monitor the implementation of BUB projects</li> </ul>
<b>Strategic ICT</b>	<ul style="list-style-type: none"> <li>▪ Support the implementation of Government Integrated Financial Management Information System (GIFMIS)</li> </ul>
<b>Good Governance and Anti-Corruption</b>	<ul style="list-style-type: none"> <li>▪ Ensure compliance to Transparency Seal, PhilGEPS Posting, Cash Advance Liquidation and Citizen's Charter</li> <li>▪ Conduct of Internal Automated/ICT-enabled Audits and Corruption Vulnerability Assessment</li> <li>▪ Develop a strategy-based Three-Year Internal Audit Plan for CY 2015 - 2017</li> </ul>
<b>Policy and Plans Development</b>	<ul style="list-style-type: none"> <li>▪ Implementation of the 5-Year Social Protection Plan</li> <li>▪ Roll-out and Utilization of the Social Protection Handbook and the Vulnerability and Adaptation Manual (VAM) on Social Protection for DSWD Offices and Bureaus, and Local Government Units</li> <li>▪ Evaluate the implementation of the Social Protection and Development Report (SPDR)</li> <li>▪ Development of the DSWD Corporate Plan (2015-2019)</li> </ul>

<b>Other Programs and Projects</b>	<b>2014 Thrusts and Priorities</b>
<b>Legislative Liaison</b>	<ul style="list-style-type: none"> <li>▪ Implement an advocacy plan to support the Department's legislative agenda in coordination with the OBSUs and Field Offices</li> <li>▪ Monitor and lobby for the immediate approval and enactment of SWD priority legislative measures including the SWDAs Act, the Public Solicitation Act and the Philippine Adoption Code</li> </ul>
<b>Social Technologies</b>	<ul style="list-style-type: none"> <li>▪ Intensify promotion of completed social technology programs to local government units (LGUs) and civil society organizations (CSOs)</li> </ul>
<b>Standards Setting, Licensing and Accreditation</b>	<ul style="list-style-type: none"> <li>▪ Maintain and sustain the established Quality Management System (QMS) ISO Certified (9001:2008) in the provision of regulatory services of the DSWD specifically along the frontline services of the Department such as registration, licensing and accreditation of SWADAs, processing of duty-free importation of donations, and issuance of permit for public solicitation</li> <li>▪ Develop and implement quality assurance standards for DSWD frontline programs and services such as adoption, foster care, issuance of permit to children/minor travelling abroad and processing of duty-free entry of donations consigned to charitable organizations</li> <li>▪ Strengthen and maintain the Partnership and Volunteers Program of the Department through strategies, tools and advocacies to maximize partnership and collaboration for implementation of SP/SWD programs and services</li> <li>▪ Develop mechanism on how to strengthen the functionality of ABSNET towards enforcement of SWD standards</li> <li>▪ Full implementation of the on-line system to ensure a systematic and centralized database for partner SWDAs and service providers to facilitate monitoring of SWD activities</li> <li>▪ Assess and enhance Guidelines on National Volunteers Service Program (Bayanihang Bayan), which includes the database of volunteers</li> </ul>
<b>Capacity Building of DSWD Staff and Intermediaries</b>	<ul style="list-style-type: none"> <li>▪ Continuous capacity building program for Municipal Social Welfare and Development Officers (MSWDOs) in Convergence areas</li> <li>▪ Ensure synchronization of trainings and workshops</li> <li>▪ Ensure continuous development and implementation of capacity development programs for DSWD staff, intermediaries and partner agencies in the Human Development and Poverty Reduction Cluster such as Training of Trainers on the use of Social Protection Handbook and modular social protection courses</li> <li>▪ Develop, in coordination with the Social Marketing Service, a Communication Plan to popularize and operationalize Competency-Based Leadership in the DSWD</li> </ul>

Other Programs and Projects	2014 Thrusts and Priorities
<b>Knowledge Management</b>	<ul style="list-style-type: none"> <li>▪ Develop and facilitate approval of concept paper of a Learning Institute with corresponding requisites</li> <li>▪ Purposive implementation and operationalization of knowledge management and framework accessible to all DSWD levels</li> </ul>

For strict compliance.

Issued in Quezon City, this 9<sup>th</sup> day of July 2013

  
**CORAZON JULIANO - SOLIMAN**  
 Secretary