PDPB Performance Review & Evaluation Workshop 2018

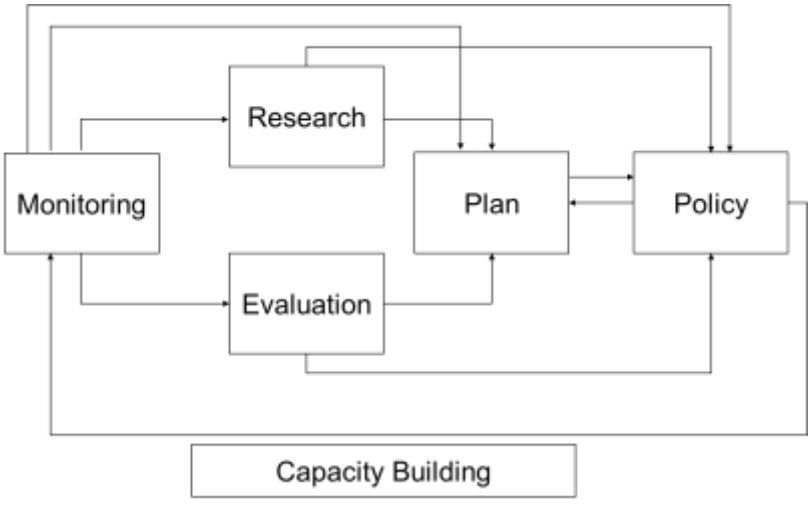
DOCUMENTATION REPORT

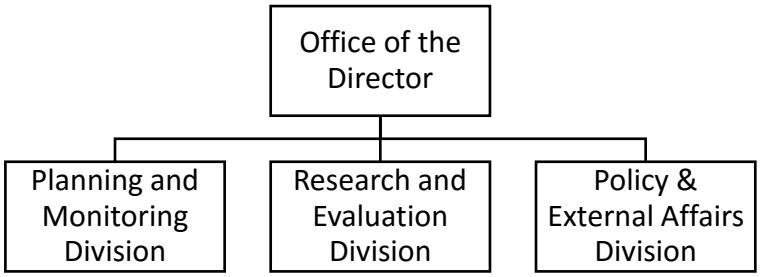
EXECUTIVE SUMMARY

The Policy Development & Planning Bureau held its annual Performance Review & Evaluation Workshop last November 26-29, 2018, at Queen Margarette Hotel in Lucena City, Quezon Province. Aside from the PDPB staff and MANCOM, Undersecretary Florita R. Villar also attended, albeit briefly, to provide further instructions and directives as the Bureau welcomes another year.

This year's PREW deviated from the usual design, which includes the presentation of accomplishments and work planning, to focus on a more pressing concern – the long-overdue finalization of the PDPB Business Process and Structure. As such, all workshops and discussions led to the development of the final PDPB Structure and Process Flow that reflects the proposed top-level process by Asec. Noel Macalalad.

Summarized hereunder are the ouputs and agreements reached during the three-day activity:

MAIN CONCERN	AGREEMENTS & NEXT STEPS
PDPB KRAs	The agreed KRAs of the PDPB are Policy Development, Plan Development, Monitoring, Evaluation and Research, with Capacity Building (Technical Assistance) as an inherent function or process of all KRAs. A consensus on the major deliverables under each KRA was also reached.
PDPB Process Flow	The PDPB Top-Level Process based on KRAs and logical flow of functions shall be: 

New PDPB Structure and Heads	Following the new PDPB Business Process, the structure will have three (3) divisions, namely:  Furthermore, the new Division Chiefs/OICs of the abovementioned Divisions are: 1. Ms. Marivic U. Vergara – Planning & Monitoring Division 2. Ms. Cynthia B. Lagasca – Research & Evaluation Division 3. Ms. Cathy M. Lagunday – Policy & External Affairs Division
Next Steps on the PDPB Restructuring	The Bureau will transition to the new structure by 1st Quarter of 2019. A PPG Order on the new PDPB Structure will be issued by January 2019. All Individual Performance Contracts (IPC) and Division Performance Contracts (DPC) are expected to reflect these changes.

DAY 1 - NOVEMBER 27, 2018

WELCOME MESSAGE & ACTIVITY OBJECTIVES

The three-day PDPB Performance Review and Evaluation Workshop (PREW) officially opened last November 27 with a prayer (by Ms. Rowena Sears) and the singing of the National Anthem. Ms. Jennifer Dumaraos of the Planning Division was the designated lead facilitator for the first day of the PREW.

After the preliminaries, Assistant Bureau Director Hannah Giray-Carcido then delivered the welcome message, drawing some insights from the opening prayer – that the PREW should be built on the principles of love, respect and purpose. She reminded everyone to show and uphold these three values in all the activities and discussions.

As she proceeded to give a brief background on what was to transpire in the next few day, she highlighted that apart from reviewing the Bureau's accomplishments, targets and performance vis-à-vis the work plans set for 2018, this year's PREW was designed to be a follow through of the agreements made during the recent Team Building. In particular, the next few days will be dedicated to formulating and agreeing on the new PDPB Top-Level Process & Structure.

In connection with this, ABD Giray-Carcido also ran through the objectives of the PREW:

1. Review and evaluate the Bureau's accomplishments, remaining targets, and performance in the current year.
2. Discuss and finalize the PDPB's Business Process Map (BPM) according to the proposed top-level process.
3. Formulate and re-callibrate work plans and office performance contracts based on the DSWD Strategic Plan 2018-2022 and the new PDPB business process map.
4. Strengthen the teams and working relationships further, for a more focused and coordinated work.

She further added that the re-calibration of work plans & office performance contracts will be done after the PREW as the Bureau transitions to the new BPM and structure.

To end her short welcome speech, the ABD also relayed an excerpt of the message of the newly appointed Department Secretary Rolando Bautista during the NMDC. As she shared, the Secretary enjoins all DSWD employees (from the highest official to the utility personnel) to internalize their contribution to the Department's mandates. As such, the PDPB must demonstrate this vision and start internalizing and aligning our work towards the overall betterment of the Department.

SESSION 1: GALLERY VIEWING OF DIVISION ACCOMPLISHMENTS

Ms. Zoe Cunanan of the Policy & Research Division then kicked off the morning sessions with an introduction of the mechanics of the first activity, the ***Gallery Viewing of Division Accomplishments for 2018***. Each division had already prepared as pre-work "Facebook Profile Page" featuring their respective accomplishments for 2018. The Divisions' Facebook Walls were to highlight the following items:

1. **ABOUT ME** - Brief Description of Division Mandates & KRAs
2. **STORIES** - <u>MAJOR</u> accomplishments as of October 2018
3. **SHARE** – List of knowledge/good practices/innovations/ technologies that the Divisions may want to impart or share; those that can be replicated to help improve the overall processes & productivity of the Bureau
4. **WHAT'S ON YOUR MIND** – The Divisions' commitments to improve on next year and their "Wish List" (i.e. needs and wants that can help them achieve their 2019 goals)

All the Divisions were then requested to post their FB Pages on the walls of the function room and do a gallery walk/visit around other FB Pages and post likes, emoticons and comments. The gallery was kept open for viewing all throughout the PREW so staff can revisit their pages and react on the comments posted on their walls. See Annex A for copies of all the Divisions' FB Pages for reference.

SESSION 2: UPDATES ON THE PDPB'S CONTRIBUTION TO THE DSWD STRATEGIC INITIATIVES

After the gallery viewing activity, the floor was given back to the Assistant Bureau Director as she provided updates on how much the Bureau has contributed in the achievement of the DSWD Strategic Initiatives so far:

Strategic Initiatives	Critical Activities	Status as of November 2018
1. LSWDO Functionality	Review of the Utilization of MC 16 S. 2014, LSWDO Functionality Tool and other existing policies and guidelines on TARA provision to LGUs/LSWDOs	Done.
	Drafting and approval of the Guidelines on the Provision of TARA to LGUs (and enhanced LSWDO Functionality Assessment Tool)	Done. MC 10 S. 2018 or the Guidelines on the Provision of TARA to LGUs through LSWDOs was approved on May 10, 2018.
	Drafting of the Omnibus Guidelines on LSWDO Functionality (with enhanced LSWDO Functionality Assessment Tool)	The issuance of the enhanced LSWDO Assessment Tool is provided for in MC 10 S. 2018.
	Finalization and Adoption of the Omnibus Guidelines on LSWDO Functionality	
	Popularization of Organizational Outcome 5 and LSWDO Functionality Assessment	The popularization of the OO 5 is included in the Strategic Communication Plan.
	National Cluster Roll-Out of the Enhanced LSWDO Tool	Done. A Consultation Workshop for the Enhancement of the LSWDO Assessment Tool was conducted on June 25-29, 2018 in Mandaluyong City. Inputs and recommendations on the enhanced tool were gathered from representatives of OBS, FOs and LSWDOs. The Enhanced LSWDO Assessment Tool was deployed to FOs through
	Regional Roll-Out of the Enhanced Tool	

		Memorandum from the U/Sec. for PPG dated September 19, 2018.
	LSWDO Functionality Assessment utilizing the Enhanced LSWDO Tool	Ongoing pre-testing of using enhanced tool.
	Report on LSWDO Functionality Assessment Report	
	Enhancement of LSWDO-FIRST	To be done in CY 2019.
	Development of TARA Plans	
	Coordination with DILG re: JMC and Seal of Good Local Governance	To be done in CY 2019.
2. Development of the DSWD Policy Agenda	Hiring of Consultant for the development of the DSWD Policy Agenda	Ongoing. The Project Proposal was already approved. Further, the Purchase Request for the hiring of consultant was forwarded to PMS last November 7, 2018.
	Conduct of consultation meetings and National Consultation Workshop	
	Approval of the Policy Agenda	To be done in CY 2019.
	Dissemination of the Policy Agenda	
	Implementation and monitoring of the Policy Agenda	Ongoing. The Research and Evaluation Policy was already approved by the MANCOM on October 5, 2018 and endorsed to the EXECOM for approval.
3. Formulation of DSWD Comprehensive Sector Plans	Review of existing sector results matrices (international and national) – *2017 Target*	Ongoing. The PDPB led 3 Comprehensive Sector Planning Workshop Sessions participated by OBS Sector Focals. The 1st Session focused on context setting and levelling off along the Human Rights-Based Approach, Disability-Inclusive Planning and GAD. The 2nd Session focused on the Situationer per Sector, Gap Analysis and Development of Draft Sector Results Framework. The 3rd Session's output are draft Results Framework for 3 Sectors: Children and Youth,
	Consultation meetings for the formulation of Sector Results Framework – *2017 Target*	
	Development of Sector DSWD Results Matrices	
	Utilization of Listahanan Results and Social Protection Development Report in developing Sector Results Matrices	
	Enhancement of URBMES to integrate sector results matrices	

		Senior Citizens, and Persons of Diverse SOGIE.
	Provision of technical assistance on gender-responsive and human rights-based sectoral planning and budgeting, monitoring and evaluation	Ongoing. 1 OBS and 3 FOs were provided with TA on GAD. In addition, 1 FO was provided TA on Sector Plans and Accomplishments.
	Cascading of the Results Matrices to the DSWD Field Offices (through technical assistance)	To be done in CY 2019.
	Horizontal and vertical alignment of the results matrices along policies, legislation, program management, program development, standards setting, and capacity building	
	Monitoring of sector commitments	Ongoing
	Implementation of DSWD Comprehensive Sector Plans	Ongoing
4. Strengthening Results-Based Management	Adoption of the DSWD Strategic Plan 2018-2022 and guidelines on harmonized planning, monitoring and evaluation system (HPMES)	Done. AO 10 S. 2018 Adopting the DSWD Strategic Plan 2018-2022 was approved and issued on May 9, 2018.
	Provision of technical assistance on strategic planning and budgeting, monitoring and reporting	Ongoing. To date, 8 OBS, 2 FOs, 3 Inter-Agency Committees and 1 Program are provided with TA on the DSWD Strategic Plan and Strategic Planning.
	Provision of technical assistance on HPMES	Ongoing. To date, 5 OBS and 3 FOs were provided with TA on HPMES.
	Enhancement of DSWD Strategic Performance Management System (DSPMS) Guidelines	Done. AO 11 S. 2018 or the Guidelines for the DSPMS was issued on May 8, 2018. Further, AO 18 S. 2018 or the Supplemental Guidelines on AO 11 S. 2018 was issued on September 3, 2018.
	Provision of technical assistance on DSPMS	Ongoing. 2 OBS provided with TA on OPC.
	Implementation of URBMES (HPMES) by all OBS	Done.

		HPMES is now being utilized by OBS and FOs starting 1st Quarter CY 2018 Reporting.
	Development and implementation of Risk Treatment Plans by all OBS	Ongoing. OBS and FOs are required to develop their RTPs in line with the DSWD Strategic Plan 2018-2022.
	Preliminary meeting with PDPB on the development of MTEP – *2017 Target*	Done.
	Hiring of Consultants that will facilitate MTEP Workshop and package MTEP	Ongoing. The draft MTEP Operations Manual was submitted to A/Sec. Noel, SI Owner, last September 2, 2018 for his review.
	Conduct of Capability Building activities to Regional Planning and Budget Offices and CO OBS in the formulation of MTEP	
	Conduct of Workshop on the formulation of MTEP	The FMS shall facilitate the hiring of consultant.
5. Expenditure Planning	Monitoring of the DSWD MTEP	To be done in CY 2019.

Some staff also sought clarification on the following matters:

Comments	Discussion/Recommendations
Ms. Asuzena raised the concern of Field Offices' confusion regarding the Comprehensive Sectoral Plan. Field Offices would like to be enlightened if they are required to prepare an individual sectoral plan this year.	The Comprehensive Sectoral Plan will be done at the CO level only. The Planning Division will prepare a memo to Field Offices to shed light on this matter.
Ms. Villanueva inquired if there is a new direction on the development of social development agenda based on the recent NMDC conducted.	PDPB Management to note this and clarify with the OSEC the status of the Social Development Agenda as one their Strategic Initiatives.
Ms. Lagasca asked if the PDPB will come up a midterm assessment of Strategic Plan.	Yes, this will be done in CY 2020.

SESSION 3: STATUS OF 2018 BUREAU ACCOMPLISHMENTS

Afterwards, ABD Giray-Carcido continued with an overview of the status of PDPB's accomplishments based on its Key Result Areas. She noted that most of the approved checkpoints were adjustments on the timeline (moved from first to second semester).

However, she relayed that the Director's observation that many of the documentation reports of conference and capacity building activities were submitted beyond the set timeline. Despite this, they were all considered as "completed".

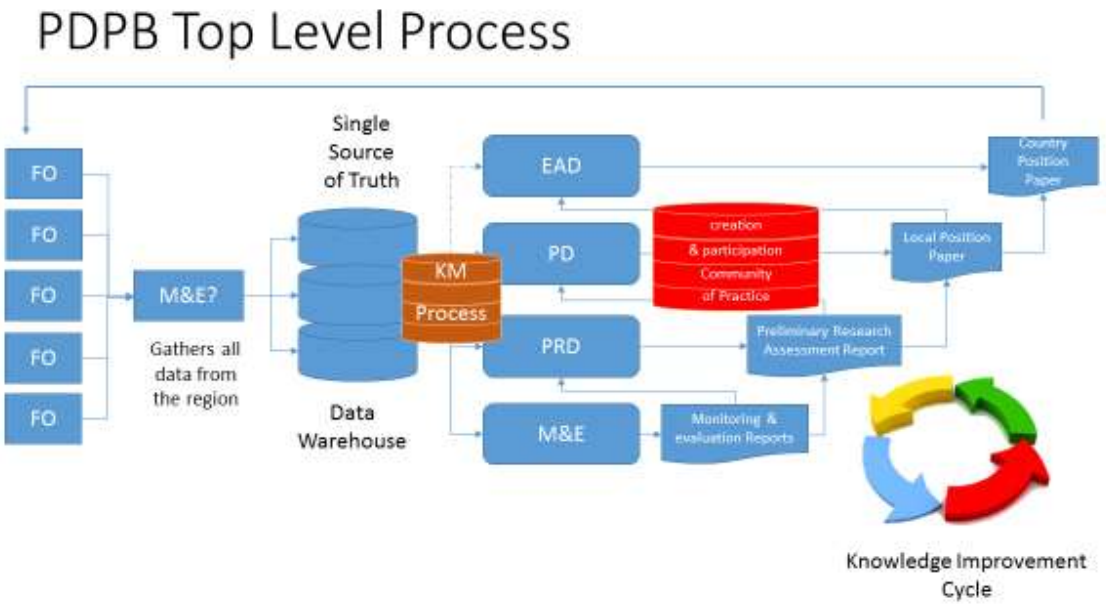
Meanwhile, Institutional Strengthening activities/deliverables were excluded from the updates.

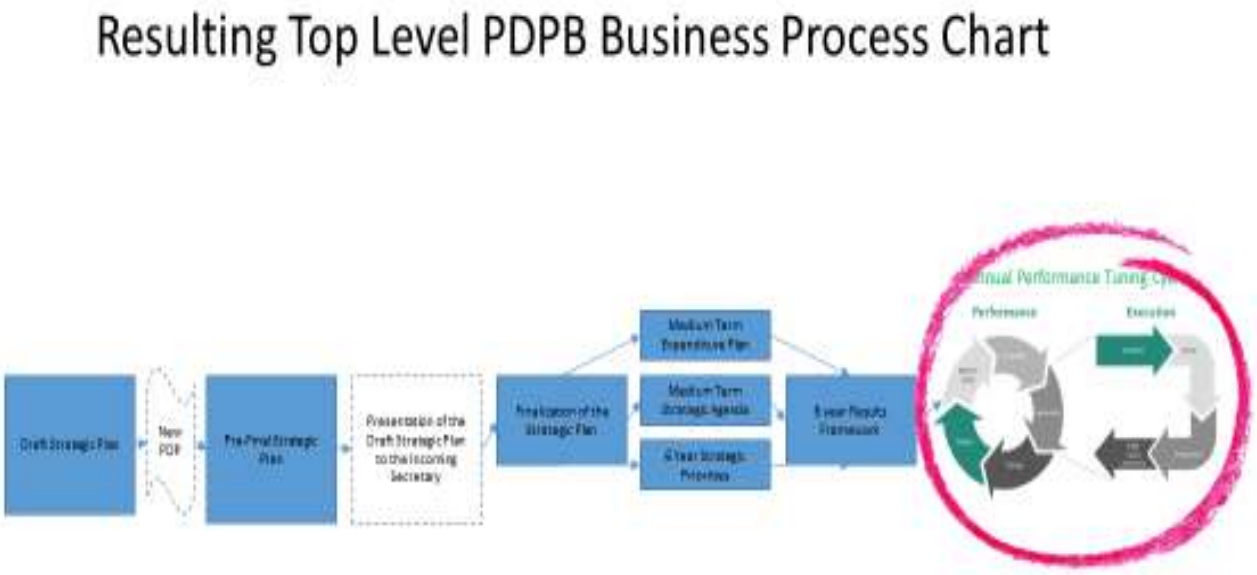
Key Result Areas	No. of Indicators *	Completed	Ongoing	For Checkpoint
Mainstreaming of Social Protection	7	4	2	1
Strategic Support to Organizational Outcomes	7	-	-	7
Core Functions:				
Planning and Monitoring	16	6	5	5
Policy Development	4	1	-	3
Research and Evaluation	10	7	-	3
Management of National, Regional and International Commitments	5	1	2	2
Technical Assistance and Capability Building	6	4	-	2

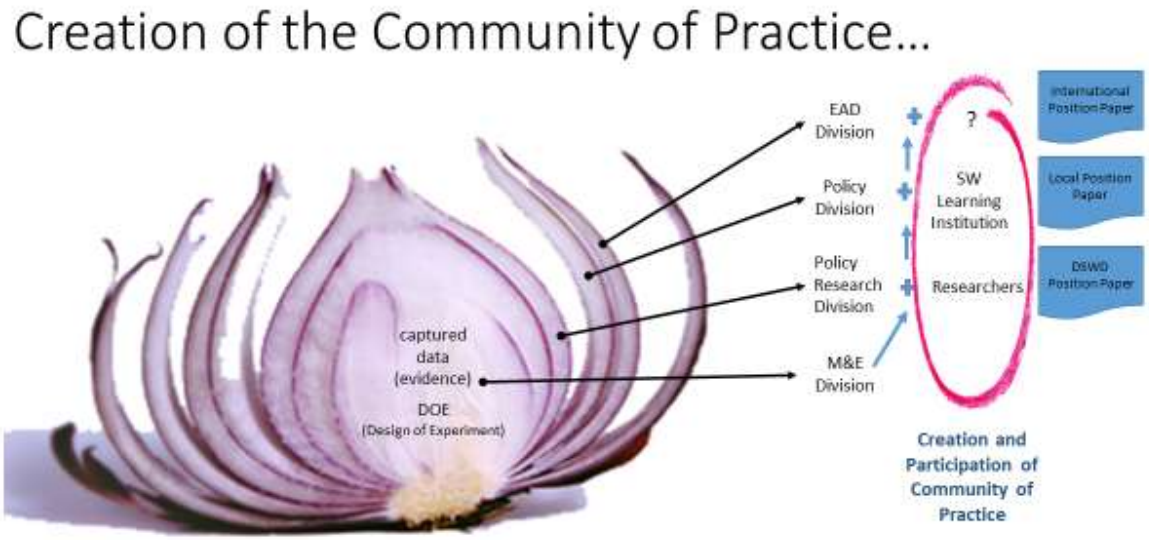
Table 1. Status of 2018 Bureau Accomplishments and 2019 Thrusts and Priorities

SESSION 4: PRESENTATION OF THE PROPOSED PDPB TOP-LEVEL PROCESS

Before transitioning to the main activity of this year's PREW, which was the development of the new PDPB Business Process, ABD Giray-Carcido gave the staff a refresher on the proposed PDPB Top-Level Process. Though already presented by Asec. Noel Macalalad during the Team Building last October, the ABD ran through the Top-Level Process again to provide context to the succeeding workshops. This Top-Level Process was meant to serve as the Bureau's guide in redefining its KRAs, Functions, Deliverables and Structure.







Meanwhile, the ABD also emphasized that the Top-Level Process will also have to be reviewed against the Administrative Order No. 2, Series of 2018.

POLICY DEVELOPMENT AND PLANNING BUREAU (PDPB)

Description	The PDPB provides leadership in the development of policies and plans of the Department and of the social welfare and development sector. To ensure that plans and policies are evidence-based, the Bureau also leads the conduct of researches, and the monitoring and evaluation of plans and policies to influence management decisions. At the regional and international level, the bureau supports the leadership role of the department in ASEAN, APEC and UN for matters concerning social welfare and development.
Specific Functions	1. Leads in the formulation and updating of the department's plans and policies 2. Monitors, evaluates and reports plan and policy implementation 3. Undertakes researches and evaluation studies for evidence-based decision-making 4. Monitors compliance to regional and international commitments
Key Result Areas	1. Plan and Policy Development 2. Results-based Monitoring, Evaluation and Reporting 3. Technical Support and Technical Assistance Services to OBSUs, LGUs, and other stakeholders 4. Leadership on ASEAN, APEC, UN along social welfare and development
Divisions	1. Planning Division (PD) 2. Policy and Research Division (PRD) 3. Monitoring and Evaluation Division (MED) 4. External Affairs Division (EAD)

WORKSHOP 1: REVIEW OF KEY DEFINITIONS & MAJOR DELIVERABLES PER DIVISION

Ms. Marivic Vergara of the Planning Division then explained the mechanics of the two workshops slated for the day. The series of workshops conducted in connection with the PDPB BPM commenced with the Divisions' review of definitions of the Key Result Areas (KRAs) and mapping of major deliverables against all KRAs. This served as the take-off point of the succeeding activities and discussions. The resulting Division-level definitions and listing of deliverables will afterwards be consolidated by the Policy & Research Division for onward processing/consensus-building of the Bureau.

While this was already assigned to the Divisions as pre-work, they were given time to finalize their workshop outputs during the PREW, in consideration of those who had been out on travels the previous week.

For this workshop, the instructions were as follows:

WORKSHOP 2: PDPB KEY RESULT AREAS

Using the consolidated Workshop 1 Division outputs, the PDPB staff were then assigned to three groups (of random composition) to discuss and come up with a unified definition of terms and major deliverables per KRA. The PDPB MANCOM members served as facilitators for each group. Workshop 2 outputs were processed the next morning via plenary discussion.

The mechanics of Workshop 2, as facilitated by Ms. Cynthia Lagasca (Policy & Research Division), were:

DAY 2 - NOVEMBER 28, 2018

Ms. Angela Nartea of the Monitoring & Evaluation Division, the designated facilitator for the second day, started with the usual preliminaries (e.g. energizer and recapitulation), before proceeding with the succeeding activities.

PROCESSING OF WORKSHOP 2 OUTPUTS

Mr. Aljo Quintans, also from the Monitoring & Evaluation Division, facilitated the plenary processing of the outputs of all three groups formed for Workshop 2. The activity succeeded in achieving its objective, which was to build a consensus on the unified PDPB KRA definitions and outline all the accompanying deliverables per KRA and core functions.

With this, the body was able to come up and agree on the following standard definitions:

Key Result Areas & Core Functions + Unified Definitions	Major Deliverables As Per Agreement
1. **POLICY DEVELOPMENT** **An evidence-based process of developing comprehensive social welfare development policies in support of the Department's mandate, thrusts and directions. It also involves an evaluation of policy options using a set of criteria**	1. Policy Agenda 2. Policy Briefs/Policy Notes 3. Policy Analysis Paper 4. Policy Guidelines 5. National Position Papers 6. Country Statements and Position Papers 7. SWD Issuances (e.g. SP-related policy issuances, JMCs, AOs and MCs) 8. Inputs to Proposed Policies on Sectoral and Thematic Concerns 9. Updated Gender Mainstreaming Policies 10. GAD Agenda 11. Country Inputs to the Regional /International Declarations and Instruments 12. Technical Support to ASEAN, UN and other international Bodies 13. PDPB Operations Manual 14. ASCC Planning Workshop
1.1. **POLICY** **Set of directives that provides guidance to the Department and its stakeholders along social welfare and development**	
2. **PLAN DEVELOPMENT** **A formal & evidence-based process that sets the Department's directions and**	1. DSWD Strategic Plan 2. DSWD Risk Treatment Plan 3. Social Protection Plan 4. DSWD Offices, Bureaus, Services and Field Offices Results Framework 5. DSWD Annual Performance Measures

strategies, for the prioritization of programs, projects, and activities within specific period of time given available resources towards the achievement of the organizational objectives	6. DSWD Annual Thrusts and Priorities 7. Consolidated 3-Year DSWD Technical Assistance and Resource Augmentation (TARA) Plan 8. Sector Plans [Philippine Plan of Action for Senior Citizens (PPASC); National Plan of Action for the Filipino Family (NPAFF); DSWD Sector Plans for Children, Youth and Persons with Disability; DSWD Gender and Development (GAD) Plan and Budget; DSWD Strategic Action Plan on Women, Peace and Security 9. DSWD Budget Execution Document 10. Proposals for PH commitments to ASEAN and Other International Policies 11. Planning Guidelines 12. Risk Management Policy 13. PDPB WFP, Annual Plan, MDP, PPMP 14. Office Performance Contracting-Rating Guide and Must indicators 15. SWD/SPDR 16. Conduct of Planning Conference
2.1. <u>PLAN</u> A document that communicates the Department's directions and strategies, in prioritizing programs, projects, and activities within specific period of time given available resources towards the achievement of the organizational objectives	
3. <u>MONITORING</u> The regular and systematic collection & analysis of data and information to track the progress of the organization's performance, to ensure accountability and to provide basis for decision making	1. Quarterly Accomplishment Report (Statistical) 2. DSWD Quarterly and Annual Technical Report 3. Statistical Bulletin 4. Compendium of Statistics 5. Semestral Accomplishment Report on TARA 6. Sector Plans Implementation Report 7. Early Childhood Care and Development Information System (ECCD-IS) Report/s on DSWD Commitments to the ECCD Program 8. DSWD GAD Accomplishment Report 9. DSWD Status Report on Strategic Action Plan on Women, Peace and Security 10. DSWD Budget Accountability Report 11. OPC Rating, Mid-Year Performance Review and Evaluation and Performance 12. DSWD Accomplishment Report for Performance-Based Bonus (PBB) 13. Quarterly Budget Utilization Report 14. RTP Monitoring Report 15. Monitoring report of DSWD and LGU compliance to SWD Laws 16. Updates and Documentation of SP Implementation 17. Inventory of Researches in DSWD 18. Monitoring report of DSWD Issuances 19. Status Reports of PH SOMSWD Projects and Commitments to ASEAN Declarations 20. Compliance Reports to UN Conventions, Instruments 21. Assessment of LSWDO Functionality

	22. Technical Support on Annual Report (USec Villar) 23. Annual Thrusts and Priorities Implementation Monitoring Report 24. DSWD Report on the result of Harmonized Gender and Development Guidelines (HGDG) of DSWD Programs and Projects
4. EVALUATION **A systematic and objective assessment of the Department's performance of an ongoing or completed project, program or policy's design, implementation and results, on its relevance, efficiency, effectiveness, impact and sustainability**	1. Semestral Assessment Report (Narrative) 2. DSWD Strategic Plan Mid-Term Review 3. TARA Program Evaluation Report 4. PPASC Assessment Report 5. NPAFF Assessment Report 6. DSWD Comprehensive Sector Plan Assessment Report 7. DSWD Gender Mainstreaming Assessment Report 8. DSWD Gender Mainstreaming and Evaluation Framework Report 9. Year-End Performance Review and Evaluation (PRE) 10. DSWD Overall Assessment Report 2017 11. Evaluation Studies (in-house; co-managed; third-party) 12. Evaluation Policy 13. Evaluation Agenda 14. Technical Support to the PIO 15. SWDI 16. ODA Report
5. RESEARCH **A process of undertaking a systematic investigation to generate knowledge towards the development of policies, plans & programs to address current and emerging social welfare and development issues and concerns**	1. Research Agenda 2. Research Studies 3. SWD Journal 4. Results of the National Survey Rider Questions
6. CAPACITY BUILDING **Refers to the range of activities by which individuals, groups and organizations improve their competencies and processes based on needs to ensure a more effective performance and efficient delivery of expected functions**	1. PDPB Institutional Development and Capacity Building Plan and Assessment Report 2. Project Coffee Break (2018) 3. Specialized Training/s for PDPB counterparts 4. Brown Bag Sessions

6.1. TECHNICAL ASSISTANCE **A form of capacity building that includes coaching, mentoring, demonstration, among others**	Note: It was agreed that Capacity Building/Technical Assistance is inherent in the KRAs and Core Functions of all Divisions.
6.2. TECHNICAL SUPPORT **Consists of interventions that assist the Department Management in the delivery of their prescribed functions and commitments as lead of committees/councils/working groups (as per PPG Order 1, s. 2016)**	

The body also recognized that are also deliverables that cut across more than one, if not, all KRA/Core Function such as:

Policy Development	Planning	Monitoring	Evaluation	Research	Capacity Building
Technical Assistance along Policy, and Social Protection to CO OBs, Field Offices, including LGUs. It shall also cover the functions of Inter-Unit/Agency Secretariat (SCSP, HDPRC, SCASS, GAD TWG, NCFF-Subcom NCMB, MANCOM, NRD-TWG)	Technical Assistance on Planning, Monitoring, Reporting and Data Management (under the Harmonized Planning, Monitoring and Evaluation System)			Technical Assistance along Conduct of Researches	

	Technical Assistance on Sector Planning and Plan Implementation to the Central Office and Field Offices			
	Technical Assistance on ECCD-IS Utilization and Reporting to the Field Offices and Local Government Units			
	Technical Assistance on Gender Analysis, Administration of Gender Analysis Tool, Gender Mainstreaming and Gender Responsive Planning and Budgeting to the Central Office and Field Offices			
	Technical Assistance on the Preparation of Budget Proposal and Monitoring of Funds to all PDPB Divisions			
	Facilitation/Technical Assistance on DSWD Annual Work and Financial Planning			
	Facilitation/Technical Assistance on the Conduct of Three Year Planning Consultation			
	Facilitation/Technical Assistance on the Conduct of Internal Budget Hearing			
	Technical Support in the Budget Preparation Meetings and Hearings at the DSWD, Department of Budget and Management, House of Representatives and Senate of the Philippines			
		M&E Strategic Communications Plan		
		DSWD Annual M&E Conference		
		TA with OBS/FOs on M&E		
	TA on Risk Management			

**Kit Ikot (Advocacy Campaign Initiative from MED that the body agreed to adopt as a Bureau in 2019)

Meanwhile, some clarifications regarding the ownership of a few activities/deliverables were also opened and discussed. The Bureau was able to arrive at the following recommendations:

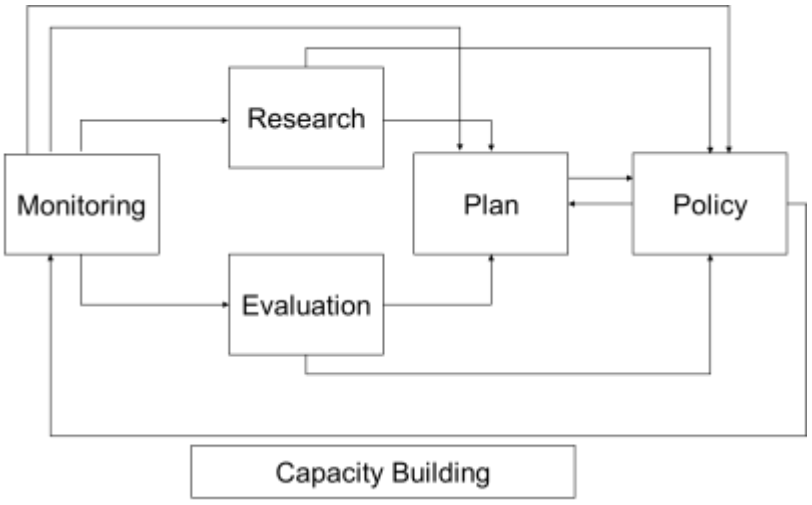
Clarifications/Concerns and Discussions	Plenary Agreements & Recommendations for Future Consideration
1. <u>TARA Plan</u> Ms. Cynthia Lagasca clarified if the TARA Plan should be endorsed to another Bureau that is mandated to lead in Technical Assistance & Resource Augmentation, given that at the local level, the SWAD Team is the responsible group that prepares the plan. Thus, their CO counterparts in the Operations Cluster should oversee this.	ABD Giray-Carcido said that USec. Flor Villar is aware that the PDPB only initiated to lead the development of the TARA Plan and that it will be turned over to the SWIDB. The PDPB should remind USec Villar for proper guidance on how to transfer the plan to the SWIDB. Proposed to be transitioned and endorsed to the SWIDB in 2019.
2. <u>Assessment of LSWDOs</u> Mr. Bonn Canoza raised if the Bureau can also consider transferring the Assessment of LSWDOs to another cluster.	Proposed to be transitioned and endorsed to the Protective Services Bureau.
3. <u>SWDI</u> Mr. Aljo Quintans said that many OBSUs use the data culled from the SWDI because the said tool can be utilized in assessment and case management. As such, the management of the SWDI should be lodged in a "permanent" office in the Department and should be retained under the PDPB.	The plenary agreed for the SWDI to be retained as PDPB output under the Evaluation KRA.
4. <u>DSWD Annual Report</u> Ms. Cynthia Lagasca asked if the Bureau can consider reverting to the original publication of the Annual Report, which focuses more on data and figures rather than "box stories". Annual reports should be combination of data, narration of performance of the Department with box stories.	To be re-examined and consulted with the Management.
5. <u>Technical Support</u> Ms. Norilyn Rivera raised that technical support/ secretariat functions are more of a process than a tangible	Some staff expressed that technical support should still be reflected as a major deliverable given that this is an integral part in the producing some of the Bureau's outputs (e.g. policies, plans,

output or deliverable and should technically not be part of the list of major deliverables, for consistency.	position papers, etc.). They also consume a significant amount of time and effort on the staff/designated secretariats and thus, should not be set aside. Hence, the body agreed that the outputs derived from the various technical support/secretariat services will be the ones reflected on the list. Meanwhile, technical support and secretariat functions will be considered as processes.

WORKSHOP 3 (PLENARY DISCUSSION): APPLICATION OF THE AGREED KRAs/FUNCTIONS TO THE PDPB TOP-LEVEL PROCESS

Upon agreeing on the definitions of the KRAs and their corresponding deliverables, Mr. Quintans proceeded with the plenary workshop on the application of the proposed PDPB Top-Level Process. The workshop primarily aimed to visualize how the PDPB KRAs will be operationalized vis-à-vis the top-level process, as reflected in a new PDPB structure.

The resulting PDPB Process Flow was:



This process flow is a translation of the top-level process based on the assessment of Asec. Noel Macalalad. It highlights the cyclical, inter-connected and logical flow of the Bureau's core functions. It starts will data collection through monitoring, which shall be used and processed via research & evaluation and yield findings/recommendations for plan and policy formulation.

In addition, the body also agreed on that Capacity Building will no longer be a KRA but will still be included in the PDPB process flow as it is an inherent function of all divisions.

SESSION 5: THRUSTS AND PRIORITIES FOR CY 2019

For the last session for Day 2, ABD Giray-Carcido walked the staff through the Bureau's Thrusts & Priorities for CY 2019, as envisioned by the Director. In light of the new structure and business process, below outlines PDPB's work in the coming year:

A. PRIORITY FOR THE 1ST QUARTER

1. Finalization of PDPB Structure (Functions and KRAs of Divisions)
2. PDPB Operations Manual (with BPM)

B. STRATEGIC PRIORITIES

1. Social Protection
   - Finalization of Social Protection Framework
   - and Social Protection Plan
   - Assessment of the Mainstreaming Efforts on Social Protection at the Local Level
2. Assessment of LSWDOs Functionality
3. Assessment based TARA Plan
4. SWD Policy Agenda
5. Developing the 3 year Sector Plans
6. Finalization of OBS and FOs Results Framework/Matrices

C. CORE FUNCTIONS

PLANNING & MONITORING	1. Finalized PPASC 2018-2022 & NDPFF 2018-2022 2. Full Implementation of Harmonized Planning, Monitoring and Evaluation System Information System 3. DSWD Dashboard and Statistical Bulletin
RESEARCH & EVALUATION	1. Approved Research & Evaluation Agenda 2. Cost of Disability Study 3. Children and their families at risk (continuation) 4. Evaluation Studies on: • Supplementary Feeding • Social Pension • Research on: Children and Their Families at Risk on the Streets 5. Developing tools to measure outcomes indicated on the strategic plan
POLICY DEVELOPMENT	1. Enhanced DSWD Policy Development Framework 2. Policy Briefs that support the achievement of DSWD Outcomes 3. Regular conduct of Policy Forum
EXTERNAL AFFAIRS	1. ASEAN+3 Capability Building (Older Persons 2. ACF Terms of Reference 3. Finalization of proposals (PH commitments) under the purview of SOMSWD

INSTITUTIONAL STRENGTHENING & CAPACITY BUILDING	1. Institutional Development and Capacity Building Plan for PDPB Staff, Designated Planning Officers and FO Planning Unit 2. Electronic Library and On-line Database 3. PDPB Brown Bag Sessions 4. PDPB Team Building
HOUSEKEEPING	1. Enhanced Document Tracking System (i.e. standard format for indicating subject) 2. Repair/Office Improvement 3. Records Keeping & Regular Disposal

Furthermore, ABD Giray-Carcido also relayed the Director's thoughts on the restructuring – that its purpose is to re-engineer the Bureau's processes in order to adapt to the changes and upgrades in terms of expectations. More specifically, the restructuring is envisioned to:

1. Ensure quality in our outputs and eventually contribute to the effectiveness of the Bureau
2. Institutionalize new methods/systems like the HPMES
3. Create roles that are feasible and workable. This will address overloading of work
4. Balance the workload of our managers (Unit Heads, DCs, ABD and BD)
5. Reduce frequent data request from OBSUs

The staff were also given a chance to express additional concerns they want to clarify with the management especially on the proposed restructuring, to which the ABD responded. The discussion is summarized below:

Clarification/Concern and Discussion	Response/Agreement
1. On the next steps in line with the proposed PDPB structure	All processes to be written in an Operations Manual which shall be crafted by focal persons.
2. Implication of the proposed restructuring to the PDPB KRAs indicated in AO No. 2 and the RAT Plan 2 **Were the RAT Plan 2 and KRAs in the AO No. 2 where the Bureau is divided into 4 Divisions considered in the creation of 3 Divisions and 1 Unit?**	The AO No. 2 is not cast in stone and can still be subjected for review. In fact, other OBSUs have already implemented structures that are not strictly aligned with AO No. 2. Implication of the proposed restructuring to the RAT Plan 2 to be further discussed by the PDPB ManCom.
3. Nature of function of the proposed CBTAU **Will the new unit on Capacity Building have regular or ad hoc functions?**	The unit can respond to the gaps that the SWIDB cannot perform (i.e. identify competencies and provide capacity building interventions) for the mean time. The PDPB can either dissolve or expand the unit later on, depending on the needs of the Bureau.

4. Restructuring Process	
a. Is Undersecretary Villar aware of the proposed restructuring?	To be clarified with Director Alday
b. When will the restructuring be executed?	To be clarified with Director Alday
c. What will be the basis for the reshuffling of staff?	The three (3) factors to be considered in moving the staff will be performance, competence and preference.
d. Will the number of outputs per division be considered in the number of staff to be assigned per division?	Yes. There will be assigned focal persons from ManCom to write the new division operations manual. The business process will reflect the complementarity of allocation and distribution of workload.
e. Will there be an AO for the restructuring?	Yes, but will clarify with Director Alday if a PPG level order would suffice. OSEC approval was not required by those OBSUs that underwent restructuring.
f. Are the criteria for reshuffling the staff also applicable to the DCs?	Yes
5. Other concerns on the restructuring	
a. How would we ensure that the restructuring will not be a repeat of what happened with the RMEO before? (RMEO was dissolved just months into implementation)	The fears and anxieties being expressed are recognized by the management. The restructuring will definitely draw lessons from past experiences.
b. **Can the assessment of the new structure be a priority agenda in every PREW?**	Yes. It is ideal that a performance assessment based on structure will be a regular exercise of the Bureau during PREW.
c. Will re-assignment/transfer to the Capacity Building Unit be interpreted as "demotion"?	No. The staff will still carry their respective appointments and perform the appropriate job functions.

	The transfer may affect the staff's chances for promotion to other Divisions given the current practice of preferential hiring of internal staff.
d. How do we address the issue on staff complement (e.g. sufficiency and competency for statistical concerns)?	The proposed CBTAU is envisioned to address this.
e. Could this restructuring initiative be an opportunity to revisit the former function of External Assistance Office?(for us to reconsider separating EAD from PDPB)	EAO was different as it was more concerned in resource mobilization due to the influx of financial assistance and support from development partners. We could instead revisit the plan of establishing EAD database. This restructuring can be an opportunity to expand the functions of EAD (i.e. international/regional data could be feed in to PDPB KRAs)
f. Is the proposed structure final?	Yes, but this is a work in progress and adjustments can be made along the way

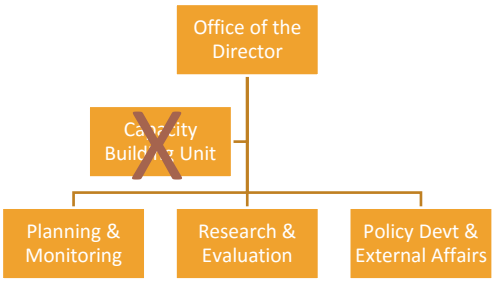
DAY 3 - NOVEMBER 29, 2018

The last session of the PDPB PREW was facilitated by Ms. Rizza Jane Francisco-Azucena of the Policy and Research Division. It opened with a short energizer and recapitulation, which meant to capture key takeaways of the staff from the previous sessions and workshops, before turning over the presentation to the ABD and afterwards, the Undersecretary.

SESSION 6: INTERFACE WITH THE PPG MANAGEMENT

To provide context on matters needing the Management's (PDPB Director Rhodora Alday and PPG Undersecretary Florita Villar) directives and further instructions, ABD Hannah Giray-Carcido first presented a summary of the outputs and concerns raised during the past two days. She started with an overview of agreed definitions of the PDPB Key Results Areas, followed by the list of deliverables,

proposed top-level process and structure. Some questions raised during the previous discussions were also relayed to the management for their response

Area of Discussion	Response/Agreements
On RAT Plan 2	Director Alday responded that to date, there is nothing definite on this initiative given the new management of the Department. With respect to the PDPB structure, the presented structure which has three (3) divisions is the closest possible design to the top-level process presented earlier by Assistant Secretary Noel Macalalad.
On Key Result Areas	Usec. Villar approved the three-divisions structure (Policy Development, Planning & Monitoring, and Research & Evaluation). However, she disagreed with the proposed Capacity Building Unit (CBU) as it is a mandate of another bureau (Social Welfare Institutional Development Bureau). The Undersecretary then suggested reflecting Technical Assistance instead of Capacity Building as KRA. Technical Assistance is an inherent function of all the PDPB Divisions and therefore should not be carried by one unit alone.
On Outputs	The Undersecretary expressed her discomfort on dropping the External Affairs from the new structure. She explained that it might cause dis-association from the function of the PDPB which is also mandated to address international/regional concerns e.g. ASEAN agreements. She recommended for the *External Affairs* to still be highlighted despite merging with Policy Development. That said, this division shall be called "*Policy and External Affairs Division."* Meanwhile, the Undersecretary found the proposed PMD and RED to be in order.
On Structure	For the Undersecretary, there is no need to create another unit for Capacity Building but rather identify the staff to be designated with these functions within divisions since capacity building is also the responsibility and accountability of the Division Chiefs. The new structure was then revised as such: 

On PDPB Thrusts and Priorities for 2019	The Undersecretary also gave some pointers on the 2019 Thrusts & Priorities: • **On the PPASC** – the Undersecretary instructed to update the plan's timeline to 2019-2022. • **On the DSWD Strategic Plan** – include advocacy and popularization of the strategic plan as a thrust for 2019; Consider creating a 30-second audiovisual presentation (similar to that of PSA) but ensure that it suits the target audience (e.g. partners & stakeholders) • **On the NDPFF** – consider making it less than a plan since the member agencies are not committing work plans & funds for implementation. In addition, the Undersecretary instructed the focals to come up with a document that is "less of a plan" (sans commitments) but will still reflect the initiatives for Filipino Families. • **On the Dashboard** – the ICTMS to provide the hardware and the infrastructure but the process owner (PDPB) will develop the content. The dashboard/ statistical bulletin shall be made in such a way that it is akin to a "War Room" or "Situation Room". • **Evaluation Study on Social Pension/ Supplementary Feeding Program -** to focus on process evaluation • **Research : Children and their Families at Risk on the Streets –** The Undersecretary asked to be clarified as to the rationale behind the conduct of a new baseline study when there was already a baseline study conducted 20 years ago. Ms. Villanueva of Policy and Research Division (PRD) responded that the project was re-titled as *"Looking for Common Ground: Re-Examining Data and Actions on Children and Families at Risk on the Streets."* It aims to derive an updated estimate of the number of street children and families in selected sites (Metro Manila, Cebu and Davao). To which the Undersecretary responded that the study should be clear about its context (e.g. baseline/phenomenon of street families rather than street children), considering that a baseline on street children has already been done. The Undersecretary also reminded the group to ensure nationwide representation/ coverage so it can influence national policy. • **On the ASEAN Children Forum (ACF) Terms of Reference -** The Undersecretary reminded not to call it as such but rather, "submission of accomplishments based on the ASCC Blueprint". • **On Brown Bag Sessions –** The Undersecretary inquired if this is a policy and the group responded that this is an initiative of the

	Bureau to share new or existing knowledge to be shared for other PDPB staff, which she approved afterwards.
The Undersecretary also responded to the "parked questions" which the ABD flagged as issues needing management decisions:	
On recommendation to transfer the Technical Assistance and Resource Augmentation (TARA) to the SWIDB	• This concern should be brought to the attention of the Office of the Secretary (in consideration of the approved TARA guidelines). The Policy and Plans Group (PPG) will have to continue leading the initiatives on TARA until there are new arrangements (i.e. if the Secretary approves Social Welfare Institutional Development Bureau (SWIDB) as lead on this).
Annual Report and Annual Technical Report (ATR)	• For now, ownership of the Annual Report will remain with PPG because this is already budgeted and chaired by PPG Head. The ATR will continue to remain as supplemental document to the Annual Report as it is more detailed and complete (with regional disaggregation). It is a good reference that the staff can bring outside. For the meantime, publication of these two (2) reports will carry on as usual (stick with status quo). The Undersecretary also reminded that these should be available in 1st Quarter of the succeeding year.
On the new PDPB Structure	• The restructuring of other OBSUs is actually more of an internal arrangement (i.e. DRMB), and thus, PDPB restructuring will be treated as such. The Undersecretary also explained that the three-division structure is actually what the Department of Budget and Management (DBM) recognizes, instead of the current four divisions. With this, the transition to the new divisions will take effect on the first quarter of 2019. A PPG Order adopting the new divisions will be issued. However, there is no need for the Secretary's approval at this point, the Bureau has only three divisions enrolled in the official documents (e.g. DBM and CSC). • Moreover, the movement of the PDPB personnel will be based on performance and qualifications. Others may designated Assistant Division Chief but there should be no promotion or demotion in general. The Undersecretary also emphasized that she is not keen on having Units within the Bureau and prefer straight listing (for consistency with DBM documents).

- For the **Policy and External Affairs Division,** the Undersecretary is unsure if sectoral grouping is applicable but she wants to highlight ASEAN and other international/ regional commitments as one of the division's major deliverables. On policy development, the PDPB should assist the Department Legislative Liaison Office (DLLO) in rendering Department's positions on various legislative instruments. The PDPB need not provide inputs on styling or editing but on the review of the merits of the bill. Some pointers would be:

    - If we support a bill – cite reasons and provide evidence
    - If we do not support or if we have reservations – specify provisions in question and what does the Department propose as an alternative

- Moreover, there is no strict qualification for the PEAD's chief (no need to be a SWO).

- The members of the Policy Unit should not more than ten (10).

- The **Planning & Monitoring Division**, on the other hand, has to be divided per sector (children, youth, women, senior citizen, persons with disabilities, indigenous people, victims of disasters, family and community), but preferably in pairs/triads. This is so there are more than one focal persons who can address concerns per sector. Women/GAD Concerns should not be limited to Ms. Nory Rivera alone, and should have a minimum of three (3) focals.

- The team on evaluation will join the **Research & Evaluation Division**. It was noted in various venues that in-house studies are needed by the Department. One team from this division shall work on the implementation of the Unified PREW (i.e. to assess documents/results of PREWs conducted). Another team shall focus on evaluating DSWD programs/services (need-driven).

  As for research, the team must ensure that we are providing directions to the Consultant and the studies should be aligned with the objectives & design set in our Terms of Reference. This should be observed if ever the "Cost of Disability" Study, which is one of the priorities for 2019, will undergo bidding process.

On Assigned Division Chiefs/OICs	• The Undersecretary first considered the preference of Ms. Cynthia B. Lagasca as the lone full-fledged Division Chief in the current pool of heads in PDPB. This being the premise, , the new divisions will be headed by the following OICs/DCs: 1. Ms. Marivic U. Vergara – Planning & Monitoring Division 2. Ms. Cynthia B. Lagasca – Research & Evaluation Division 3. Ms. Cathy M. Lagunday – Policy & External Affairs Division
Next Steps on the PDPB Restructuring	• A PPG Order on the new PDPB Structure will be issued by January 2019. All Individual Performance Contracts (IPC) and Division Performance Contracts (DPC) should reflect these changes.

CLOSING REMARKS

Director Rhodora G. Alday officially closed the three-day activity by expressing her gratitude towards the staff for their active participation. Though preferring to have personally witnessed the whole activity, she acknowledged and congratulated the PDPB staff for being productive & fruitful even without the supervision of the management. She also appreciated the PDPB MANCOM for leading in her stead.

The Director shared her personal experiences on dealing with changes in the past and encouraged everyone to look view it as something they can learn and grow from. The impending change is something she looks forward to despite the challenges that may come with it. She reminded the staff to carry the spirit of eagerness to learn and become better as they move out of their comfort zones.

Lastly, she thanked the Undersecretary for taking time off her busy schedule and coming all the way to Lucena City to interface with the Bureau and give her guidance.

PDPB
PERFORMANCE REVIEW
& EVALUATION
WORKSHOP 2018

Annex A.

Division Accomplishments for 2018

POLICY & RESEARCH DIVISION

PLANNING DIVISION

MONITORING & EVALUATION DIVISION

EXTERNAL AFFAIRS DIVISION

ADMINISTRATIVE UNIT