Department of Social Welfare and Development
ASSESSMENT REPORT
CY 2019

Harmonized Planning, Monitoring and Evaluation System (HPMES)

Policy Development and Planning Bureau
Research and Evaluation Division

Table of Contents

Executive Summary

The CY 2019 Department of Social Welfare and Development (DSWD) Assessment Report aims to objectively assess the progress of the Department's performance for 2019 and provide recommendations that require necessary actions from the DSWD management and concerned oversight agencies, in line with the performance indicators reflected in the DSWD Strategic Results Framework. This is among the major outputs of the Harmonized Planning, Monitoring and Evaluation System (HPMES) that emanated from reports of the Central Office – Office, Bureaus, and Services and the Field Offices in implementing policies and programs along social welfare and development.

The result of the 2018 performance demands for responsive and adequate DSWD programs and services. However, human and budgetary resource constraints remains to be major challenges affecting operational performance. Likewise, concerns on weak targeting and M&E, declining benefit level of cash grants and, frequent changes in operational guidelines which delay the implementation of programs still persist.

Major Accomplishments

Organizational Outcome 1: Well-being of Poor Families Improved

There are positive outcomes on health and education achieved by the Pantawid Pamilyang Pilipino Program based on evaluation report. Initial findings of the Pantawid Pamilyang Pilipino Program Third Wave Impact Evaluation (IE Wave 3) conducted by the Philippine Institute for Development Studies (PIDS) in CY 2017 and CY 2018 indicate that the program has provided positive impact on its beneficiaries in terms of health and education aspects wherein it has increased school participation of children and household consumption of education-related goods. Their total consumption increased due to higher spending on food, education, and clothing.

Continuous improvement on compliance rates of school enrolment and availment of health services and attendance to FDS since 2018 to 2019. Compliance rate on availing of health services recorded at 97.77%, followed by 95.67% compliance rate on school enrollment of children and 94.49% compliance rate for attendance to Family Development Sessions (FDS). Increases of compliance rates were due to the provision of social case management and intervention such as Bata Balik Eskwela initiative.

Pantawid-related grievances were resolved within established time protocol. Of the total Pantawid-related grievances, 95.32% were resolved within established time protocol. It was also observed that complaints received in 2019 decreased by 34.55 percent from 2018 reported figures.

Kapit-Bisig Laban sa Kahirapan- Comprehensive and Integrated Delivery Social Services (KALAHI-CIDSS)- National Community-Driven Development Program (KALAHI-NCDDP) sub-projects completed surpassed the target number of communities and households with high sustainability rating. The program has accomplished 2,561 community infrastructure and basic social service facility of the 1,643 sub-projects target. The completed projects earned high score of 99.44% satisfactory or better sustainability evaluation rating.

All KC-NCDDP grievances were resolved and more than 99% were rated as satisfactory. The Grievance Redress System registered a total of 2,316 grievances in 2019, of which 99.48% were satisfactorily resolved.

Continuous decline in the number of households assisted through SLP Micro-enterprises and Employment Facilitation. In 2019, accomplishment rate of SLP Association members earning from microenterprises is at 59.17% and 21.57% of households are gainfully employed. Reported deviations on the outcome indicators are associated with the limited number of staff, delay in the approval of the CY 2019 GAA, prioritization of accounts payable of CY 2017-2018 and, transfer of residence. Added challenges on sustaining the gains of program beneficiaries are the vulnerabilities caused by disasters.

Organizational Outcome 2: Rights of the Vulnerable Sectors Promoted and Protected
Target number of clients for residential care facilities was not achieved, with only 8,906 clients served out of the 11,029 target in CY 2019. Services in residential care facilities indicated an 80.75% accomplishment against its target in 2019. Decrease in the number of clients served was due to on-going construction and renovation of some Centers and Residential Care Facilities. Overall, the proportion of clients rehabilitated through residential and non-residential care facilities decreased in 2019.

The Average Length of Stay (ALOS) of clients in residential care facilities is 2 years and 5 months or 873 days, which was 49% longer than the set target for 2019. Minimum ALOS was recorded at Lingap Center, with a little over three months (97 days) while maximum ALOS was recorded at Elsie Gaches Village, with 13 years. Prolonged stay of clients can be attributed to cases that lead to regressive behavior and non-cooperation to psychosocial interventions of clients, difficulty in the placement of children and in developing prospective adoptive parents and foster families.

Coverage of Supplementary Feeding Program declined drastically. Supplementary Feeding Program coverage declined in Cycle 9 (SY 2019-2020), plunging 30% from the previous cycle's coverage, the program was only able to utilize 51.80% or PhP 1,730,613,676.65 out of the PhP3,341,245,000.00 allocated budget for FY 2019. Policy changes weighed down the program implementation (e.g. suspension the downloading of funds to LGU and equivalently, transferred the implementation of SFP to the Field Offices).

Nearly 80% of beneficiaries had improved nutritional status. For the 8th Cycle (2019) implementation of the SFP, nutritional outcome target of the program was almost reached. At the end of the feeding interventions, 77.22% of malnourished children have shown weight improvement.

Only 70% of the target senior citizen beneficiaries were provided with Social Pension. In 2019, 2,692,372 out 3,796,791 target indigent senior citizens were covered by social pension. The low accomplishment was primarily caused by validation activities conducted to verify the eligibility of the potential beneficiaries to receive Social Pension. The program was able to utilize 74.44% of the allocated fund.

Generally, social pension beneficiaries spend their grant for daily living subsistence and medical needs. When the beneficiaries were asked where they spend their Social Pension, majority (90.7%) of them said that it is spent on food while a considerably high proportion (75.0%) mentioned that they also spend it on medicines and vitamins.

Pulse Asia Research Inc. posted 76% awareness rating of the Social Pension for Indigent Senior Citizens. The Ulat ng Bayan Survey conducted last June 2019 results show that 76% were aware of the program where it is higher in rural areas at 81%. The same survey mentioned (94% of the 912 respondents) that PhP 500 monthly stipend is not enough and should be increased.

CIU target set for CY 2019 was far exceeded by the recorded accomplishments. A total of 1,072,389 clients were served or 235% of the 456,003 targeted clients. Majority of the clients of Crisis Intervention Unit (CIU) provided positive feedback on its services.

Low utilization of Unconditional Cash Transfer (UCT) in the first year of implementation. Only 37.54% of the target UCT beneficiaries were served and that 4.54% of the program's allocated budget were utilized.

Delayed approval of the CY 2019 General Appropriations Act (GAA) and national and local elections ban caused delays in the delivery of SWD programs and services. The late approval of CY 2019 GAA and the May 2019 election ban hindered delivery of SWD programs and services for its intended beneficiaries.

Organizational Outcome 3: Immediate Relief and Recovery of Disaster Victims/Survivors Ensured

Policy against transfer of funds to LGUs still stands and affects reporting of output level indicators and causes delay in the implementation of scheduled activities. There is no report provided on the number of LGUs with prepositioned relief goods. This may be attributed to the policy of the Department that no LGU-transfer should be undertaken by the Department. More importantly, limitations on the utilization and timeline of fund downloading affects the absorptive capacity of the Field Offices.

Human resources, equipment and transportation remains as concerns in disaster operations, especially in the regions.

Personnel flexibility continues to be the backbone of program/project implementation. Several factors come into play in order for the Department to effectively respond to disasters – all requiring personnel flexibility and adaptability. Such factors are LGU capacity/responsiveness, security issues especially in GIDAs, political interventions in listing beneficiaries, and frequent changes in leadership, structure (particularly at the Central Office) and priorities/directions. Likewise, it is recommended that the Department should be responsive to these issues.

The Department continues to serve disaster-stricken households & individuals, as well as provide augmentation support as expected, but assistance only reaches a fraction of all those affected.

Organizational Outcome 4: Continuing Compliance of Social Welfare and Development Agencies to Standards in the Delivery of Social Welfare Services Ensured

The Department has exceeded the target number of SWDAs for registration and licensing. The Department registered and granted license to operate to 256 SWDAs in 2019 which is 40% higher than the 183 target SWDAs. Likewise, 272 auxiliary SWDAs were registered which is 73% higher than the 157 target auxiliary SWDAs for 2019.

The Department has granted accreditation to more than 200 SWAs. In 2019, 246 SWAs were accredited or 23% higher than the 200 target SWAs for this year. However, accreditation was decreased by 29% as compared to 2018 accomplishment.

SWD policy and standards were developed and enhanced to ensure quality assurance measures in the implementation of SWD programs and services by SWDAs. In 2019, the Department developed and enhanced existing policies and set standards or minimum conditions in order to attain the desired rights and welfare of clients in SWDAs. Inter-agency partnerships and operationalization of Central Office and Field Office Review Committee serve as key enforcement action of the DSWD regulatory services. This policy enforcement also initiated a partnership with the Department of Interior and Local Government (DILG) in order to track/monitor organizations engaged in SWD activities that are not yet registered with the DSWD.

Selected DSWD centers and institutions operating with expired accreditation. Of the 256 registered and licensed SWDAs, twenty-eight (28) were able to sustain compliance to set standards which is equivalent to 10.94%. Further, forty-one (41) of the 246 accredited SWDAs were able to comply with the set standards and requirements which is equivalent to 16.67%. These proportions have exceeded the target of 5% for registered and licensed SWDAs and 10% for accredited SWDAs with sustained compliance to SWD standards.

Organizational Outcome 5: Delivery of SWD Programs by LGUs through LSWDOs Improved

Setting of targets by the DSWD Field Offices on the provision of TA to LSWDOs have been affected by the pending results of the assessment. The assessment would have enabled the Field Offices to formulate their regional TARA plans with sufficient basis. Conversely, this will help determine the current level of service delivery of LSWDOs.

43 percent of LGUs nationwide were able to assessed the LSWDO Service Delivery and Competency. For the 2019, about 689 or 43% of the LGUs nationwide were assessed using the enhanced LSWDO Service Delivery Assessment tool.

More than 90% of LSWDO nationwide were provided with Technical Assistance and 19% are provided with Resource Augmentation. In spite of on-going assessment of LSWDO Service Delivery, DSWD Field Offices continue to provide technical assistance and resource augmentation to LGUs. For the year 2019, a total of 1,552 LGUs or 90% of LGUs were provided with technical

assistance. On the provision of resource augmentation, the Department was able to cater 331 or 19% of LGUs.

100% of LGUs rated TA Satisfactory or Better. In terms of satisfaction of TA provision, all LGUs provided TA rated the Department with satisfactory rating. There was no rating in terms of resource augmentation given the directive of the Secretary on no downloading of funds to LGUs.

Majority of LSWDO are in level 1 of service delivery. Initial results of LSWDO Service Delivery assessment, revealed that majority (61% or 418) of the LSWDOs that were assessed met Level 1, which is the minimum expected Service Delivery Capacity level. Around 32% or 224 of LSWDO are at Level 2 and three percent (3%) or 23 at Level 3. While 25 or 4% did not meet the minimum expected capacity level. LSWDOs are doing well in Client Assessment, however they are weak on the aspect of Plan Formulation.

Overall Recommendations

Reinforce mechanisms for responsive and complementary social protection services through improved policy priorities and evidence-based programming.
1. Prioritize the conduct of the Social Welfare and Development Indicators (SWDI) assessment of Pantawid Pamilya Households.
2. Continuously push initiatives on meeting the need for an increased level of grants
3. Facilitate access of beneficiaries to other complementary social protection services.
4. Protect and prevent beneficiaries income from declining in their current income levels due to various risk factors.
5. Reiterate the revisiting SLP's program design and ensuring evidence-based policy pronouncements and changes.
6. Institutionalization of social technologies to expand the scope and coverage

Deliver Effective Capability Building Strategies for Partners and Intermediaries
a. Ensure an effective incentive system
b. Reinforce accreditation strategies to renew and improve DSWD centers and facilities level of accreditation
c. Enhancement of SWDA accreditation tools
d. Explore registry system of SWDAs for possible partnership and support services
e. Review policy on non-transfer of funds to LGUs, which produced extensive workforce and resource capacity challenges especially for the Field Offices.

Improve Planning, Monitoring and Evaluation
a. Improve the monitoring and handling of administrative data
b. Promote and implement the conduct of research and evaluation studies
c. Align plans and targets with the developed and approved office results frameworks and risk treatment plans

Strengthen organizational and management effectiveness.

a. Strategically allocate human, budget, and physical resources with the Department's requirements.
b. Pursue sustainability and adequacy of human resources
c. Ensure sustainability and adequacy of human resources.
d. Automate and review future and existing processes and utilization of information systems in improving efficiency of government services to its clients and stakeholders
e. Enhance the absorptive capacity of Department
f. Build the Department's organizational capacities to be relevant to new national policies and reforms affecting its mandates

Introduction

Framework of Assessment

The Department of Social Welfare and Development (DSWD) Strategic Plan CY 2018-2022 sets the medium-term articulation of its strategic directions until 2022 and are expected to contribute to the achievement of the country Philippine Development Plan (PDP) 2017-2022.

The Strategic Plan has a Strategic Results Framework to ensure proper targeting of clients (i.e., beneficiaries and intermediaries), implementation, monitoring and evaluation for the planning horizon. The DSWD Strategic Results Framework guides all DSWD Offices in its actions and strategies to deliver its mission. Specifically, it serves as the overall framework which lays-out and logically aligns the objectives of the Strategic Plan.

Figure 1. DSWD Strategic Results Framework 2017-2020
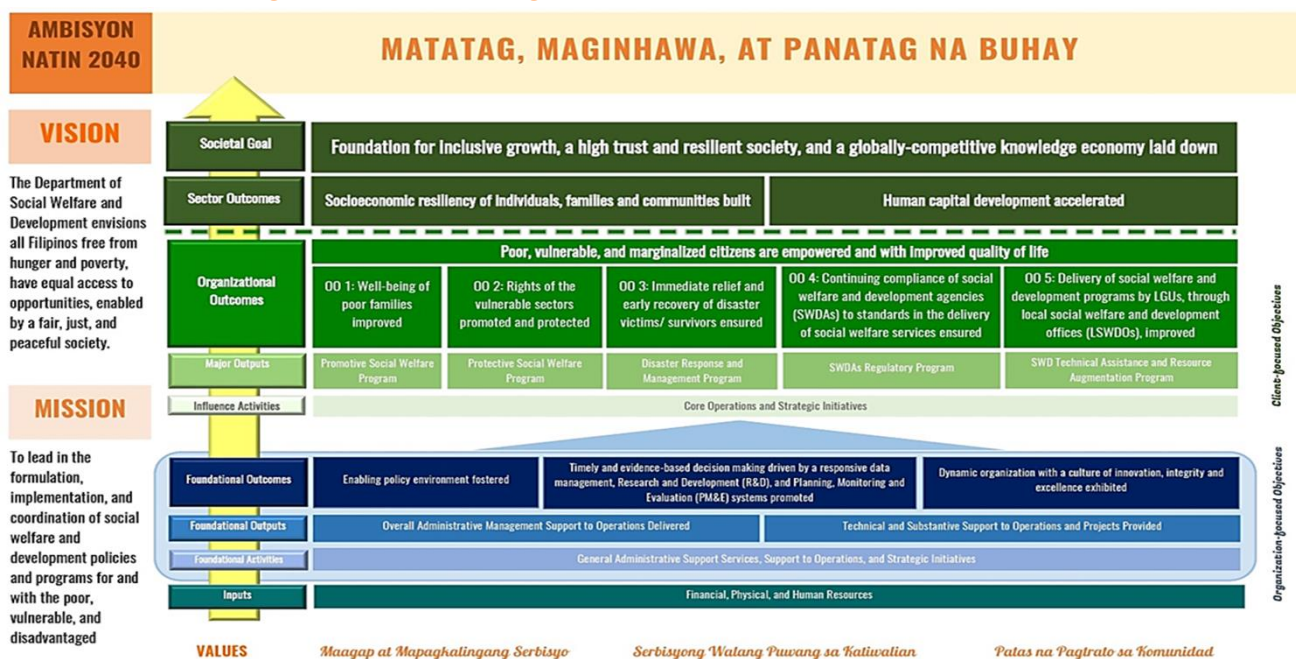
The DSWD Strategic Results Framework was developed focusing on the intended socio-economic and development outcomes of the Philippine Development Plan 2017-2020. The Department are expected to contribute to the sectoral and societal goals of the Philippines through achievement of the Department's Organizational Outcomes (OOs). These OOs are focused on bringing changes in the clients' (beneficiaries and intermediaries) lives or behavior and capacity. It has also Organization-focused objectives that ensures the organizational effectiveness of the Department in managing resources efficiently and that institutional processes, systems and human resources are in place.

The Department's outputs are delivered by the following programs classified as follows: Promotive Social Welfare Program, Protective Social Welfare Program, Disaster Response and Management

Program, SWDAs Regulatory Program, and SWD Technical Assistance and Resource Augmentation Program.

Meanwhile, the General Administration and Support Services (GASS), and Support to Operations (STO) serve as the foundational[1] components which are critical in providing support to the OOs and above-mentioned programs. Delivering these outputs is crucial in achieving the foundational outcomes.

The DSWD Strategic Plan is being monitored through the Harmonized Planning, Monitoring and Evaluation System (HPMES) of the Department. The HPMES is a system for the regular planning, monitoring and evaluation of the DSWD's offices, programs and projects as they contribute to the attainment of the organizational goals and outcomes stipulated in the medium-term Strategic Plan.

As part of the outputs of the HPMES, the DSWD Assessment Report is produced every semester. The DSWD Assessment Report aims to objectively assess the progress of the Department's performance and provide recommendations that require necessary actions from the management, in line with the Outcome and Output indicators reflected in the DSWD Results Framework.

Methodology

Quantitative Method

The Assessment Reports submitted by the Field Offices and Central Office – Offices, Bureaus and Services are the major bases for the quantitative analysis of the assessment. The administrative data and secondary data from external sources were also utilized to support the findings of the report.

Qualitative Method

Various reports and related studies were reviewed and analyzed, particularly the performance of the Department in terms of outputs and outcomes. The assessment drew on the qualitative findings, analyses and recommendations found in the assessment reports of FOs and CO-OBS.

The report covered the following assessment questions:

1. To what extent did the Department achieve its organizational outcomes and outputs? What progress and evidence had been there in achieving the outcomes?

2. What were the hindering and facilitating factors for achieving the intended results? What have been the issues and/or good practices?

---

[1] The "foundational" objectives represent the enabling activities/outputs/outcomes that will support and drive the achievement of the client-focused objectives

Situational Analysis

This section discusses the current key development indicators of the Philippines that the Department is contributing to achieve intended socio-economic and development outcomes of the country. More importantly, this section will also provide the current situation of the social welfare and development sector which is the context of DSWD.

Philippine Economic Performance

As published by the Philippine Statistics Authority (PSA), the growth of the Philippine economy continued to accelerate in the last quarter of 2019 at 6.4%, resulting in the 5.9% full-year growth for 2019. According to NEDA, economic growth was driven by the immediate government spending after the budget delay in the first half of 2019.

Figure 2. Gross Domestic Product Year-on-Year Growth Rates, Q4 2017-2018, Q4 2018-2019
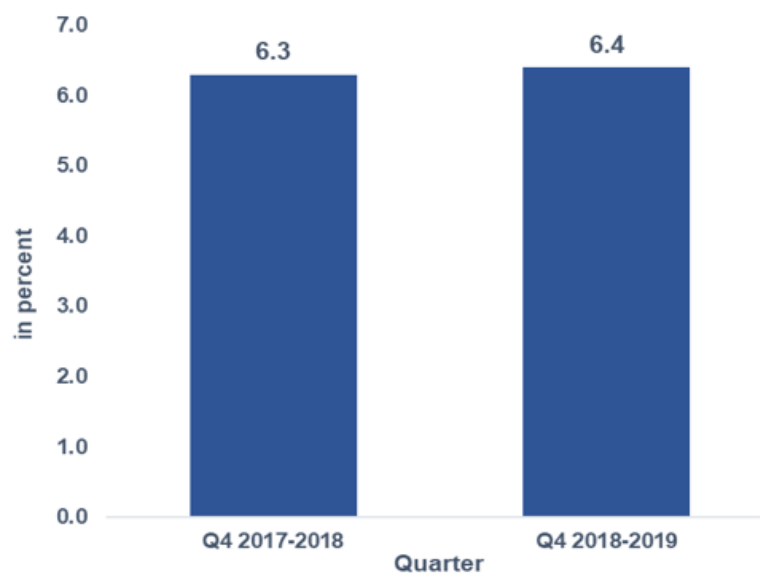
Services sector has a faster growth in 2019 while Agricultural sector remains slow. Among the major economic sectors, Services posted the fastest growth in the fourth quarter of 2019 with 7.9 percent. Industry grew by 5.4 percent. Agriculture, Hunting, Forestry and Fishing registered a growth of 1.5 percent. The growth in the services sector was mainly driven by the acceleration of public administration and defense, trade, and other services. However, the slowdown in agriculture is primarily due to the El Nino phenomenon during the first half of 2019. Likewise, the spread of the African Swine Fever, continuing eruptions of the Taal Volcano and onslaught of typhoons in the latter part of 2019 have brought significant damage in the agriculture and fishery sector.

Net Primary Income (NPI)[2] from the Rest of the World and Gross National Income (GNI) had corresponding growths of 4.6 percent and 6.2 percent. On an annual basis, NPI grew by 3.5 percent, and GNI by 5.5 percent.

Figure 3: GDP, GNI, Major Industries, Growth Rate, Q4 2019 and Annual 2019
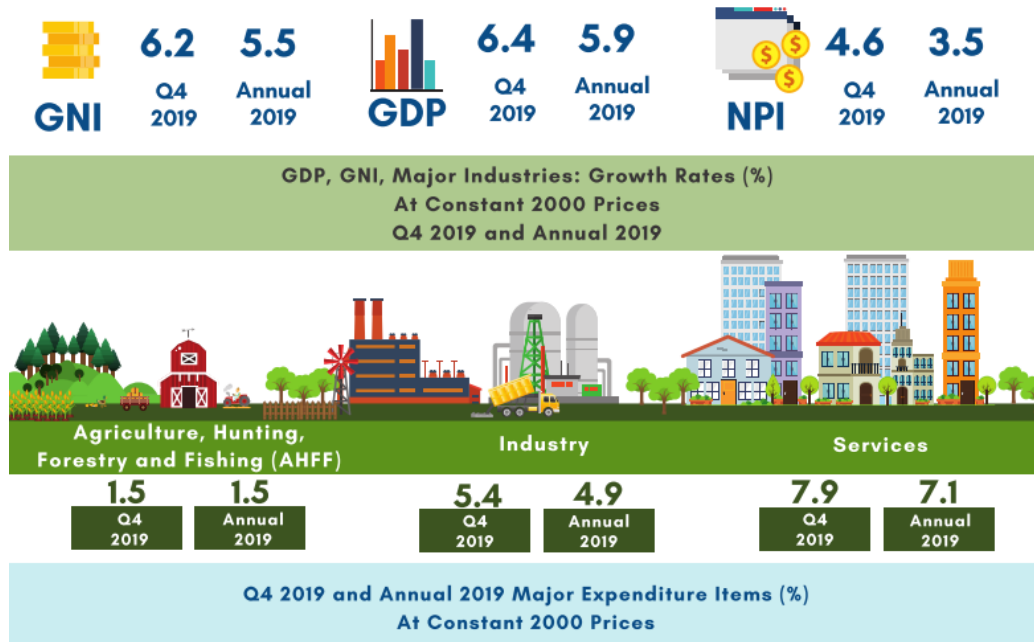
Source: Philippine Statistics Authority, 2019

Philippine economy facing several challenges right at the start of 2019. The 2019 budget impasse led to delays in the implementation of government programs and projects. Adding to the problem was the election ban resulted to delays in infrastructure and other government projects.

Absorptive capacity of government agencies must be improved. According to NEDA, the Philippines need to significantly improve the absorptive capacity of government agencies for faster implementation and completion of key social programs and infrastructure projects. The government also need to swiftly address issues such as the difficulty in the acquisition of right-of-way, delays in procurement, restrictive auditing rules, and skills shortages. Moreover, the country's need to effectively manage the rising of inflation to boost household consumption especially on basic commodities.

National Government Agencies (NGAs) and LGUs should fasten the provision of assistance to vulnerable sectors on disaster affected areas. With continued natural disasters, concerned agencies and LGUs should fast-track the release of production support and cash/loan assistance programs to the affected farmers and fisherfolk, as well as the implementation of the recovery and rehabilitation plans for the affected areas.

Government must assess social and economic impact of technological advancement. Given the rapid advancements in technology that give way to industries in the sharing economy, we must be

---

[2] **Net Primary Income is the** compensation of employees and property income receivable from the rest of the world less the corresponding items payable to the rest of the world.

able to assess social and economic impacts carefully, strive to understand the new environment and provide policy responses that are clear and evidence-based.

New national policies and reforms have implications on the mandate of the DSWD and thus would need to build its organizational capability and capacities. Many reforms have been enacted into law that have implications on the mandates of agencies, including the DSWD. It is expected that further policy reforms over the next three years on remaining Tax Reform Packages, Budget Reform Bill, National Land Used Act and National Competition Policy have significant impact to social welfare and development. Furthermore, there may be a need to build capacities, develop new competencies and systems to fulfill the new mandates.

As we see the need to sustain the growth of the economy, amidst a growing population and changing demographics, against a backdrop of challenging global geopolitical, technological and environmental changes, we recognize the importance of improving the capability of government to undertake continuing integrated and coordinated planning and policymaking at all levels and covering all sectors to ensure achievements of our long-term development goals that will benefit Filipinos and realizing our long-term vision of a *matatag, maginhawa, at panatag na buhay para sa lahat ng Pilipino, ngayon at sa darating pang panahon (NEDA, 2020).*

Poverty Situation in the Philippines

The Philippine Statistics Authority (PSA) announced that the country's poverty incidence dropped to 16.6 percent in 2018. This translates to 17.6 million Filipinos who lived below the poverty threshold estimated at PhP10,727, on average, for a family of five per month in 2018. On the other hand, subsistence incidence among Filipinos, or the proportion of Filipinos whose income is not enough to meet even the basic food needs, was registered at 5.2 percent in 2018.

Among the region, the Autonomous Region in Muslim Mindanao (ARMM) registered the highest poverty incidence of 63.0%. National Capital Region (NCR), on the other hand, had the lowest poverty incidence at 6.6%. In general, poverty is more concentrated in Mindanao.

NEDA attributed the decline in poverty in 2018 on the implementation of social protection programs like the conditional and unconditional cash transfers and pensions, population and family planning program, and less extreme weather conditions.

Figure 4: Poverty Incidence and Magnitude of Poor Families in the Philippines, by Region, CY 2018
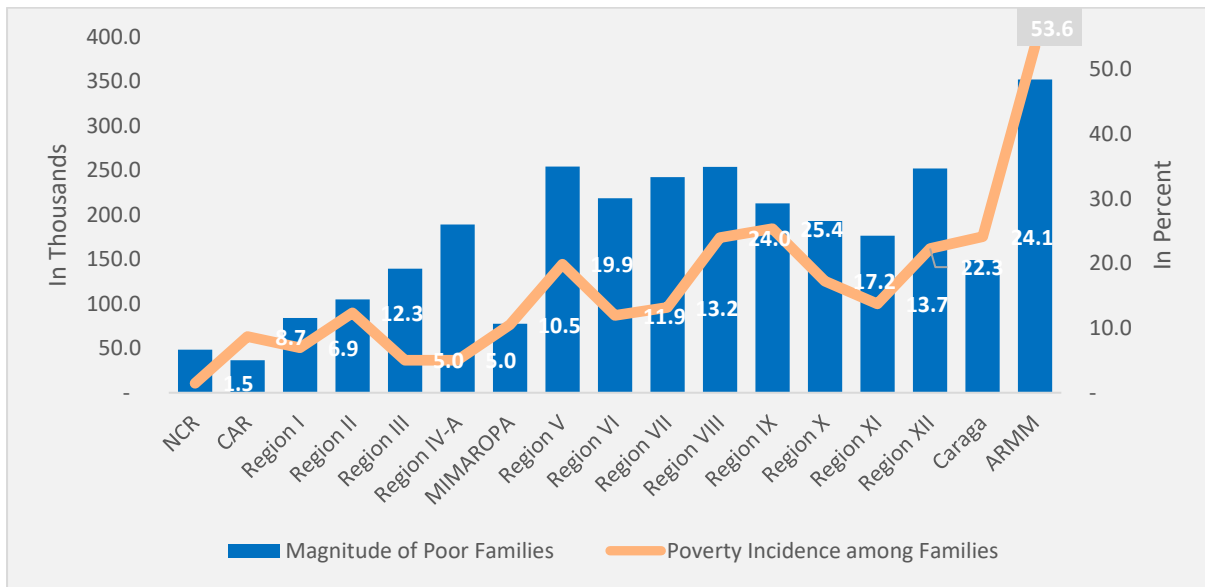
Currently, the official poverty statistics of the Philippines are estimated based on income collected in the Family Income and Expenditure Survey (FIES). It is recognized, however, that aside from income poverty, individuals or families may be experiencing deprivations on some of the basic needs, such as, food, health, education, housing and other essential amenities of life. The Philippines initial methodology of Multi-dimensional Poverty Index (MPI) measures deprivations in education, health and nutrition, housing, water and sanitation and employment. The Education dimension had the largest share or contribution to overall deprivation (MPI) at 36.5 percent and 36.9 percent in 2016 and 2017, respectively. The Health and Nutrition dimension comes next with a contribution of 26.2 percent in 2016 and 27.5 percent in 2017.The share of Housing, Water and Sanitation to MPI was 26.4 percent in 2016 and 27.4 percent in 2017. Employment dimension, on the other hand, had the least share to MPI.

Figure 5. Share of Each Dimension to Multi-Dimensional Poverty Index: 2016 and 2017
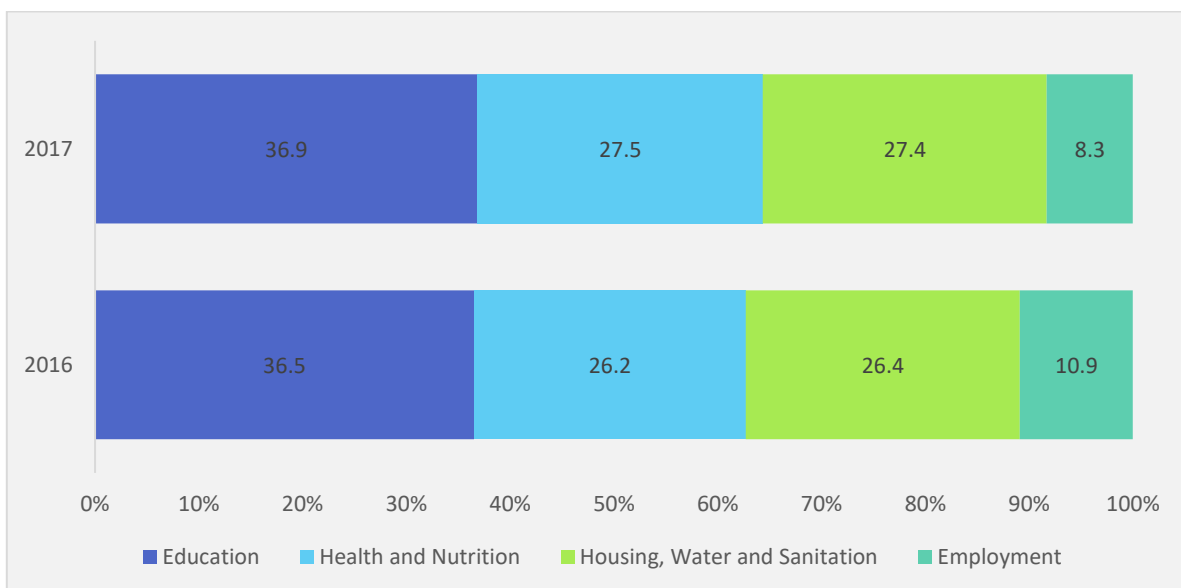
Situation of the Social Welfare and Development Sector

Children and Youth

Despite the numerous legislations pertaining to protection of children, statistics shows the persistence of child abuse in the country. One of the findings of the Council for the Welfare of Children (CWC) and the United Nations Children's Fund (UNICEF) 2016 National Baseline Study on Violence against Children (VAC) indicated that 8 in 10 children and young people in the Philippines have experienced some form of violence in their lifetime that usually begins at home. 60.4% of physical violence happened at home, followed by 14.3% in school, 12.5% in the community, 7.1% in the workplace and 6.2% during dating.

In terms of child trafficking, Philippines is considered as source country, a destination and transit country for men, women, and children subjected to sex trafficking. Through law enforcement activities, the government identified 1,839 potential victims of trafficking, of whom 1,422 were females and 410 were children. The Department of Social Welfare and Development (DSWD) reported serving 1,659 possible trafficking victims, of whom 1,139 were female, compared with 1,713 victims in 2016. Despite the existence of the Anti-Child Pornography Act of 2009 which ensures the protection of children from all forms of online abuse and exploitation including cyber-bullying, the Philippines still recorded online child abuse as the leading form of cybercrime in 2014, involving children mostly 10-14 years old, largely in Luzon and Cebu.

Women

The 2017 National Demographic and Health Survey (NDHS) shows that 17% of women have ever experienced physical violence since age 15. Experience of physical violence is higher among divorced, separated, or widowed women (33%) than married women (19%) and never-married women (12%) and the most common perpetrator of physical violence is the current husband/partner (36%). Moreover, one-third of women who have experienced physical or sexual violence sought help to stop the violence, while 41% of women never sought help nor told anyone.

According to UN Women, in the past two decades, an annual average of 172,000 Filipino Women Migrant Workers (WMWs) were deployed overseas as new hires. Currently, WMWs still outnumber men, but their proportion of the total deployment has considerably decreased. While most male overseas Filipino workers are typically production workers, women are predominantly service workers. Domestic work dominates the job categories of WMWs among the low-skilled. Nurses rank first as a job category among the professionals. Abuse and exploitation, illegal recruitment, contract substitution and debt bondage continue to be experienced by WMWs, especially domestic workers. There are also violations of sexual and reproductive health due to discriminatory laws in migrant-receiving countries.

In the 2018 Trafficking in Persons Report, the U.S. Department of State classified the Government of the Philippines under Tier 1 which means that it fully meets the minimum standards for the elimination of trafficking but was not able to improve the availability and quality of protection and assistance services for trafficking victims. As such, while the government increased funding for equipment and facilities for the Philippine National Police Women and Children's Protection Center

from 23 million pesos in 2017 to 106 million pesos in 2018, support for anti-trafficking task forces declined as the number of prosecutors assigned to the task forces decreased from 240 in 2016 to 203 in 2017. Moreover, it was also noted that there is no DSWD shelter/residential care facility (RCF) that is designated solely for the specialized care of trafficking victims.

Senior Citizens

The results of the 2015 Census of Population showed that 7.5% or 7,548,769 of the 100,981,437 total population of the country were senior citizens. Of the household population 60 years old and over, 42.1% were gainful workers. Of the gainful senior citizens, 37.7% were farmers, forestry workers or fishermen and 15.8% were workers engaged in elementary occupations, while 13.5% of the gainful senior citizens are managers.

Study of the World Health Organization (WHO) in 2016 indicated that 1 in 6 elderly people experience some form of abuse including psychological abuse (11.6 percent), financial abuse (6.8 percent), neglect (4.2 percent), physical abuse (2.6 percent) or sexual abuse (0.9 percent). Relative to this, the Reporting System and Prevention Program for Elder Abuse Cases (ReSPPEC) was developed by DSWD. It is a community-based project which strengthens partnership and networks between and among the senior citizens sector, stakeholders and partners to ensure holistic and efficient systems of reporting, investigating, documenting and monitoring of elder abuse in the community.

Persons with Disability

Of the 92.1 million household population in the country, 1,443 thousand persons or 1.57% had disability, based on the 2010 Census of Population and Housing. Of the total persons with disabilities in 2010, males accounted for 50.9% while females comprised 49.1%. For every five persons with disabilities, one (18.9%) was aged 0 to 14 years, three (59%) were in the working age group (aged 15 to 64 years), and one (22.1%) was aged 65 years and over. Furthermore, the 2015 Census has not included crucial data on persons with disabilities considering that the objective of the 2015 Census of Population is to update the population count but it was then assured that the question on disability will be included in the 2020 Census of Population and Housing.

Family

In the National Household Targeting System for Poverty Reduction (NHTSPR) or the Listahanan income distribution of the 5.2M poor households identified nationwide, 90.61 percent are found to earn below the annual per capita poverty threshold of P15,057.005 (the needed income for a family of six members to be out of poverty). This means that a poor household with six (6) members each earns PhP41.22 per day. These poor households are found in National Capital Region (NCR) which is a highly urbanized area.

Internally Displaced Persons

Despite the peace process efforts, the increased in frequency of armed conflicts have caused harm to DSWD beneficiaries and the communities. Women and children are the most vulnerable in such conflict situations and DSWD has to provide the immediate services for these individuals. Aside from the existing programs and services of the Department, it should also strengthen involvement to peace process and overall national government strategy for peace building in conflict-affected areas.

Department Organizational Performance in 2018

The result of the 2018 performance demands for responsive and adequate DSWD programs and services through improved policy-making and programming; deliver effective capability building strategies for partners and intermediaries implementing SWD programs and services; improve planning, monitoring and evaluation for evidenced policy making and program enhancement ; establish internal and external convergence to synchronize the strategies and efforts for the beneficiaries; and ensure effective organization and management to pursue sustainability and adequacy of human resource, budget and physical requirements of the Department.

However, major challenges remain in 2018. These affect the pace of the organization into the achievement of its objectives. These are as follows:

Attrition and declining compliance rates observed. Attrition or the decline in the number of program participants and declining compliance rates, specifically in Pantawid, will subsequently affect the outcome-level performance of the Department.

Benefit level of cash grants have been eroded by inflation. The Department must explore studying the level of cash grants and other forms of assistance available in other agencies to complement the current amount.

Limited information on DSWD indicators. Some DSWD indicators have limited information, which affects timely decision and policy-making. These include indicators on well-being of families, disaster response outcomes and LSWDOs service delivery capacity and competency.

Internal and External Convergence not strongly established. Some DSWD beneficiaries have weak access to other complementary interventions that will improved their conditions/well-being.

Human and budgetary resource constraints are affecting the results. Achieving the results is highly dependent on the adequacy of human and budgetary requirements for the implementation of the Department's interventions. Lack of staff and budget continue to undermine operational performance of the Department

The Department still suffers from weak targeting and M&E. It was revealed that quality of data of some reported accomplishments are not ensured due to lack of monitoring mechanisms and tools that would objectively measure the indicators. Moreover, as observed, many indicators were over and under-targeted and budgetary resource constraints are affecting the results.

Frequent changes in operational guidelines delay the implementation of programs. As highlighted in the report, frequent changes in the policies/guidelines hampered the efficiency of the Sustainable Livelihood Program.

DSWD Performance in 2019

This section assesses the status of development outcomes and outputs of the Department for the period under review. The organizational outcomes (OOs) reviewed includes OO1- Well-being of poor families improved; OO2- Rights of the poor and vulnerable sectors promoted and protected; OO3- Immediate relief and early recovery of disaster victims/survivors ensured; OO4- Continuing compliance of SWD agencies to standards in the delivery of social welfare services ensured; OO5- Delivery of SWD programs by LGUs, through LSWDOs, improved. Major Outputs contributing to these outcomes will also be assessed in this section.

ORGANIZATIONAL OUTCOME 1: Well-being of Poor Families Improved

This organizational outcome is a direct contribution to the reduction of vulnerabilities of target population which essentially contributes to the socio-economic agenda of the government – investment in human capital development and improving social protection programs. This objective intends to uplift the level of well-being of poor families including Pantawid and non-Pantawid poor families, through ensuring their access to quality social welfare and development (SWD) programs and services. Thus, the Department implements promotive programs that empower the poor families and help them increase their economic and social well-being and become active participants to development.

Promotive Social Welfare Programs

The Promotive Social Welfare Programs of the Department include the Pantawid Pamilyang Pilipino Program, Kapit-Bisig Laban sa Kahirapan- Comprehensive and Integrated Delivery Social Services (KALAHI-CIDSS)-National Community-Driven Development Program and the Sustainable Livelihood Program.

Pantawid Pamilyang Pilipino Program

The Pantawid Pamilyang Pilipino Program (4Ps) is the national poverty reduction strategy and a human capital investment program of the national government that provides conditional cash transfer (CCT) to poor household, particularly of children aged 0-18 years old, to improve their health, nutrition and education aspect. The 4Ps remains as the Department top priority program and its institutionalization was made possible with the signing of the Republic Act No. 11310 or "An Act Institutionalizing the Pantawid Pamilyang Pilipino Program".

Assessment, Challenges, Risks and Opportunities

Output-level Indicators

Number of households provided with conditional cash grants declined. In 2019, the Pantawid Pamilya were able to served 3.74 million households or 90% from a total target of 4,400,000 households. Compared to CY 2018 performance, the decrease in the number of households were due to children beneficiaries no longer eligible for the Program or have already reached 19 years old or graduated from high school. This was also referred as the natural attrition of beneficiaries while there were no added nor replaced beneficiaries from CY 2017 to date.

It is projected that 3.8% of the total target households will exit in CY 2020 due to natural attrition. Children beneficiaries who will no longer be eligible as they reached 19 years old and/or to graduate in high school will result to 170,543 households to exit the Program.

Figure 6. Number of Pantawid Household Provided with Conditional Cash Grants, 2016-2019
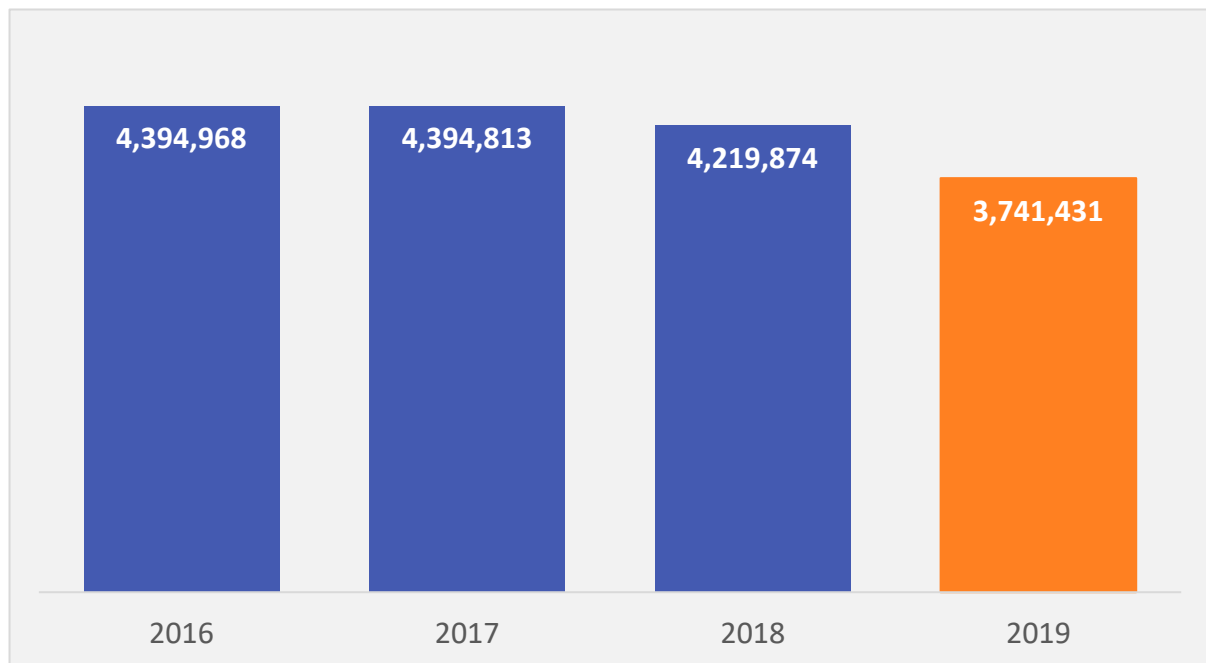
An average of 84% of target Program households were served under the Modified CCT. There were 199,930 households that were served under the Modified Conditional Cash Transfer (MCCT). Highest performing region under MCCT is Field Office I at 96% client served. Nevertheless, majority of the MCCT physical targets are in Visayas and Mindanao ranging from 27,000 to 29,000 households – covering households affected by natural and human-induced disasters, homeless street families, and indigenous people in geographically isolated and disadvantaged areas (GIDA). The decrease in the number of households were due to natural attrition of beneficiaries and possible mainstreaming of MCCT beneficiaries to regular CCT.

Figure 7. Number of MCCT Household Provided with Conditional Cash Grants, 2017-2019
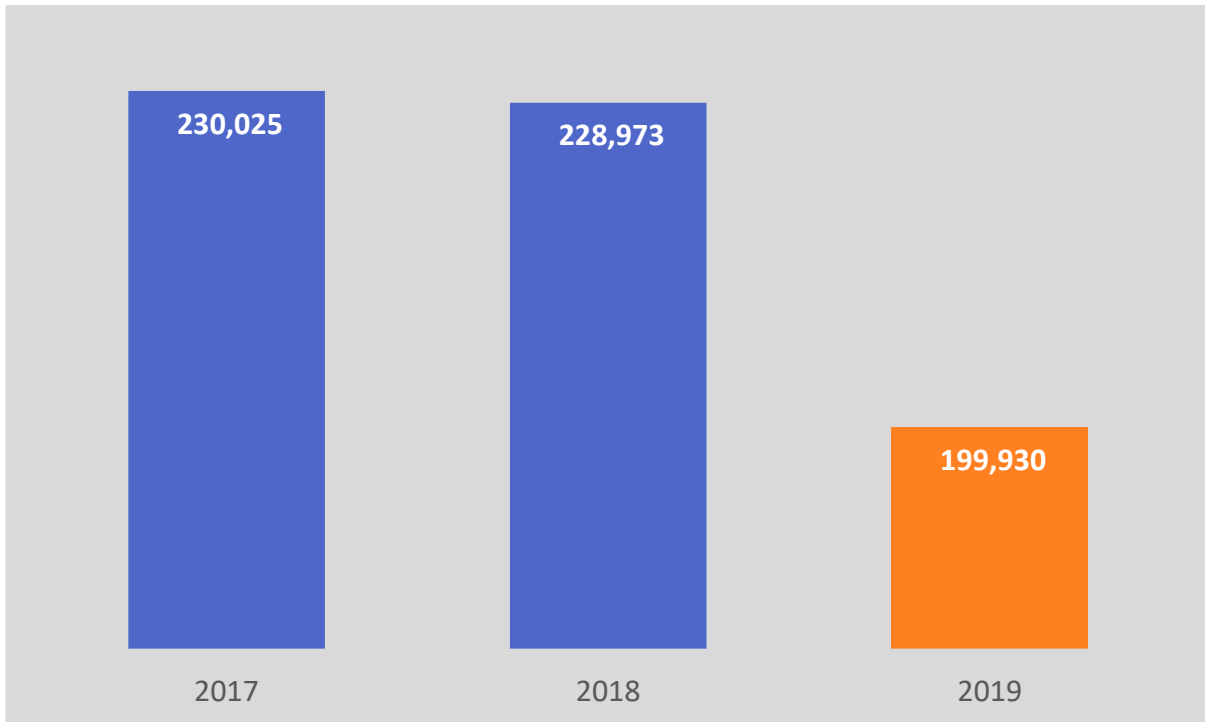
The 4Ps were able to utilized 97.78% or a total amount of Php87,303,887,329.37 of the total annual allotment of Php89,282,438,961.85.

More than 95% of complaints resolved within established time protocol. From January to December 2019, 138,650 grievance cases were recorded in the system; out of which, 132,158 were already resolved within established time protocol. The Pantawid Pamilya Grievance Redress Systems (GRS) continue to promote transparency and efficiency in program implementation. Particularly, it provides opportunity for both beneficiaries and the general public to report their grievances for resolution; and, guides program staff on handling and resolving grievances that invariably emerge in the implementation process.

Number of complaints received in 2019 decreased by 34.55 percent. The resolution rate in 2019 was significantly lower by 34.55% than that of 2018. Although the resolution rate in 2019 is lower compared in 2017-2018, it should be noted that the majority of complaints remain high on the payment-related issue and cash card-related issues. Grievances on payment-related issues may have been associated to the delays caused by changing the mode of payment.

Table 1. Number complaints received for CY 2019

Grievance Category	On-Going Cases	Resolve Cases	Total	Resolution Rate
Payment-Related Issues	3,562	67,483	71,045	94.99%
Cash Card-Related Issues	1,421	39,459	40,880	96.52%
Misbehavior of Beneficiary	791	7,509	8,300	90.47%
Appeals	265	4,053	4,318	93.86%
Ineligibility	273	1,808	2,081	86.88%
Request for Social Services	-	1,715	1,715	100.00%
Gender-Related Issues	53	906	959	94.47%
Grievance on Conduit/Partner Performance	6	155	161	96.27%
Grievance on Staff Performance	18	138	156	88.46%
Support Services Intervention Issues	-	9	9	100.00%
Facility Issues	-	7	7	100.00%
Others	103	8,916	9,019	98.86%
TOTAL	**6,492**	**132,158**	**138,650**	**95.32%**

The capacity building activities initiated by the National and Regional Program Management Offices, enhanced the knowledge, skills and attitude of the grievance officers in handling and managing the different types of grievances. Moreover, the continuous conduct of spot-checks and provision of technical assistance and coaching helped in the familiarization and mastery of the field workers on the Grievance Redress System Procedural Guidelines and other program processes.

Outcome-Level Indicators

Initial Social Welfare and Development Indicators (SWDI) results show 357,494 households are Self-Sufficient. While this showed 8% lower than the baseline figure on the number of self-sufficient households (or with level 3 of well-being) in CY 2016, it has also yet to determine which among the said number of households moved from subsistence level (level 2) to self-sufficiency.

Table 2. Pantawid Pamilya Household Beneficiaries per Level of Well-being[3]

REGION	Level 1 (Survival)	Level 2 (Subsistence)	Level 3 (Self sufficient)
NCR	28	7,455	2,364
CAR	81	30,943	10,809
I	43	73,621	61,005
II	27	45,446	12,757
III	234	72,070	34,884
IV CALABARZON	274	132,034	59,423
IV MIMAROPA	2,305	80,023	5,705
V	31	10,485	1,128
VII	19	29,841	31,454
X	222	111,045	52,097
XI	186	78,957	39,398
XII	230	22,459	14,653
CARAGA	39	41,158	31,817
Total	**3,719**	**735,537**	**357,494**

Note: No data in Regions VI, VIII and IX

Compliance rates on school enrolment, availing of health services and attendance to FDS increased for CY 2019. Beneficiaries compliance rates in all program conditionalities recorded an annual growth rate of 0.18% in 2019. Among the three (3) conditionalities, high compliance rate was recorded in availing of health services at 97.77% and followed by 95.67% compliance rate on school enrollment of children. Whereas the compliance rate for attendance to Family Development Sessions (FDS) increased to 94.49%. Increases of compliance rates were due to the provision of social case management and lifting of the Program Code 25. Field Office reports have consistently indicated the increase of compliance among households are due to the provision of social case management and other interventions that provide resolutions of beneficiary grievances.

---

[3] Report prepared by the Pantawid Pamilya National Program Management Office (NPMO) as of January 2020.

Table 3. Compliance to Pantawid Conditionalities, 2016-2019

Conditionality	Compliance Rate (%)			
	2016	2017	2018	2019
Education	**95.72**	**96.15**	**95.33**	**95.67**
Attendance in Day Care Centers/ Preschools for Children (3-5 years old)	96.42	96.61	95.80	96.50
Attendance in Primary and Secondary Schools for Children (6-14 years old)	96.63	97.05	96.43	96.50
Attendance in Primary and Secondary Schools for Children (15-18 years old)	94.12	94.79	93.75	94.02
Health	**98.08**	**98.58**	**97.68**	**97.77**
Check-up/ Immunization for Pregnant Women and Children (0-5 years old)	96.32	97.51	97.49	97.91
Deworming for Children 6-14 Years Old in Elementary Level	99.84	99.65	97.86	97.63
Attendance of Parents to FDS	**94.95**	**94.95**	**94.42**	**94.49**

Pantawid Pamilya children returning to school targets exceeded. In 2018, there are 925,977 Pantawid Pamilya children not attending school. Common reasons for non-compliance in education conditions are that some children beneficiaries: (i) lack or loss interest in school; (ii) are cutting classes; (iii) children beneficiaries are registered in other facility; (iv) sick; and (v) experienced peer pressure. The continues effort of the Department to improve the compliance rate in education, the program were able to encouraged 30.97% or 286,800 children to return to school and continue their schooling. Likewise, the program exceeded the 26% target of 925,977 children not attending school.

Bata Balik Eskwela (BBE) initiative has encouraged Pantawid Pamilya children not attending school to return to school. The BBE is an initiative developed by DSWD to provide a holistic and integrated response to the plight of children "not attending school". The BBE was included in the Family Development Session and has a separate module named "Kahalagahan ng Edukasyon: A Bata Balik Eskwela Supplemental Module". The said module provided conduct of social case management with children and their families (e.g. home visits, case conferences, counselling sessions, etc.). The Department also recognizes that a collaborative effort of the concerned National Government Agencies (NGAS) is needed to monitor the progress and welfare of NAS and to bring them back to school. The DSWD has conducted several activities to cater more children through the following initiatives: (i) referral pathways for psychosocial needs of NAS children; (ii) information caravan with Department of Education (DepEd) and the Barangay Council for the Protection of Children; and (iii) coordination with the Alternative Learning System (ALS) teachers to enroll working children.

Partnership with the Commission on Higher Education (CHED) on the implementation of Expanded Students' Grants-Aid Program for Poverty Alleviation (ESG-PA) assisted 6,414 graduates from Pantawid Pamilya household beneficiaries. The ESG-PA aimed at contributing to poverty alleviation by increasing the number of graduates in higher education belonging to poor households. The graduate were also provided with assistance on job searches by the Department of Labor and Employment (DOLE). For Academic Year 2018-2019, there were 6,414 graduates graduates from 4Ps households assisted by the ESGP-PA; among them, 17 graduated Magna Cum Laude and 235 graduated Cum Laude. In 2019, a total of 1,234 4Ps household members are LET passers and hired by the DepEd.

Pantawid Pamilya households availing key health services declined by 16% based on 2018 performance. The Program was able to encourage 20,917 Pantawid Pamilya households to avail key health services and improve their attendance to Family Development Sessions. The rate of availing key health services declined by 16% from 24,923 households recorded in 2018. For this outcome indicators, the program has not achieved the 2019 target of 32% of 68,781 households not availing key health services. Common reasons for non-compliance in health conditions are as follows: (i) parents not following the schedule set by the midwife/doctor; (ii) no one to accompany the child to visit the health centers; (iii) beneficiary being registered under other facilities; and (iv) parents are not available because of their work or livelihood.

There are positive outcomes on health and education achieved by the program based on evaluation report. Initial findings of the Pantawid Pamilyang Pilipino Program Third Wave Impact Evaluation (IE Wave 3) conducted by the Philippine Institute for Development Studies (PIDS) indicates that the program has provided positive impact on its beneficiaries in terms of health and education aspects. The following positive impacts were initially noted in the evaluation study: (1) Awareness of modern family planning methods (98% for Pantawid) which may be due to increased utilization of maternal health services, health facility visits, and attendance to FDS; (2) Availment of prenatal check-up at least 4 times during pregnant which may be due to reinforcement by FDS and as a required conditionality; (3) Regular weight monitoring for beneficiary children aged 2-5 years old; (4) Receiving deworming pills at least twice for Pantawid children aged 6 – 14 years old; (5) Enrolment rates for older children (12 – 17 years old); (6) Reduction in dropout rates among children age 6 to 14 years old; and (7) Increase in share of health and share of clothing and footwear expenditures relative to total household expenditures

KALAHI-CIDSS-NCDDP

The Kapit-Bisig Laban sa Kahirapan- Comprehensive and Integrated Delivery of Social Services-National Community-Driven Development Program (KC-NCDDP) is a poverty alleviation program of the Government of the Philippines being implemented by DSWD which aims to empower communities in targeted poor and disaster-affected municipalities to achieve improved access to services and to participate in more inclusive local planning, budgeting, implementation, and disaster risk reduction and management.

Assessment, Challenges, Risks and Opportunities

Output-Level Indicators

KC-NCDDP sub-projects completed surpassed the target number of communities and households. In 2019, a total of 2,561 community infrastructure and basic social service facility sub-projects were completed of the 1,643 sub-projects target. Carry over proposed projects from CY 2018 implemented in CY 2019 contributed to the surpassed the target number of communities and households implementing and benefited from KC-NCDDP. Over achieving the target in 2019 is remarkable however, it is lower by 48% compare to the 2018 performance. The reduction of 2019 performance can be attributed to the transition of program to local government-led community-driven development and completion of all subprojects for World Bank loan.

Figure 8. Number of KC-NCDDP sub-projects completed in accordance with technical plans and schedule, 2016-2019
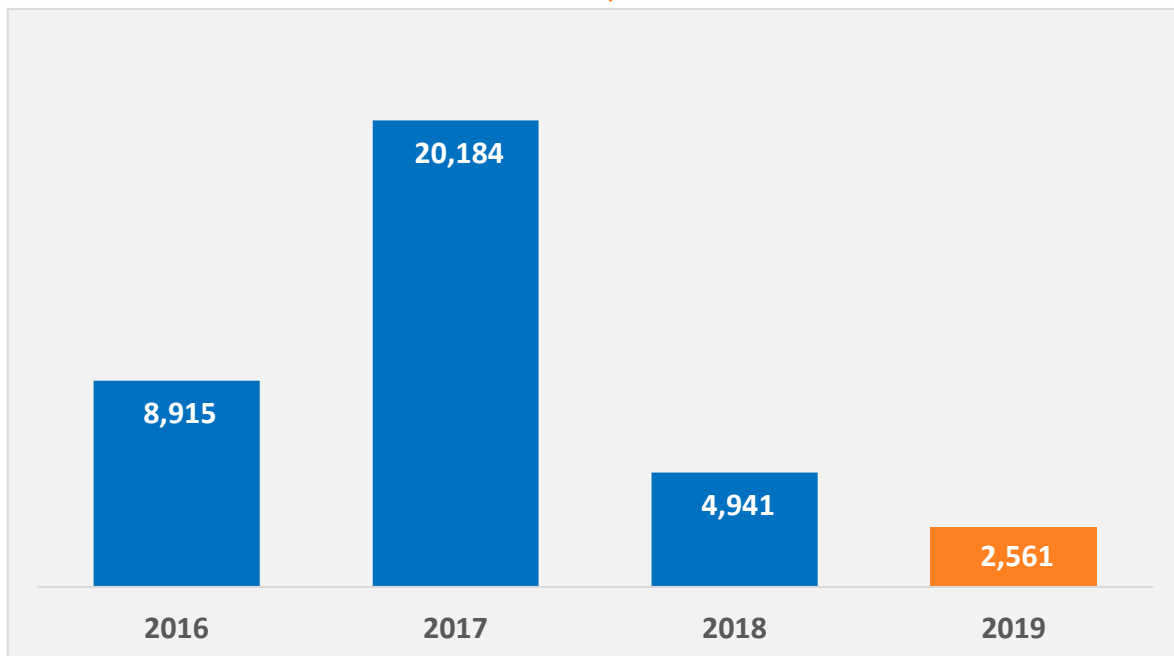
Completed projects earned high score sustainability rating. From the 2,561 sub-projects completed, 768,057 households benefitted or 54% increase from the 369,675 target households. Moreover, 99.44% of these completed projects have satisfactory or better sustainability evaluation rating.

Communities have registered good levels of participation. A total of 1,048,575 community volunteers have been trained, 63% of whom are female. Meanwhile, a cumulative of 587,977 community members have been employed for different paid jobs during community-managed implementation, 25% of whom are women.

All grievances were resolved and more than 99% were rated as satisfactory. The Grievance Redress System registered a total of 2,316 grievances in 2019, of which 99.48% were satisfactorily

resolved. This means that senders are provided with replies and no further complaints were received from them.

Table 4. KC-NCDDP Program Performance for CY 2019

Output Indicators	Accomplishments	Targets	Variance	Assessment
Number of communities implementing KC-NCDDP -Region -Province -Municipality -Barangay	14 53 361 8,220	7 22 101 1,940	100% 141% 257% 324%	Major deviation
Number of KC-NCDDP sub-projects completed in accordance with technical plans and schedule	2,561	1,643	36%	Major deviation
Number of households that benefitted from completed KC-NCDDP sub-projects or	768,057	369,675	52%	Major deviation
% of completed KC-NCDDP projects that have satisfactory or better sustainability evaluation rating	99.44%	85%	14.44%	Minor deviation
% of women volunteers trained on CDD	63%	50%	13%	Minor deviation
% of paid labor jobs created by KC-NCDDP projects are accessed by women	25%	30%	-16%	Minor deviation
% of registered KC-NCDDP grievances satisfactorily resolved in line with the GRS	99.48%	80%	19.48%	Minor deviation

Outcome-Level Indicators

Community Driven Development Decrease in Time Spent in Accessing Key Services. The results of the First Round Household Outcome Survey of Kalahi CIDDS shows that the program has contributed to the decrease in time spent in accessing key services by households that benefitted from the completed sub-projects. These are due to investments on access to roads, education, health centers, and water for the program municipalities. This means that it takes 0.71 minutes from 12.91 minutes for households to access these services.

As to overall computed difference in costs both in dry and wet seasons, transportation costs increased by 58% and 61%, respectively. Ideally, the results of KC subprojects should reduce the costs, but based on the figures, it appears that the subprojects did not have a positive effect on the transportation costs. Further comparative results are expected after the results of the 2nd round of outcome survey results have been completed.

Sustainable Livelihood Program

The Sustainable Livelihood Program (SLP) is a capability-building program for poor, vulnerable and marginalized households and communities to help improve their socio-economic conditions through accessing and acquiring necessary assets to engage in and maintain thriving livelihoods. The program offers two (2) tracks: Microenterprise Development (MD) track and the Employment Facilitation (EF) track. Participants who exhibit potential and preparedness for entrepreneurship may opt to proceed with the MD track which comprises the activities involved in developing a business or enterprise. Participants who are qualified and ready for available employment opportunities may choose to proceed with the EF track which comprises the activities involved in seeking and securing employment. Two tracks are implemented through five (5) modalities such as Seed Capital Fund, Cash for Building Livelihood Assets, Skills Training for MD and Assistance Fund for EF.

Assessment, Challenges, Risks and Opportunities

Output-Level Indicators

Continues declining in the number of households assisted through SLP Micro-enterprises and Employment Facilitation. In 2019, accomplishment rate of SLP Association members earning from microenterprises is at 59.17% and 21.57% of households are gainfully employed. This leads to minor deviation of micro-enterprises and major deviation of employment facilitation tracks of SLP. Reported deviations on the outcome indicators are associated to the limited number of staff, delay in the approval of the CY 2019 GAA, prioritization of accounts payable of CY 2017-2018, transfer of residence and demise of clients. Added challenges in the implementation are vulnerabilities caused by disasters also supplied difficulty on balancing the gains of the program among the beneficiaries. Recent disasters affected the implementation such as the Davao earthquake and the African Swine Flu outbreak causing delays in the implementation of projects in the affected regions.

Figure 9. Number of Households Assisted Through, SLP, 2016-2019

	Micro-enterprise	Employment facilitation
2016	225,119	218,040
2017	145,350	51,068
2018	134,789	11,583
2019	193,950	15,649

8
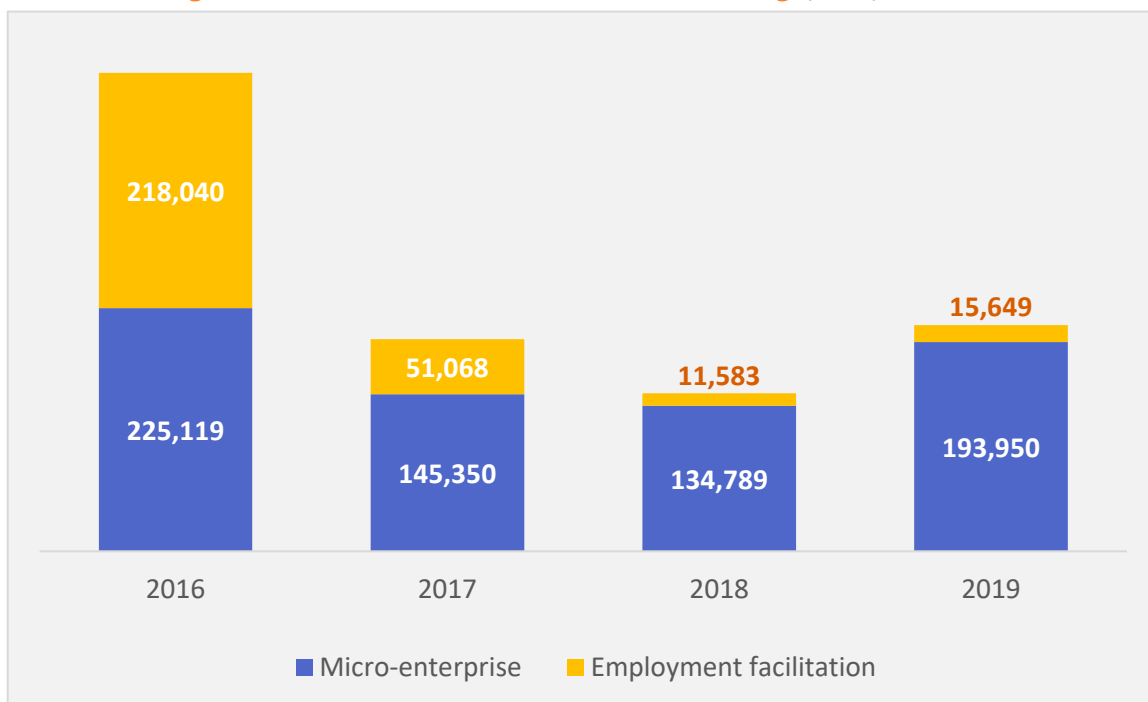
It is important to mention that the program has new proposed outcome indicators which include the (i) Percentage of SLP participants involved in microenterprise and (ii) Percentage of SLP participants employed. For CY 2019, the first outcome indicator which is the percentage of SLP participants involved in microenterprise is still at 88.66% while the percentage of SLP participants employed is only at 76.82%.

Table 5. Accomplishment of SLP on the new proposed indicators

Total No. of SLP involved in MD Track	Total No. of HH who received Seed Capital Funds, Skills Training, CBLA	% of SLP involved in MD	Total No. of SLP involved in EF Track	Total No. of HH who received stipend	% of SLP involved in EF
49,296	55,779	88.38%	285	371	76.82%

Implementation of the SLP Management Response Plan through the enhancement of the SLP Guidelines delivered. The Program has developed and began the implementation of the SLP Comprehensive Guidelines or Memorandum Circular No. 22 series of 2019 to improve the implementation process, timeline, and further strengthen the social preparation of participants. This has also formed part of the Management Response Plan of the NPMO to reinforce mechanisms for responsive and complementary social protection services through improved policy priorities and evidence-based programming.

The issuance of the SLP Guidelines covered the roles and functions of the Project Development Officers (PDOs) at various stages. Additionally, the Guidelines indicated the tools/activities in monitoring which are and may not be limited to the following: (a) Project Assessment Tool (PAT) which covers the evaluation of project feasibility proposed by program participants; (b) Provincial Project Review and Assessment (PPRA) which refers to the feasibility assessment by the Project Coordinator and staff from the SLP-Regional Project Management Office (RPMO); (c) use of daily logbook on skills training activity; (d) interviews with the service provider; (e) visit to program participants as part of the Grant Utilization Reporting; (f) quarterly and annual assessment of enterprise plan and implementation; (g) conduct of spot-checks; and (h) final report (transition stage).

The program reached 94% disbursement for CY 2019. While there were no specific figures on the ratio of staff to number of beneficiaries provided, the Field Office reports claim that they have limited number of staff to meet the targets as the major challenge of the program implementation. Nevertheless, in 2019, a total of 49,581 households were served by the SLP or 93.32% of the 53,131 target households; 49,296 households for the MD track and 285 households

for the EF track. Moreover, there were 203,122 households served under the CYs 2017 and 2018 GAA, as well as 1,710 households from other fund sources in CY 2019.

Table 6. SLP Program Performance CY 2010

Output Indicators	Accomplishments	Targets	Variance	Assessment
Number of SLP households assisted through the MD and EF tracks				
CY 2019 GAA Fund Source	49,581	53,131	-7.16%	Minor deviation
Accounts Payable (CY 2017 and 2018 GAA)	203,122	259,804	-27.90%	Minor deviation
Other Fund Sources (GAA 2015, GAA 2016 and RFS)	1,710	-	100%	Inconclusive

The delay in the approval of the CY 2019 GAA and unfunded overshoot proposals from CY 2017 and CY 2019 that the Program needs to catch up on were the added challenges in the implementation. Added vulnerabilities caused by disasters also supplied difficulty on balancing the gains of the program among the beneficiaries. For Field Office XI for example, beneficiaries affected by the earthquakes in Davao del Sur has prompted the office to advise affected SLPAs to temporarily refrain from withdrawing their capital to prevent misuse of fund for personal needs. With proper technical assistance and monitoring, the Field Office was able to mitigate this concern.

Relatedly, Field Office VII cited that most of its field implementers instead compressed the days of conduct of various activities of the program prior to the project proposal development to catch up with the given timeline, which has also posed challenges on the quality and feasibility of proposals.

Field Offices find ways to ensure that all SLP funded projects were sustained. Field Office VI facilitated a program strategy called BOLANTEE (Boosting Opportunities on Livelihood Thru Accessing and Networking Toward Economic Empowerment) through complementation of resources and services and bringing the delivery of products and services closer to the community through a forum, caravan or bazaar to further boost opportunities.

Implementation of special projects to address vulnerabilities caused by internal displacement. The President directed all government agencies to collaborate and end communist insurgency in the country through the issuance of Executive Order (EO) No. 70 s. 2018, "Institutionalizing the Whole-of-Nation Approach in Attaining Inclusive and Sustainable

---

[4] With accomplishments delivered on the current year from previous years' fund sources.

Peace, Creating a National Task Force to End Local Communist Armed Conflict, and Directing the Adoption of a National Peace Framework."

In compliance therewith, the DSWD contributes to the implementation of EO No. 70 s. 2018 by offering social welfare and development programs and services with the aim of: preventing vulnerable individuals and communities from getting enticed by the rebel cause; and, assisting former rebels and their families to return to the fold of the law. This has reached 1,012 beneficiaries that have been provided with seed capital fund (SCF).

Other livelihood special projects implemented were as follows:

1. Livelihood Assistance to the Internally Displaced Persons (IDPs) of Marawi Siege providing assistance to 43,841 IDPs as of CY 2019 under the National Disaster Risk, Rehabilitation, and Management (DRRM) Fund.

2. Livelihood Assistance to during and after the Closure of Boracay Island through Micro-enterprise Assistance Grants (MAG) amounting to P15,000.00 to displaced workers from the informal sector. The MAG is intended for a) start-up capital or additional capital for new or existing enterprises, b) augmentation for expenses in support to identified guaranteed employment, or c) payment of allowance for short –term work rendered. The Department was able to overshoot the 10,000 target families/individuals serving a total of 10,596 families/individuals with total livelihood assistance amounting to Php 158.94M.

3. Implementation of SLP PAMANA (Payapa at Masaganang Pamayanan) using livelihood projects that promotes peace and development through establishment of common service facilities, production centers, capacity-building activities. It has helped completed 831 projects as of CY 2019.

4. Provision of Livelihood Settlement Grants (LSG) to KAPATIRAN members as part of the social and economic reintegration through an establishment of an enterprise. A total of 727 KAPATIRAN members were assisted.

5. Livelihood Assistance to MNLF Decommissioned Combatants in compliance to EO 79 for 9,024 decommissioned combatants.

Implementation and monitoring of enhanced program outcome and output indicators continued. While this was yet considered by the Department of Budget and Management (DBM) in the measurement of the Department's program performance, the NPMO continued the implementation of its enhanced program outcome and output indicators. Based on its report, outcome performance indicators show 76.85% of SLP participants were employed were 76.82% while 88.66% were involved in microenterprise.

Meanwhile, its output performance indicators under the CY 2019 GAA illustrates that there were 55,599 SLP households provided with modalities (i.e. seed capital funds, skills training, and cash for building livelihood assets); and 371 households received the employment assistance fund.

Recommendations

Prioritize the conduct of the Social Welfare and Development Indicators (SWDI) assessment of Pantawid Pamilya Households. In order to determine and monitor the progress of the beneficiaries well-being and facilitate the grassroots case management of the promotive programs especially the Pantawid Pamilya, the Operations Group must prioritize and proceed with the conduct of the SWDI assessment.

Sustain high grievance resolution rates on all programs. The responsiveness of data collection and timeliness of actions reported across all programs showcases receptive implementation procedures. This helps facilitate support and compliance of both beneficiaries and partners.

Strengthen case management to sustain gains of Bata Balik Eskwela. It was evident that the needed intervention is not limited to compliance monitoring but on creating interventions that prevents households, especially children, to attend school or seek health services. Social case management must be a regular intervention which can also be strengthened by initiating social technology interventions with the LGU to address issues of families affecting school attendance of children and access to health services.

Revisit monitoring and reporting tools in line with the enhanced SLP program guidelines and other strategic requirements. Ensure that these are not only aligned to the data requirements but also with the reporting timelines of the HPMES as well as the upcoming implementation of new and re-aligned strategies of the Department.

Determine a broader social protection strategy for IDPs. The current strategy of the Department is primarily focused on livelihood assistance and employment facilitation. While this is highly contributory to the well-being of affected individuals and families, it also requires a wider policy intervention for the Department to engage national government agency (NGA) partners to also correspond to other areas of social protection. A prospective direction is working on the readiness of host communities in providing services and referral pathways for IDPs especially in a form of resettlements, access to social services, and protection against violence and discrimination.

ORGANIZATIONAL OUTCOME 2: Rights of the Vulnerable Sectors Promoted and Protected

This outcome refers to the results of the Department's protective programs and services provided to vulnerable and disadvantaged sectors in residential and non-residential facilities and community-based settings. This is to guarantee that the vulnerable individuals and groups, namely, the children, youth, women, persons with disability, senior citizens, solo parents and indigenous peoples are able to benefit from the programs and services provided by the government, especially by the DSWD. This outcome is also directed towards the fulfillment of the country's commitment to the various international instruments/treaties for the protection of the rights of the victims of violence, the marginalized and the disadvantaged or those excluded from the mainstream society.

Protective Social Welfare Program

Protective Social Welfare Program is the cluster of interventions that contribute to the attainment of Organizational Outcome 2. Interventions under this program include Services in DSWD Residential and Non-Residential Facilities; Supplementary Feeding Program; Social Pension for Indigent Senior Citizens; Community-based Programs and Services; Adoption and Foster Care Services; Assistance to Individuals in Crisis Situation; Comprehensive Program for Street Children, Street Families, and Bajaus; Issuance of Travel Clearance for Minors Travelling Abroad; and Services for Trafficked Persons and Distressed Overseas Filipinos.

Residential and Non-Residential Care Sub-Program

This sub-program aims to provide protection and rehabilitation to the abandoned, neglected or abused children, women, youth, persons with disabilities, senior citizens, as well as individuals and families in crisis.

As mandated, the Department continues to provide residential care services to the disadvantaged and vulnerable individuals through its residential care facilities and training and vocational rehabilitation centers. A total of 71 facilities from 16 Regions are being managed by the Department. Out of these, 64 are residential care facilities and seven (7) are non-residential centers.

Assessment, Challenges, Risks and Opportunities
Output-Level Indicators

The target number of clients for residential care facilities was not achieved, with only 8,906 clients served out of the 11,029 target in CY 2019. As seen in Figure 10, the total number of clients served in RCFs declined again in 2019. The decline is attributed to the decrease in the number of clients served in Jose Fabella Center (JFC), Reception and Study Center for Children (RSCC), and Golden Reception and Center for Elderly and other special needs (GRACES). Particularly, FO NCR reported that JFC and GRACES did not meet its target clients for the year due to the ongoing major construction and renovation under the Centers and Residential Care Facilities Infrastructure Project. In JFC where the largest decrease in number of clients served was observed, through assessment and conduct of pre-admission in facilitating referrals and new clients were done to

control the volume of clients to be endorsed in the center. Further, to facilitate decongestion, JFC conduct massive home conduction, home visits and transfer of clients to other facilities.

Figure 10. Targets versus Accomplishments on the Number of Clients Served in Residential Care Facilities, 2017 to 2019
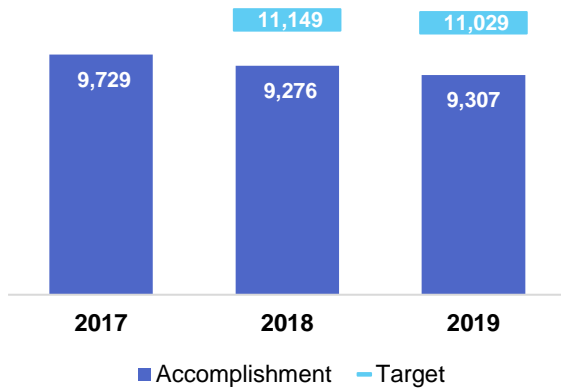
Figure 11. Targets versus Accomplishments on the Number of Clients Served in Non-Residential Care Facilities, 2017 to 2019
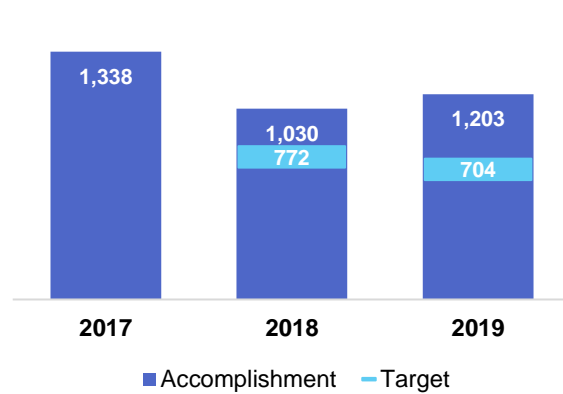
On the other hand, there was a slight increase in the number of clients served in non-residential facilities that resulted to a major deviation in accomplishment for 2019 (See Table 7). The increase in the number of clients served was most notable in the INA Healing Center (IHC), where referrals rose as a result of conduct of advocacy activities through orientations of IHC programs and services in different LGUs in NCR. Efforts of support groups like the Peer Support Mentor and Grief Watch Volunteer in the identification and referrals of bereaved clients also contributed to the significant increase of clients served in IHC, as reported by FO NCR.

Table 7. Targets versus Accomplishments on the Number of Clients Served, 2019

Facility	Accomplishments	Targets	Variance	Assessment
Residential	9,307	11,029	-16%	Minor deviation
Non-Residential	1,203	704	71%	Major deviation

The Average Length of Stay (ALOS) of clients in residential care facilities is 2 years and 5 months or 873 days, which was 49% longer than the set target for 2019. ALOS is the number of days from the time of admission up to the reporting period (admission-based) and/or until the client was released in the facilities (discharged-based). Minimum ALOS was recorded at Lingap Center, with a little over three months (97 days) while maximum ALOS was recorded at Elsie Gaches Village, with 13 years.

Further, only seven (7) out of the 16 RCFs were able to achieve the 2019 targets for ALOS. According to the 2019 FO V Integrated Performance Review and Evaluation Workshop (IPREW) report on RCFs, prolonged stay of clients can be attributed to cases that lead to regressive behavior and non-cooperation to psychosocial interventions of clients. Particularly, FO II reported that the major deviation in the length of stay in RSCC is due to difficulty in the placement of children and developing their prospective adoptive parents and foster families.

Table 8. Targets versus Accomplishments on the Average Length of Stay of Clients, 2019

Facility	Target	Accomplishments	Variance	Assessment
Average	587	873	-49%	Major Deviation
RSCC	471	1034	-120%	Major Deviation
RRCY	583	246	58%	Major Deviation
NTSB	583	480	18%	Minor Deviation
MYC	583	618	-6%	Minor Deviation
Haven for Children	668	1244	-86%	Major Deviation
Lingap Center	325	97	70%	Major Deviation
Home for Girls	383	239	38%	Major Deviation
Nayon ng Kabataan	218	303	-39%	Major Deviation
Haven for Women and Girls	227	568	-150%	Major Deviation
Haven for Women	141	195	-38%	Major Deviation
Marillac Hills	1026	567	45%	Major Deviation
Elsie Gaches Village	2192	4783	-118%	Major Deviation
AMOR Village	957	815	15%	Minor Deviation
Sanctuary Center	408	2413	-491%	Major Deviation
Jose Fabella Center	43	147	-242%	Major Deviation
Home for Elderly/Aged/Graces	320	218	32%	Major Deviation

Majority of DSWD Residential Care Facilities have sufficient number of social workers and house parents. As shown in the following table, 65% of the facilities' client-social worker ratio are within the acceptable standards. On the other hand, house parents in 25% of the facilities are inadequate. It should be noted however that there is a significant decline in the client-social worker ratio in 2019 compared to the previous year. The recurrent issue of lack of tenure of many of the center staff under contract of service may have contributed to this decline. As also reported in the IPREW, lower budget were allocated to the centers by the Department of Budget and Management.

Table 9. Targets versus Accomplishments on the Client-Social Worker Ratio, 2019

Category	Accomplishments		Targets	Variance	Assessment
	2018	2019			
Client-Social Worker Ratio	92%	65%	50%	30%	Minor deviation
Client-House Parent Ratio	64%	75%	40%	88%	Major deviation

In 2019, a total amount of PhP1,026,817,881.06 was utilized or 58.71% of the annual allotment of PhP1,748,975,000.00 (covering Maintenance and Other Operating Expenses and Personnel Services) for the Residential and Non-Residential Care Program. According to the IPREW Summary Report 2019, there was late downloading of funds from the Central Office which may have contributed to the low utilization. As reported also by FO NCR, the internal business processes for the approval of project proposals and processing of purchase requests (PRs) in the C/RCFs have to be reviewed as additional layers of processes cause delays in the implementation of the C/RCFs activities and budget utilization.

Outcome-level Indicators

Overall, the proportion of clients rehabilitated through residential and non-residential care facilities decreased in 2019. While targets were achieved in both type of facilities, a significant

decline in the proportion of clients rehabilitated in non-residential care facilities can be observed, as shown in Figure 12.

Figure 12. Percentage of clients in residential and non-residential care facilities rehabilitated, 2018-2019
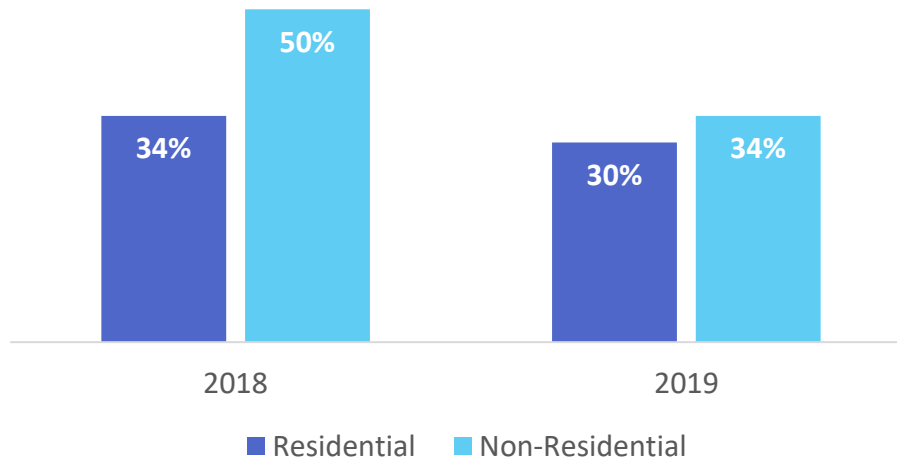
The targeting issues in the previous years happened again in 2019 as majority of the centers' targets appear to be incorrectly set as shown in Tables 10 and 11. The data show that only RRCY and Home for Girls have minor deviations from the set targets.

Consequently, all the non-residential facilities set targets that were too low which resulted into seemingly high accomplishments.

Meanwhile, the increase in the rehabilitation rate for the Reception and Study Center for Children (RSCC), the center which had the largest excess in target, is due to the revised indicator for rehabilitated clients (i.e., clients with improved developmental milestone based on ECCD is considered rehabilitated even if they are still at the center), based on the report submitted by FO V.

Table 10. Percentage of clients in residential facilities rehabilitated, 2019

Facility	Accomplishments			Targets	Variance	Assessment
	2017	2018	2019	2019		
TOTAL	32%	34%	30%	30%	0%	Full target achieved
RSCC	31%	49%	62%	30%	107%	Major Deviation
RRCY	34%	43%	38%	40%	-5%	Minor Deviation
NTSB	22%	21%	25%	40%	-38%	Major Deviation
MYC	32%	38%	26%	40%	-35%	Major Deviation
Haven for Children	68%	35%	17%	35%	-51%	Major Deviation
Lingap Center	24%	18%	69%	35%	97%	Major Deviation
Home for Girls	38%	41%	51%	40%	28%	Minor Deviation
Nayon ng Kabataan	30%	36%	13%	35%	-63%	Major Deviation
Haven for Women and Girls	46%	59%	50%	35%	43%	Major Deviation
Haven for Women	42%	37%	24%	35%	-31%	Major Deviation
Marillac Hills	28%	30%	9%	35%	-74%	Major Deviation

Facility	Accomplishments			Targets	Variance	Assessment
	2017	2018	2019	2019		
Elsie Gaches Village	5%	3%	3%	5%	-40%	Major Deviation
AMOR Village	6%	6%	9%	5%	80%	Major Deviation
Sanctuary Center	44%	45%	44%	15%	193%	Major Deviation
Jose Fabella Center	27%	27%	21%	40%	-48%	Major Deviation
HE/A/GRACES	28%	33%	22%	15%	47%	Major Deviation

Table 11. Percentage of clients in non-residential facilities rehabilitated, 2019

Facility	Accomplishments		Targets	Variance	Assessment
	2018	2019	2019		
TOTAL	50%	34%	10%	243%	Major Deviation
1 RSW	8%	15%	10%	46%	Major Deviation
2 NVRC	38%	17%	10%	70%	Major Deviation
3 AVRC	46%	25%	10%	149%	Major Deviation
4 Center for the Handicapped	89%	63%	10%	527%	Major Deviation
5 INA Healing Center	96%	52%	10%	422%	Major Deviation

Supplementary Feeding Sub-Program

This sub-program aims to improve and maintain the nutritional status of the targeted children beneficiaries through the implementation of Supplementary Feeding Program and the Bangsamoro Umpungan sa Nutrisyon (BangUN) Project.

Supplementary Feeding Program

The Supplementary Feeding Program (SFP) is the provision of food in addition to the regular meals to currently enrolled children in child development centers / supervised neighborhood playgroup (SNPs) aged 2-5 years old as part of the DSWD's contribution to the Early Childhood Care and Development (ECCD) Program of the government. The supplementation is in the form of hot meals which are served during break/snack time in the morning session or during break/snack time in the afternoon session. These are being provided to the children beneficiaries five (5) days a week for 120 days.

Assessment, Challenges, Risks and Opportunities
Output-Level Indicators
Coverage of SFP declined drastically. For three (3) straight cycles, SFP's coverage declined in Cycle 9 (SY 2019-2020), plunging 30% from the previous cycle's coverage. Moreover, the number of beneficiaries covered by SFP is lowest in Cycle 9 (1,172,224), as seen in the following figure. Accomplishment in Cycle 9 was also 38% below the target. Equally, the program was only able to utilize 51.80% or PhP 1,730,613,676.65 out of the PhP3,341,245,000.00 allocated budget for FY 2019.

Figure 13. Coverage of Supplementary Feeding Program 2015-2019
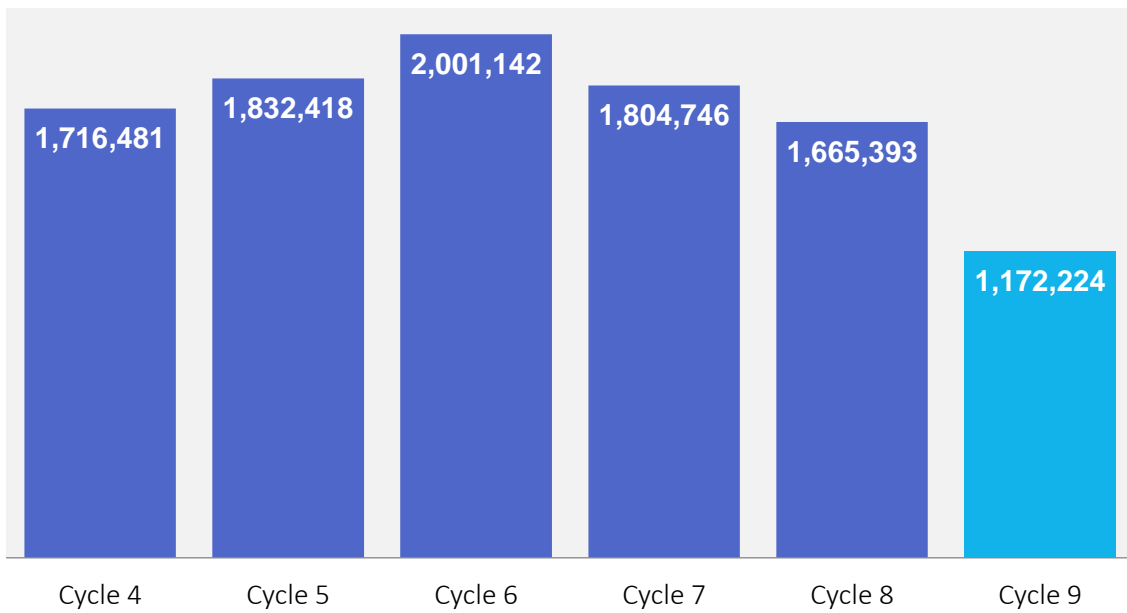
Table 12. 2019 Targets versus Accomplishments on the Number of children in CDCs and SNPs Provided with Supplementary Feeding

Implementation Cycle	Accomplishments	Targets	Variance	Assessment
8th Cycle	1,665,393	1,746,199	-5%	Minor Deviation
9th Cycle	1,172,224	1,881,979	-38%	Major Deviation

Policy changes weighed down the program implementation. The relatively low accomplishment vis-à-vis the target was mainly attributed to the implementation changes caused by MC No. 3 series of 2019 or the "Revised Procedures on the Implementation of Supplemental Feeding Based on Amended Administrative Order No. 04, series of 2016." The new policy suspended the downloading of funds to LGU and equivalently, transferred the implementation of SFP to the Field Offices. Several Field Offices expressed[5] that they are having difficulties in implementing MC 3, 2019 given their limited human resources.

Outcome-level Indicators

Nearly 80% of beneficiaries had improved nutritional status. For the 8th Cycle implementation of the SFP, nutritional outcome target of the program was almost reached. At the end of the feeding interventions, 77.22% of malnourished children have shown weight improvement.

---

[5] As mentioned in the Field Offices' Integrated Program Review and Evaluation Reports

Figure 14. Beneficiaries with improved nutritional status, 2019
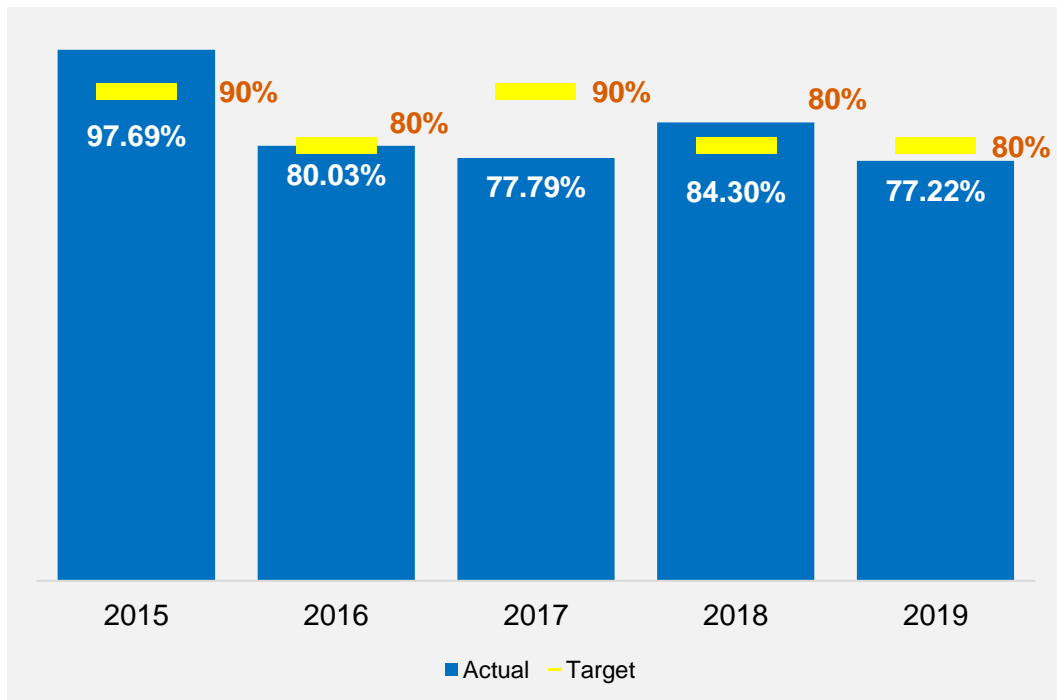
Summary of Factors Affecting SFP's Performance

Facilitating Factors

1. Early preparation of procurement plan and early social preparation with LGUs (March)

2. Availability of Nutritional Status Database

3. Institutionalization of National Feeding Program (RA 11037)

Hindering Factors

1. No transfer of funds to LGU (direct implementation of SFP) and difficulty in executing MC No. 3 series of 2019

2. Low budget allocation for grants (program cost) for the beneficiaries. The current budget per child is PhP 15.00 and not enough to attain the 1/3 Recommended Energy and Nutrient Intake (RENI)

3. Lack of budget for administrative costs such as incidental costs, handling & hauling costs. There is also a need to allocate enough budget for training expenses, representations, advocacy materials, TEV, supplies, and communication expenses

4. Lack of Human Resource to perform the following: prepare the procurement documents, checklist/food distribution list, inspection of goods, distribution of goods to Child

Development Workers collection of documents for payments, monitoring and canvass goods for SFPs.

5. Cash Advance is not one of the options in SFP Guidelines to procure the goods for SFP.

6. Delayed delivery of goods by the supplier and poor quality of some procured goods.

Bangsamoro Umpungan sa Nutrisyon (BangUN) Project

The project, Bangsamoro Umpungan sa Nutrisyon (BangUn) or Reducing Vulnerabilities of Malnourished Children and Providing Health Support to Pregnant and Lactating Women in Select Areas in Autonomous Region of Muslim Mindanao (ARMM) aims to contribute in saving the lives of 0-12 years old children from getting sick or dying as a result of extreme poverty and ongoing armed conflict in ARMM. BangUn Project implements a holistic approach in addressing malnutrition among children in ARMM through Nutrition Direct Services, Nutrition Education and Advocacy and Building Resilient Communities.

Performance of the project appeared to be varied. As of December 2019, the project has served a total of 15,890 children, exceeding the target by 6%. On the other hand, only 4,825 out of 7,000 target pregnant and lactating mothers were served. In terms of financial performance, the BangUn project was able to utilize PhP143,337,130.71 or 90.25% of the allocated budget.

Table 13. 2019 Targets versus Accomplishments on Number of Beneficiaries Served

Category	Accomplishments	Targets	Variance	Assessment
Children	15,890	15,000	5.9%	Minor Deviation
Pregnant and Lactating Women	4,825	7,000	-31.0%	Major Deviation

Social Welfare for Senior Citizens Sub-Program

This subprogram covers the provision of cash grants to indigent senior citizens to augment daily subsistence and medical needs, and to grant additional benefits to Filipino centenarians.

Social Pension for Indigent Senior Citizens

Social Pension is an additional government assistance in the amount of Five Hundred Pesos 500.00 monthly stipend to augment the daily subsistence and other medical needs of indigent senior citizens. The grant covers individuals aged 60 years and above who are i.) frail, sickly, or with disability; ii.) without pension from GSIS, SSS, AFPMBAI and other insurance company; and iii.) no permanent source of income or regular support from his/her relatives.

Assessment, Challenges, Risks and Opportunities

Output-level Indicators

Number of beneficiaries covered in 2019 lesser than expected. In 2019, 70% or 2,690,916 out 3,796,791 target indigent senior citizens were covered by Social Pension. The seemingly low accomplishment can be attributed to payment delays caused by the nationwide validation activities. The conduct of validation activities is in line with the President directive to ensure that only the eligible beneficiaries shall receive Social Pension. As of December 2019, 95.88% or P21,215,514,853.82 out of the P22,127,312,000.00 allocated funds was already utilized.

Table 14. 2019 Targets versus Accomplishments on Number of Beneficiaries Served

Accomplishments	Targets	Variance	Assessment
2,690,916	3,796,791	-29.13%	Major Deviation

Figure 15. Number of beneficiaries covered by Social Pension, 2013-2019
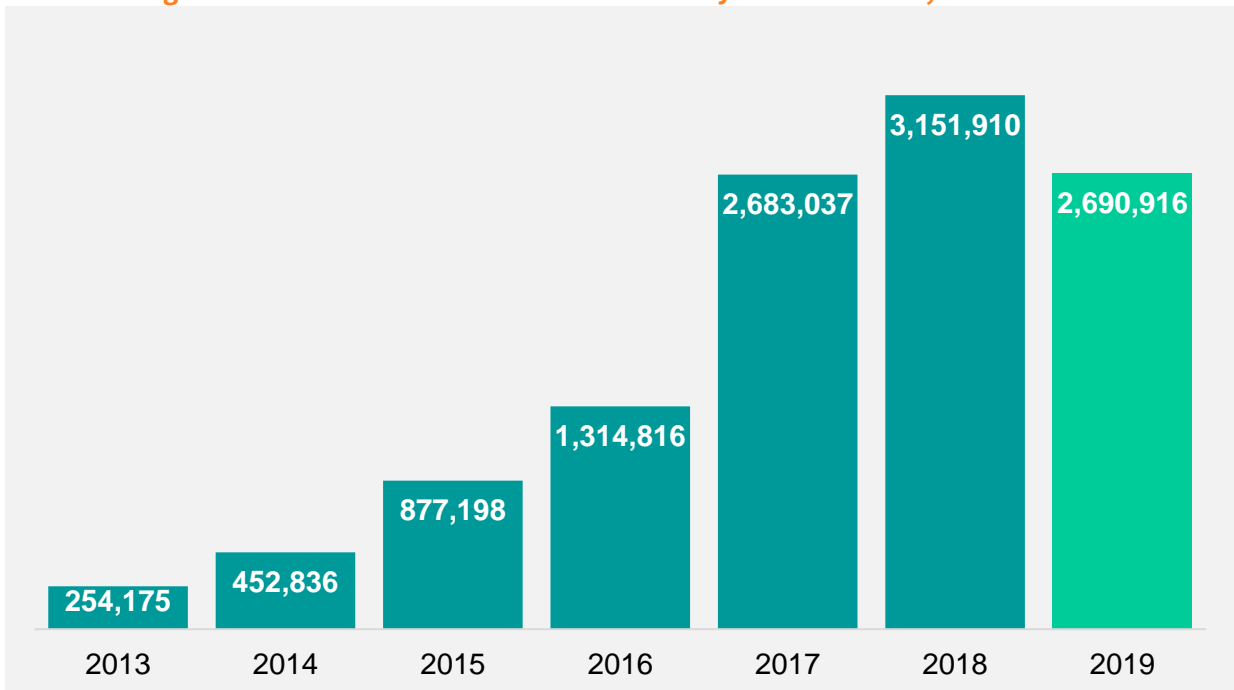
Outcome-level Indicators

Generally, the beneficiaries are using social pension to augment their daily living subsistence and medical needs. The tool used to validate the eligibility of beneficiaries of Social Pension also includes questions on how the social pension grants are being utilized. Hence, outcome level indicator of Social Pension can also be measured through the tool.

When the beneficiaries were asked where they spend their Social Pension, majority (90.7%) of them said that spend it on food while a considerably high proportion (75.0%) mentioned that they also spend it on medicines and vitamins.

Figure 16. Proportion of Beneficiaries who Spent Social Pension on Food, Medicines and Vitamins, and Health check-up, 2019
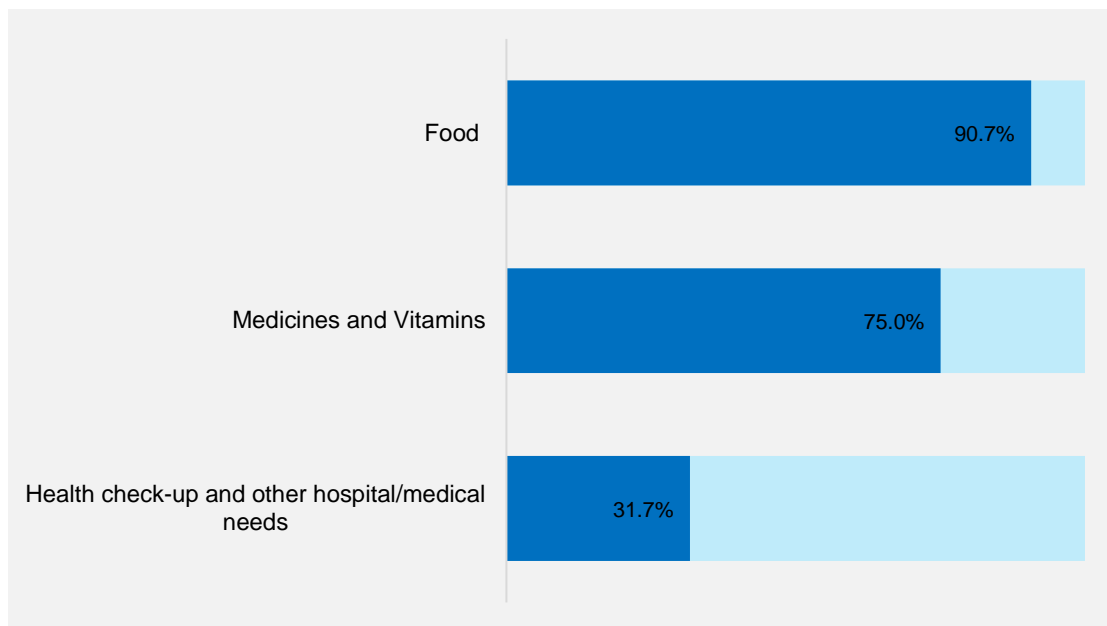
Summary of Factors Affecting Social Pension's Performance

Facilitating Factors

1. Technical assistance provided by the management and Program Management Bureau (PMB)
2. Conduct of Validation Assessment and Dialogue Meeting of Field Offices with PMB
3. Provision of logistical support of LGUs during payouts
4. Grievances controlled because of distribution of advocacy materials e.g., flyers to the beneficiaries

Hindering Factors

1. Grievances due to non-payment of beneficiaries, inaccuracy of targets, masterlists and identified beneficiaries
2. Lack of safety and security for special disbursement officers (SDOs) and paymasters
3. Unavailability of SSS pensioners' data to check the existing Social Pension beneficiaries before payroll preparation.
4. Limited vehicle to support Social Pension payouts
5. Exhausted fund for Social Pension administrative cost due to change of mode of payment (cash payout)

6. Social Pension information system is not fully functional

7. Insufficient staff to handle huge number of beneficiaries (e.g.1 Project Development Officer vs. more or less 20,000 beneficiaries)

8. Political interference in the identification of Social Pension beneficiaries

Implementation of Centenarian Act of 2016

The Republic Act No. 10868 or the Centenarians Act of 2016 grant additional benefits to Filipino centenarians as a tribute for spending their lifetime by significantly contributing to nation building. Under said law, all Filipinos who have reached 100 years old and older – whether residing in the country or abroad – shall receive a cash gift of PhP100,000.00 each, on top of a letter of felicitation from the President.

Actual accomplishments lower than the targets by almost 7.5%. A total of 739 Centenarians were provided with cash gift or 92.5% of the 1,014 target beneficiaries for 2019. This corresponds to PhP82,908,504.48 or 94.93% budget utilization rate. The remaining unserved centenarians are still for validation and payout.

Table 15. 2019 Targets versus Accomplishments on Number of Beneficiaries Served

Accomplishments	Targets	Variance	Assessment
938	1,014	-7.5%	Minor Deviation

Protective Programs to Individuals and Families in Especially Difficult Circumstances Sub-Program

This sub-program aims to provide protective services and augment immediate needs to vulnerable and disadvantaged individuals in need of special protection and in crisis situation. Included under the sub-program are the implementation of Protective Services for Individuals and Families in Especially Difficult Circumstances, Comprehensive Program for Street Children, Street Families and Indigenous People, Especially Bajaus, Alternative Family Care Program, and the Unconditional Cash Transfer Program.

Assistance to Individuals in Crisis Situations

For individuals and families in crisis or difficult situation, the DSWD offers a range of interventions under the Assistance to Individuals in Crisis Situation being implemented through the Crisis Intervention Units of the DSWD Central and Field Offices.

AICS is one of the social safety net extending immediate support to individuals in crisis situation caused by illness, death of a family member, natural and man-made calamities, among others. This provides financial assistance for education, medical, transportation, burial, including food and non-food assistance.

Assessment of Challenges, Risks, and Opportunities
Output-level indicators
Target set for CY 2019 was far exceeded by the recorded accomplishment. As of December 2019, a total of 1,121,270 clients were served or 245% of the 456,003 targeted clients. PhP 5,006,412,900.93 was utilized or 98.40% of the annual allotment of PhP5,087,951,000.00 (covering Maintenance and Other Operating Expenses and Personnel Services) for Protective Services, including AICS.

Table 16. 2019 Accomplishments vs. Targets on Number of Beneficiaries Served

Accomplishment	Target	Variance	Assessment
1,121,270	456,003	145.89%	Major Deviation

Figure 17. Clients Served by Category /Sectors
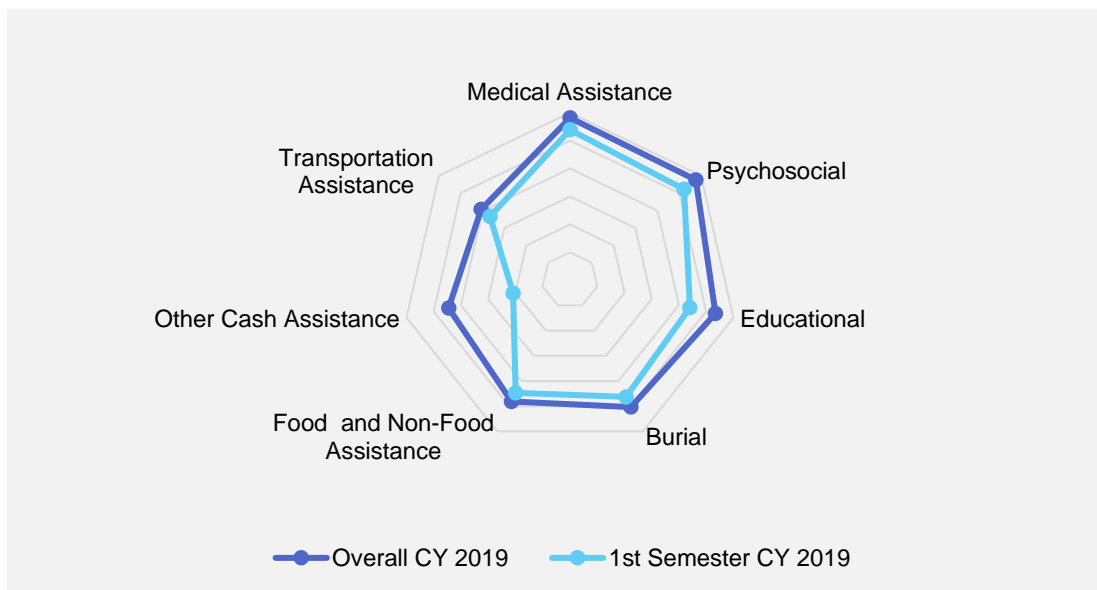
Table 17. Number of Services Provided by Type of Assistance

Type of Assistance	No. of clients served	% Share to total no. of clients served
Medical Assistance	671,029	39.17
Psychosocial	597,148	34.66
Educational	244,443	13.25
Burial Assistance	110,865	6.54
Food Assistance	64,072	3.69
Non-food Assistance	3,353	0.20
Transportation Assistance	11,689	0.70
Referral Services	816	0.07
Other Cash Assistance	28,506	1.71
Total	**1,732,231**	**100**

Among the assistance provided, medical assistance is still the most demanded service from AICS followed by psychosocial assistance, and educational assistance.

Outcome-level indicators

Most of the clients provided positive feedback on the services they availed under AICS

- There are six (6) DSWD Field Offices which 96-100% of their clients have rated AICS services satisfactory or better.
- There are three (3) DSWD Field Offices which 91-95% of their clients have rated AICS services satisfactory or better.
- There are two (2) DSWD Field Offices which 86-90% of their clients have rated AICS services satisfactory or better
- There are three (3) DSWD Field Offices which 50-70% of their clients have rated AICS services satisfactory or better

Summary of Factors Affecting Performance of AICS

Facilitating Factors

1. There is greater coverage of clients served during district payouts because of complementation of resources from both the LGU and the DSWD.
2. There are regular institutional meetings and self-care among staff is ensured to manage fatigue and burn out due to long hours of CIU operations.

Hindering Factors

1. Logistics support, in terms of suitable working space in Field Office CIUs and other satellite offices needs improvement.
2. Limitations in the number of Special Disbursing Officers that can support the efficient flow of AICS funds viz. magnitude of clientele demands.

Comprehensive Program for Street Children, Street Families, and Indigenous Peoples (especially Bajaus)

The Comprehensive Program for Street Children, Street Families and Indigenous Peoples especially Bajaus is a community-based intervention for Sama-Bajaus who are poor, street dwellers, and living in disaster-prone areas. It is pilot tested in Regions III, IV-CALABARZON, VII, IX, and NCR, which are areas of destination or origin of Sama-Bajaus with high-incidence of poverty.

Assessment of Challenges, Risks, and Opportunities
Output-Level indicators

Number of Street Children and Street Families served was far exceeded the annual target set for CY 2019. In 2019, 5,790 children and 3,910 families were served; out of them, there were 1,603 Sama-Bajau children and 2,556 Sama-Bajau families. A total amount of PhP30,728,210.51 was utilized or 89.36% of the annual allotment of PhP34,387,000.00 (covering Maintenance and Other Operating Expenses) for program implementation.

Table 18. Targets vs. Accomplishments on the Number of Clients Served

Category	Baseline	Accomplishments	Targets	Variance	Assessment
Street Children	8,198	5,790	3,357	72.47%	Major Deviation
Street Families	4,681	3,910	2,595	50.67%	Major Deviation

Table 19. Street Children, Street Families and Sama-Bajau Served by Region and by Category as of December 2019

Beneficiaries	2019 Target	Beneficiaries Served
Children at Risk	1,904	4,187
Sama-Bajau Children	1,453	1,603
Total (Children)	**3,357**	**5,790**
Families at Risk	519	1,354
Sama-Bajau Families	2,076	2,556
Total (Families)	**2,595**	**3,910**

Summary of Factors Affecting Performance

Facilitating Factors

1. Harmonious relationship and partnership between the DSWD and LGUs due to the constant provision of technical assistance and resource augmentation.

2. Regular conduct of quarterly TARA meeting among focal persons

Hindering Factor

1. Some delays on the downloading of sub-allotment appropriation.

Alternative Family Care Program

The Alternative Family Care Program of the Department, through the enactment of R.A. 8552 or the Domestic Adoption Act, R.A. 9523 or Issuance of Certification Declaring a Child Legally Available for Adoption, and R.A. 10165 or the Foster Care Act, provides children with opportunities to be part of a new family by either placing them for adoption or foster care.

A total of 1154 individuals were served through the program out of the 798 target for the year, which reflects 157.64% accomplishment. Said figure includes 552 children who were issued with Certificate Declaring a Child Legally Available for Adoption (CDCLAA); 227 children were endorsed for Inter-country Adoption; and 375 children were placed out for Foster Care.

While the Adoption Resource and Referral Division and Units conducted several advocacy activities for this year, it is noted that 2019 figures (1,520 clients served) are slightly lower compared with the reported accomplishments in 2018 (1,738 clients served). Below is the summary of accomplishments vis-à-vis the targets.

Table 20. 2019 Accomplishments vs. Targets per Category of Beneficiaries Served

Category	Accomplishments	Targets	Variance	Assessment
Children placed out for domestic adoption	918	798	15.04%	Major Deviation
Children endorsed for Inter-country Adoption	227	219	3.65%	Minor Deviation
Children placed out for Foster Care	375	476	-21.22%	Minor Deviation
Total	1520	1493	1.81%	Minor Deviation

Table 21. Financial Accomplishments

Total Allotment	Total Obligation	Balance	% Utilization
Php 260,071,139.98	Php 160,009,896.12	100,061,243.86	61.52%

Of the total allotment for CY 2019, the program was able to utilize only 61.52% of its allocated budget.

Summary of Factors Affecting Performance

Facilitating Factors

1. Strengthened partnerships with Local Government Units and Child-caring agencies

2. Increasing number of accredited Local Social Welfare and Development Offices (LSWDOs) that can handle adoption and court cases.

3. Continuing advocacy activities to facilitate legal adoption processes and increase awareness on adoption and foster care mechanisms

Hindering Factors

1. Uncontrollable delays in report validation and processing of documents given the enactment of RA 9523.

Unconditional Cash Transfer

The Unconditional Cash Transfer (UCT) Program is a tax reform mitigation program under R.A. 10963 or the Tax Reform for Acceleration and Inclusion (TRAIN), providing cash grant to poor households and individuals who may not benefit from the lower income tax rates but may be adversely affected by rising prices. Accordingly, UCT Program is a social mitigation measure to be implemented for three (3) years starting CY 2018, which aims to protect the disadvantaged, poor and vulnerable sector.

Beneficiaries of the UCT Program include households of the Pantawid Pamilyang Pilipino Program (4Ps), beneficiaries of the Social Pension for Indigent Senior Citizens and selected poor households registered in the National Household Targeting System for Poverty Reduction (Listahanan). In 2019, the beneficiaries received PhP300.00 per month or PhP3,600.00 for the year.

Assessment of Challenges, Risks, and Opportunities

Table 22. CY 2019 Accomplishments vs. Targets on Number of Beneficiaries Served

Output Indicator	Accomplishment	Target	Variance	Assessment
Number of Households provided with cash grants	3,846,684.00	10,000,000.00	-61.53%	Major Deviation

Table 23. Financial Accomplishments

Total Allotment	Total Obligation	Balance	% Utilization
PhP1,062,954,000.00	PhP124,196,994.15	PhP938,757,005.8	11.68%

Of the total allotment for CY 2019, the program was able to utilize only 11.68% of its allocated budget for MOOE as part of operating expenses. All funds related to cash grants are lodged with the Land Bank of the Philippines as the mandated financial institution to manage actual payout to beneficiaries.

Summary of Factors Affecting Performance

Facilitating Factors

- Strong coordination among actors from the ground (DSWD Regional and Provincial staff, LBP, and concerned LGUs) to facilitate payout activities

Hindering Factors

- Delays in the procurement of conduits which will facilitate payout activities in areas not readily served by the LBP.

Social Welfare for Distressed Overseas Filipinos and Trafficked Persons Sub-Program

This sub-program aims to uphold and protect the rights of victim survivors of trafficking and distressed overseas Filipinos and provide social welfare services to restore their social functioning and facilitate recovery and integration to their families and communities. The sub-program covers the implementation of services to Distressed Overseas Filipinos, Recovery and Integration Program for Trafficked Persons, and Services to Displaced Persons who are primarily the Deportees from Malaysia.

Assessment, Challenges, Risks and Opportunities

Output-Level indicators

As of December 2019, there is a total of 32,557 out of 10,500 target Overseas Filipinos were served through the program. The accomplishment exceeded the targets. Highest number of served Overseas Filipinos were from Malaysia. However, of the total allocation for the program, ISSO and per country post were able to utilize only 61.06% of the total budget (see tables below).

Table 24. Number of Overseas Filipinos and their Families Served by Country of Deployment

Country/Place of Deployment	Accomplishments Male	Female	Total	Targets	Variance	Assessment
Malaysia	6,105	6,569	12,674	2,000	533%	Major Deviation
Dubai and Abu Dhabi, United Arab Emirates	1,313	4,417	5,730	1,500	282%	Major Deviation
Hong Kong	629	2,731	3,360	1,000	236%	Major Deviation
Riyadh, Kingdom of Saudi Arabia	729	1,701	2,430	1,500	62%	Major Deviation
OFWs family members in the Philippines	1,143	1,145	2,288	No target	--	Inconclusive
Kuwait	515	1,713	2,228	1,500	48.53%	Major Deviation
Qatar	285	1,858	2,143	1,500	42.87%	Major Deviation
Jeddah, Kingdom of Saudi Arabia	436	738	1,174	1,500	-21.73%	Minor Deviation
Other Countries	120	410	530	No target	--	Inconclusive
Total	11,275	21,282	32,557	10,500	210.07%	Major Deviation

Table 25. Number of Distressed and/or Undocumented Filipinos Served by Clientele Category as of December 2019

Clientele Category	Male	Female	Total
Trafficked Persons	22	2,502	2,524
Victims of Illegal Recruitment	9	255	264
Victims of Abuse/Maltreatment	23	1,587	1,610
Victims of Unfair Labor Practice/Mistreatment	871	2,590	3,461
Victims of Natural Disaster	17	12	29
Victims of Human Induced Disaster	9	83	92
Clients with Domestic/Family Problems	278	1,176	1,454
Clients with Medical/Health Problems	165	677	842
Accused/Suspected/With Criminal Charges/ Sentenced	5,510	5,213	10,723
Clients with Documentation-Related Problems	1,323	1,629	2,952
Children in Need of Special Protection	120	220	340
Other Overseas Filipinos Needing DSWD Services	2,928	5,338	8,266
Total	**11,275**	**21,282**	**32,557**

Table 26. Financial Accomplishments

Country/Posts	Total Allotment	Total Obligation	Balance	% Utilization
Abu Dhabi	₱3,500,000.00	-	₱3,500,000.00	0%
Dubai	₱5,700,000.00	₱4,800,000.00	₱900,000.00	84.21%
Hong Kong	₱2,650,000.00	₱2,650,000.00	-	100%
Jeddah	₱6,500,000.00	₱4,206,249.93	₱2,293,750.07	64.71%
Kuwait	₱6,100,000.00	₱6,100,000.00	-	100%
Malaysia	₱12,000,000.00	₱9,000,000.00	₱3,000,000.00	75%
Qatar	₱3,500,000.00	₱1,000,000.00	₱2,500,000.00	28.57%
Riyadh	₱6,500,000.00	₱6,500,000.00	-	100%
ISSO Home Office	₱21,550,000.00	₱7,263,059.59	₱14,286,940.41	33.70%
Total	68,000,000.00	41,519,309.52	26,480,690.48	61.06%

Summary of Factors Affecting Performance

Facilitating Factors

1. Taking advantage of social media and social network in the dissemination and advocacy of services for Overseas Filipinos
2. Quarterly jail and hospital visits resulted in tracing the roots and families referred for appropriate assistance through the DSWD Field Offices

Hindering Factors

1. Limited number of Social Workers to respond/join rescue operations especially if it is done during the weekends

Recommendations

Address issues along administrative and support services, specifically on the following:

Fast track procurement process to improve fund utilization in residential and non-residential care facilities. This is supported by the result of the Evaluation of DSWD Residential Care Facilities that issues on slow procurement, financial and approval process continue to weigh down the operational efficiency of the centers.

Ensure sufficient number of staff in all centers and provide security of tenure. As reported in the assessment findings, house parents in 25% of the facilities are inadequate. There is also a significant decline in the client-social worker ratio in 2019 compared to the previous year.

Improve allocation of SFP funds to sufficiently cover administrative costs (incidental costs, handing & hauling) and other operational expenses for training, representations, transportation, communication, advocacy materials, and supplies.

Increase the number of dedicated and regular special disbursing officers (SDOs) for AICS in Field Offices as the limited number of SDOs affects the timeliness of fund management on AICS.

Follow the Regional Work and Financial Plan as scheduled to prevent realignment and excessive downloading of funds for the Comprehensive Program for Street Children, Street Families, and Indigenous Peoples.

Consider the creation of permanent or contractual positions dedicated for handling adoption/foster care at the Central and Field Offices.

Facilitate efficient payroll generation for UCT beneficiaries and reconciliation/checking process at the Central Office.

Fast track the hiring and selection of Social Welfare Attaché to be posted in vacant posts (Jordan, Lebanon, South Korea, Abu Dhabi, and Italy) as this will greatly affect the deployment schedules, low utilization of fund and compliance to the processes required in the deployment of SWAtts.

Review program guidelines and consider the following enhancements to policies:

For SFP: (a) increase the grants/per capita cost per child in SFP; (b) include Cash Advance as one of the options to procure the goods for SFP; (c) propose amendment to MC No. 3, Series of 2019 and go back to fund transfer.

For Social Pension, revisit the guidelines and improve facilitation of payout.

For Comprehensive Program for Street Children, Street Families, and Indigenous Peoples, review the targeting mechanism of the program, specifically the assignment of beneficiary targets for the family heads and children in street situations.

For UCT, issue the amended IRR between Land Bank and the DSWD to lay down details on replacement of beneficiaries.

Provide insurance for the deployed Social Welfare Attaches or allow reimbursement of expenses for their medical expenses.

Ensure internal and external convergence. For instance:

Tap other agencies like SSS, GSIS, and PVAO for crossmatching of the beneficiaries and AFP for security measures during payout for Social Pension.

Integrate the DSWD Contingency Plan with the DFA led inter-agency Contingency Plans to address mass repatriation, specifically of Overseas Filipinos affected by the US-Iraq/Iran conflict.

ORGANIZATIONAL OUTCOME 3: Immediate relief & early recovery of disaster victims/survivors ensured

This organizational outcome emphasizes the critical role of the Department in addressing the immediate needs of the individuals, families and communities affected by human-induced and natural disasters.

Disaster Response and Management Program

Being at the forefront of disaster response, the Department prioritizes addressing the immediate needs of individuals, families, and communities affected by natural and human-made disasters. This is emphasized in the third Organizational Outcome, which is operationalized through a Disaster Response and Management Program – an initiative that intends to provide emergency services during or immediately after the occurrence of a disaster in order to save lives, reduce hunger and ensure safety of the people. It involves the provision of basic subsistence needs of the affected individuals and families, as well as the repair or reconstruction of houses damaged by disaster in order to help them restore their normal level of functioning.

Currently, as the Vice-Chair for Disaster Response for the National Disaster Risk Reduction and Management Council (NDRRMC), the DSWD implements several programs & services such as – (1) Provision of Food and Non-Food Assistance; (2) Provision of Temporary Shelters; Camp Coordination and Management Services; (3) Emergency Shelter Assistance; (4) Cash-for-Work/Food-for-Work; and, (5) Cash-for-Work for Climate Change Adaptation and Mitigation.

Assessment, Challenges, Risks and Opportunities

The Philippines was affected by numerous natural and man-made disasters in 2019. Located along the typhoon belt in the Pacific, the Philippines is visited by an average of 20 typhoons every year. From January to December 2019, a total of 21 tropical cyclones entered the Philippine Area of Responsibility. Of 21 tropical cyclones, eight (8) were considered as typhoon, and three (3) were considered severe tropical storm. Apart from this, eight (8) earthquakes hit the country with magnitude 5.9 to 6.8. It was recorded that 1,693,353 families were affected by these natural disasters.

Figure 18. Tropical Cyclones entered the Philippine area of responsibility
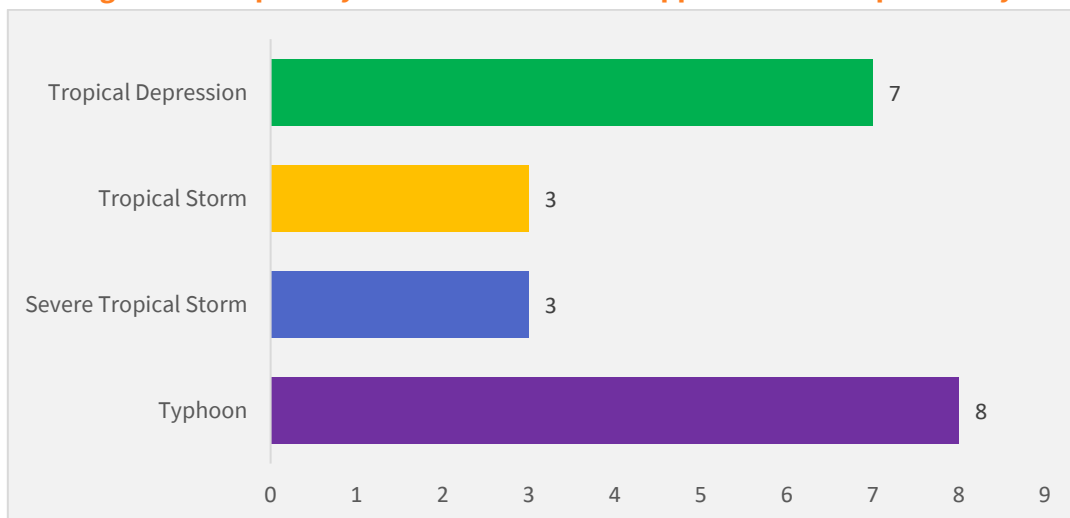
Output-Level Indicators

While there is a significant number of Quick Response Team (QRT) members trained and aptly prepared for deployment, funding still affects actual disaster operations. For 2019, a total of 3,409 QRT Members were trained on several areas such as Camp Coordination and Camp Management, Management of Food and Non-Food Items, Warehouse and Logistics Management, Establishment of Women and Children Friendly Spaces, Incident Command System, and Emergency Medical Response. However, limitations on the utilization of the Quick Response Funds, coupled with the late issuance of supplemental funding from NDRRMC for massive disaster remain a challenge. This could explain why only a total of PhP1,037,447,453.83 or 54.68% of the annual allotment of PhP1,897,150,000.00 (covering Maintenance and Other Operating Expenses) was utilized.

Policy against transfer of funds to LGUs still stands, hence the absence of data on monitoring of LGUs with pre-positioned goods. Consistent with the findings during the first semester, there is still no report on the number of LGUs with pre-positioned relief goods. The Field Offices were one in requesting for the management to reconsider this policy and allow downloading of funds and pre-positioning of goods to LGUs with good track record[6].

Human resources, equipment and transportation still the main concerns for disaster operations, especially in the regions. Many Field Offices expressed during their respective PREWs their need for plantilla positions to augment SDOs, and COS/MOA workers to manage regional warehouse. Lack of suitable transportation for disaster response operations as well as ICT equipment & applications for DROMIC and unavailability of load credits/subscription for satellite phones and other emergency telecommunication equipment, continue to affect the Department's effectiveness/efficiency in delivering services during disasters.

Personnel flexibility continue to be the backbone of program/project implementation. Several factors come into play in order for the Department to effectively respond to disasters – all requiring personnel flexibility and adaptability. Such factors are LGU capacity/responsiveness, security issues especially in GIDAs, political interventions in listing beneficiaries, and frequent changes in leadership, structure (particularly at the Central Office) and priorities/directions. Likewise, the Department is also recommended to be mindful of and responsive to these issues.

---

[6] 2019 Integrated PREW Summary Report, pg. 17

Table 27. 2019 Targets versus Accomplishments on the DRM Outputs

Outcome	Accomplishments	Targets	Variance	Assessment
DSWD QRTs trained for deployment on disaster response	1,895	3,409	+80%	Major Deviation
LGUs with prepositioned relief goods	NO DATA PROVIDED			Inconclusive
Poor households that received cash-for-work for CCAM	474,356	548,721	+18%	Minor Deviation
LGUs provided with augmentation	392	ANA	--	Inconclusive
Internally-displaced households provided with disaster response services	913,263	ANA	--	Inconclusive
HHs with damaged houses provided with early recovery services	83,881	ANA	--	Inconclusive

Outcome-Level Indicators

The Department continues to serve disaster-stricken households & individuals, as well as provide augmentation support as expected, but assistance only reaches a fraction of all those affected. From January to December 2019, the DSWD served 553,975 families (2,375,929) or 33% of the total 1,693,353 families (7,115,767 individuals) affected by disasters of various types (e.g. flashfloods in Davao Oriental, earthquakes in Zambales, Batanes, North Cotabato & Davao del Sur, and typhoons Tisoy & Ursula). Services provided include provision of resource augmentation, distribution of relief goods (i.e., family food packs hygiene kits, sleeping kits, family clothing kits and kitchen kits).

Figure 19. CY 2019 Number of Individuals and Families covered by Disaster Response, 2019
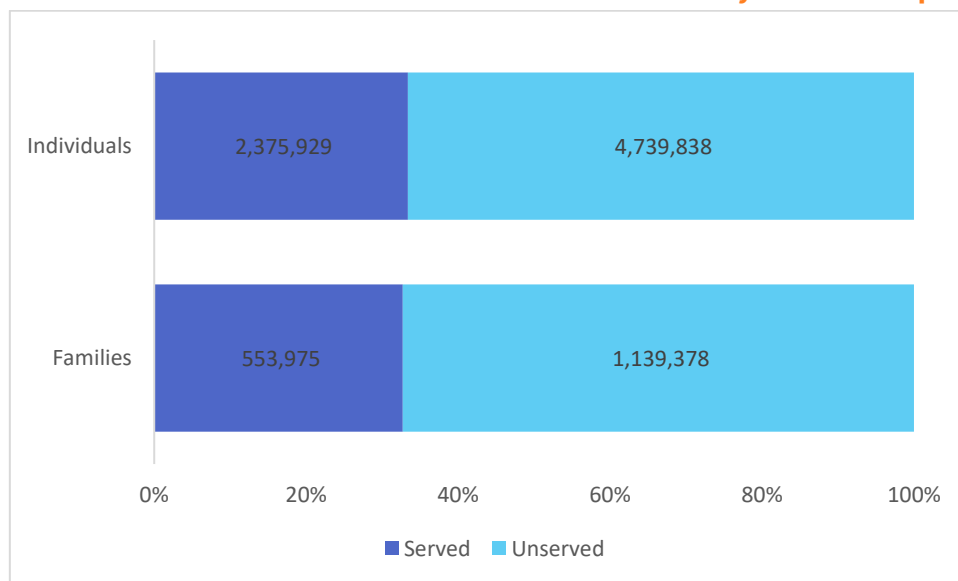
The Department's assistance covered only one-third of all recorded disaster-stricken families/individuals due factors like lack of manpower (e.g. lack of regular employees to augment SDOs), limitations on the utilization of funds (e.g. QRF), lack of transportation services, challenges on the Field Offices' & LGUs' absorptive capacity, and the downloading of funds and pre-positioning of goods to LGUs which have yet to be allowed.

Strategic Initiatives

Internally, the Department also pledged to continue to improve its mechanisms for inclusive disaster response through the following initiatives[7]:

1. Developing a guideline on "Multi-Stakeholder Volunteer Mobilization Program for Disaster Operations"
2. Providing Technical Assistance and Resource Augmentation (TARA) on the implementation of disaster-related programs, projects and activities to Field Offices and other stakeholders including establishment of women and child-friendly spaces in evacuation centers
3. Providing TARA along Risk Resiliency Program for Climate Change Adaptation (RRP-CCAM)
4. Developing a Terms of Reference (TOR) for the Comprehensive Emergency Program for Children Core Group Secretariat

Recommendations

Given the above, the following recommendations are being put forward, for the management's consideration:

1. For outcome indicators, consider setting realistic & achievable targets considering the Department's financial, technological and workforce capacity.

2. For policy development:
   a. Initiate DSWD Internal Convergence Strategy for Climate Action to identify continuity and sustainability of RRP-CCAM-DRR implementation
   b. Finalize the RRP-CCAM-DRR Guidelines with the challenge of innovating new program components and mode of implementation other than Cash For Work
   c. Formulate standard policies for disaster-related programs and services such that they withstand changes in leadership

3. Lobby request for revision of the limitations of the Quick Response Fund to DBM, and ensure follow-through of progress of request

4. For equipment and transportation, fast track procurement and acquisition of additional vehicle, ICT equipment, and load credits. The Department may also consider subscription plan options for emergency telecommunication equipment.

5. Elevate to the management the workforce's issues and concerns (e.g. safety issues, political interference) for their action.

---

[7] Disaster Response Management Bureau 2nd Semester Assessment Report (CY 2019)

ORGANIZATIONAL OUTCOME 4: Continuing Compliance of Social Welfare and Development Agencies to Standards in the Delivery of Social Welfare Services Ensured

Organizational Outcome 4 demonstrates the mandate of the DSWD as steerer or enabler of social welfare and development (SWD) intermediaries and other sector partners, through the setting of standards for and assessment of the quality of SWD programs and services being offered to the poor and vulnerable individuals, families and communities.

Embodying its regulatory functions under Organizational Outcome 4, the DSWD ensures that social welfare and development agencies (SWDAs) and service providers are implementing effective programs and services, specifically by the registration and licensing of SWD agencies and accreditation of SWD programs, services and service providers. It also includes accreditation of Civil Society Organizations (CSOs) that would receive public/government funds either as beneficiaries or implementing entities of government programs and projects.

Social Welfare and Development Agencies Regulatory Program

Accordingly, Organizational Outcome 4 is operationalized through the DSWD SWDAs Regulatory Program which aims to manage SWDAs and their implementation of SWD programs and services by establishing quality assurance measures. It involves registration and licensing of SWDAs to operate, as well as the accreditation of SWD programs and services of SWDAs and service providers.

The DSWD's primary regulatory functions are **standards development**, which sets standards for the registration, grant of license to operate and accreditation of SWDAs and service providers offering SWD programs and services, with the aim of ensuring the quality of services; **standards compliance** wherein the DSWD develops and enforces quality assurance measures for social welfare and development agencies (SWDAs) and other service providers to comply with in the delivery of social welfare and development (SWD) programs and services; **accreditation of CSOs**; and **standards monitoring** that includes regular monitoring visits and technical assistance were provided to accredited SWDAs to ensure their compliance to standards set.

Assessment, Challenges, Risks and Opportunities

The Department is on track in achieving its targets along standards development, compliance and monitoring as well as on accreditation and regulation. The Standards Bureau of the Department was able to outstandingly perform its tasks for the year given that the annual accomplishments exceeded the targets. All the targets for the major indicators were met and mostly with major deviance or more than 30% variance.

Despite the high accomplishments, the Department also faced challenges in providing regulatory services. Human and financial resources is a major concern, for instance, the membership of Field

Office (FO) staff to different committees at the FO level interferes with the activities as fact finding team members. Likewise, in terms of funds, the delay or non-downloading of funds for travel expenses for the conduct of accreditation forced FOs to source out from other programs which caused delays in achieving the targets.

Moreover, SWDAs still have difficulties on the needed requirements for RLA despite conduct of orientation on the recently approved and implemented guidelines and the continuous technical assistance to all applicants. Difficulty of SWDAs/LGUs to renew or register are also caused by their lack of budget for the repair and maintenance of centers. Also, even with the policy enhancements, regulating powers, particularly on imposing penalties or closure of violating SWDAs was still not clearly defined in the policy.

With the teamwork and collaboration present in the Central Office and Field Offices, the Department was able to meet it targets. Accreditors are oriented and capacitated prior to deployment which helped attain the objectives of the Department. Continuous provision of technical assistance to stakeholders including LGUs, NGOs and ABSNET is also a facilitating factor in meeting the desired targets. Likewise, development of IEC materials on regulatory services as well as putting grievance mechanisms in place were some of the good practices shown by the Department.

Output-Level Indicators

The Department has exceeded the target number of SWDAs for registration and licensing. As part of its regulatory function, the DSWD assess and register applicant SWDAs once the purpose of their organization is determined to be within the purview of SWD then assess their qualifications and authorize them to operate as social welfare agencies (SWAs) or as auxiliary SWDAs.

The Department registered and granted license to operate to 256 SWDAs in 2019 which is 40% higher than the 183 target SWDAs. Likewise, 272 auxiliary SWDAs were registered which is 73% higher than the 157 target auxiliary SWDAs for 2019.

Most of the registered and licensed SWDAs were processed thru the DSWD Central Office with 50 SWDAs, followed by Region VII with 40 SWDAs and Region IV-A with 35 SWDAs. Meanwhile, auxiliary SWDAs were commonly registered thru the DSWD Central Office with 59 auxiliary SWDAs and NCR with 56 auxiliary SWDAs.

The Department has granted accreditation to more than 200 SWAs. Accreditation refers to the process of assessing and accrediting the SWD programs and services of SWAs once determined to be compliant with the DSWD standards.

In 2019, 246 SWAs were accredited or 23% higher than the 200 target SWAs for this year. However, accreditation was decreased by 29% as compared to 2018 accomplishment. Accredited SWAs include 167 private SWDAs or non-government organizations (NGOs) mostly from NCR; 18 DSWD centers mostly from Region III; 23 local government unit (LGU)-run centers mostly from NCR also; and 38 senior citizen centers which are mostly from Caraga region. Among all the types of SWAs, only the target number of seventy-two (72) LGU-run centers for accreditation was not met.

Moreover, most of the accredited SWAs are from NCR with fifty-four (54) SWAs followed by Region VII with thirty-five (35) SWAs in which both are mostly private SWDAs/NGOs while Region IX had the lowest number of accredited SWAs with only three (3) DSWD Centers and one (1) private SWDA/NGO, equaling to only four (4) SWAs.

Figure 20. Registered, Licensed and Accredited SWAs, 2018-2019
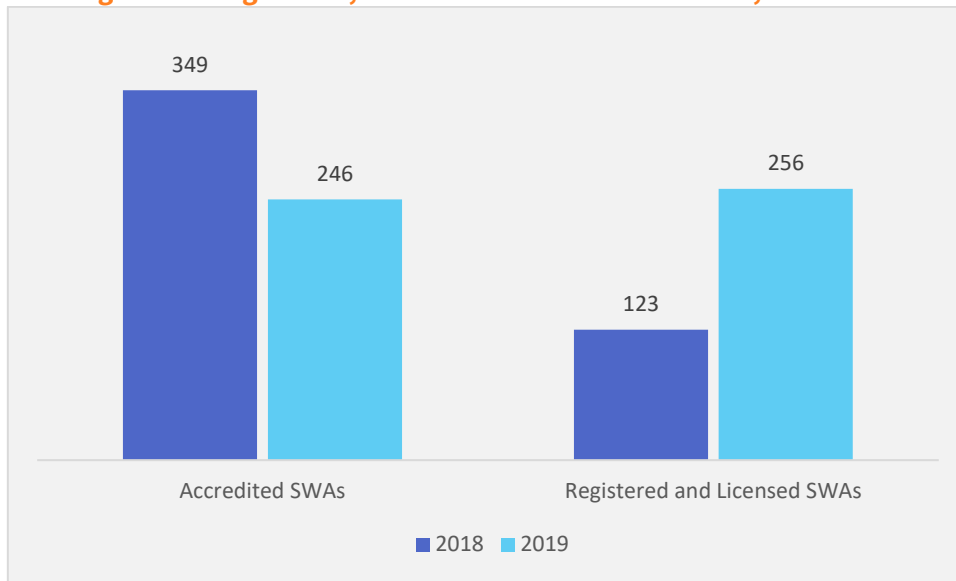
The number of Beneficiary Partner CSOs that has been issued with Certificate of Accreditation and included in the National Registry of Accredited CSOs has quadrupled from the actual target for this year. Beneficiary Partner CSOs is a group of individuals or people's organizations (POs) with common interests that have grouped themselves to undertake common projects to serve the interests of all individual members directly affected by a social problem, issue or crisis. The DSWD officially recognizes CSOs as eligible beneficiary of programs or projects utilizing government or public funds, in compliance with Section 71 of the General Provisions under the FY 2019 General Appropriations Act or Republic Act No. 11260.

This year, the Department has accredited 5,756 CSOs as beneficiaries of government programs or projects, which is four (4) times the 1,434 target CSOs for 2019. Most of these CSOs are from Region V with 857 CSOs, followed by Region XII with 771 CSOs and Region III with 586 CSOs. On the other hand, no CSO was targeted and accredited this year for receiving DSWD funds to implement or co-implement government programs and projects.

The target number of service providers for accreditation was also exceeded. The Department recognizes service providers who complied with DSWD standards. Only the DSWD Central Office processes the accreditation of social workers managing court cases while the DSWD Field Offices handles that of pre-marriage counsellors and child development workers.

Ninety-two (92) Registered Social Workers who had satisfactory complied with the requirements and standards of the DSWD in managing court cases were accredited this year by the DSWD Central Office. Moreover the DSWD Field Offices accredited 814 individuals who met the requirements for accreditation set forth by DSWD to provide pre-marriage counselling. Region VI processed the highest number of pre-marriage counselors with 139 followed by Region II with 136 and the lowest number is NCR with only eleven (11) accredited pre-marriage counselors for this year. Whereas, 6,049 day care workers (DCWs) or personnel in-charge in the operation of Day Care Centers were also provided with accreditation from the DSWD Field Offices, which are mostly from Region I with 929 DCWs and least from MIMAROPA region with only sixty-nine (69) DCWs.

Table 28. Registered, Licensed and Accredited SWDAs, SWAs, Partner CSOs, SWMCC, PMCs and DCWs, CY 2019

Output Indicators	Targets	Accomplishment	Variance	Deviation
No. of Registered and Licensed SWAs	183	256	39.89%	Major Deviation
No. of Registered Auxiliary SWDAs	157	272	73.25%	Major Deviation
No. of Accredited SWAs	200	246	23.00%	Minor Deviation
No. of Accredited Beneficiary Partner CSOs	1434	5756	301.4%	Major Deviation
No. of Accredited SWMCCs	80	92	15.0%	Minor Deviation
No. of Accredited PMCs	150	814	442.7%	Major Deviation
No. of Accredited DCWs	4564	6049	32.5%	Major Deviation

SWD policy and standards were developed and enhanced to ensure quality assurance measures in the implementation of SWD programs and services by SWDAs. In 2019, the Department, through the Standards Bureau, developed and enhanced existing policies and set standards or minimum conditions in order to attain the desired rights and welfare of clients in SWDAs.

In terms of accreditation, the Department developed the Guidelines on the Accreditation of Civil Society Organizations as Implementing Partners of DSWD Projects and/or Programs and the Guidelines on the Decentralization of Accreditation. Likewise, for monitoring and operations of SWDAs, the Guidelines in the Processing and Management of Donations, Center-Based Early Childhood Care and Development Standards; and the Guidelines on Monitoring of SWDAs and Service Providers were also developed. Operations manual on the Registration and Licensing of SWDAs and Accreditation of SWD Programs and Services as well as Pre-Marriage Orientation and Counselling Manual Part II were also formulated by the Department.

Meanwhile, amended guidelines were on accreditation of pre-marriage counsellors, community-based services and tools on the accreditation of Senior Citizen Centers.

Outcome-level Indicators

Few SWAs, SWDAs and Service Providers have sustained compliance to SWD Standards. The Department monitors SWDAs with valid RLA Certificates on their sustained compliance to SWD standards and records complaints and violations. The target proportion of SWDAs issued with sustained compliance to social welfare and development (SWD) standards were achieved, however, high proportion of SWAs, SWDAS and service providers do not have sustained compliance to standards.

Of the 256 registered and licensed SWDAs, only twenty-eight (28) were able to sustain compliance to set standards which is equivalent to 10.94%. Further, only forty-one (41) of the 246 accredited

SWDAs were able to comply with the set standards and requirements which is equivalent to 16.67%. These proportions have exceeded the target of 5% for registered and licensed SWDAs and 10% for accredited SWDAs.

Most SWDAs were tagged as non-compliant to set SWD standards due to not updated safety certificates and other documentary requirements, and no hired full time RSWs. In order to address this, DSWD staff provides technical assistance to RLA SWDAs in terms of compliance to set standards.

Strategic Initiatives

Implementation of strategic initiatives are prioritized. The Department thru the Standards Bureau strengthens its monitoring functions by conducting Kamustahan session with FO counterparts and accredited SWMCCs from NCR, Region III and Region IVA, which was a venue to discuss concerns and provide technical assistance. Furthermore, Field Office Review Committee (FORC) were reconstituted and mobilized.

Necessary activities were also done to promote the SWDA Bill. Position papers and briefers are submitted to the House and Senate as well as attendance to hearings were ensured. Most importantly, the DSWD ensured that the version of the proposed bill would be aligned to the provisions of the existing DSWD policies.

Fund Utilization is relatively high. For 2019, a total amount of PhP58,125,286.88 was utilized or 94.93% of the annual allotment of PhP61,230,000.00 (covering Maintenance and Other Operating Expenses and Personnel Services) for Standards Setting, Licensing, Accreditation and Monitoring. The sustained implementation of communication plan which involved the mass production of IEC materials and conduct of major orientation and advocacy activities attended by large number of participants may have helped in the high utilization. Likewise, the strengthened efforts for the registration and licensing of SWAs and SWDAs which resulted to increase in number of SWAs and SWDAs registered, licensed and accredited, may have also contributed in reaching the high fund utilization rate.

Recommendations

Increase the outcome indicator targets. Given the current accomplishments, the outcome indicator targets should be increased to attain higher proportion of SWAs, SWDAs and Service Providers with sustained compliance to SWD standard. Likewise, Field Offices (FOs) recommend to consider the adjustment of OPC commitments and targets realistic to the timeline available and resources provided. As such, the target number of applicants assessed and provided TA could be reviewed.

Refrain from releasing directives towards the last quarter of the year. Last August 2019, FOs were directed to accredit Day Care Centers (DCC)/Child Development Workers (CDWs) with high or unrealistic targets that is difficult to achieve in only four (4) months. Relative to this, FOs asserted that that the Central Office should ensure funds and human resources availability in order to meet accreditation targets. Moreover, unresolved issues on DCC/CDW accreditation guidelines should also be addressed prior to the implementation phase since it may cause uncertainties at the field level.

Strengthen initiatives to increase the accreditation of DSWD-Operated Centers and Residential Care Facilities. Workforce plan of centers and residential care facilities (CRCF) are being supported as part of strengthening the accreditation of DSWD facilities. Moreover, FOs are requesting for joint technical assistance of concerned Central Office-OBS for the accreditation of DSWD CRCFs.

Ensure availability of human resource. Given the enhancements in the policies and operations, there is a need to fast track the processing of unfilled regular positions or request for additional manpower and regularization / contractualization of current contractual, casual and COS/ JO/ MOA workers to ensure accountability.

ORGANIZATIONAL OUTCOME 5: Delivery of Social Welfare and Development Programs by Local Government Units through Local Social Welfare and Development Offices Improved

The Local Social Welfare and Development Offices (LSWDOs) are crucial in the delivery of social welfare services and programs at the Local Government Unit (LGU) level as mandated in the Local Government Code. The Department of Social Welfare and Development (DSWD) through Executive Order no. 221 series of 2003 is mandated to provide technical assistance and resource augmentation to enable LGUs, NGOs, other NGAs, POs and other members of the civil society in implementing social welfare and development programs including disaster management.

In order to fulfill said mandate which is aligned with DSWD's organizational outcome no. 5, a key component to determine the type and extent of assistance required from the Department is a tool that measures and assesses the service delivery of the Local Social Welfare and Development Offices.

To complement MC No. 10 s. CY 2018 or the Guidelines on the Provision of Technical Assistance and Resource Augmentation to Local Government Units through Local Social Welfare and Development Offices the DSWD enhanced its Local Social Welfare and Development Office (LSWDO) Service Delivery Assessment Tool, which serves as an instrument to: determine the level of service delivery by LSWDOs as frontline service providers of SWD programs and services, in general; and, identify specific gaps, problems or issues and concerns affecting the capacity of LSWDOs, with the corresponding needs and interventions or specific TA and/or RA, in particular.

Technical Assistance and Resource Augmentation Program

Technical Assistance and Resource Augmentation is an inherent function of the Department by virtue of the Local Government Code of 1991 and Executive Order # 221 in 2003 redirecting the functions of DSWD from service deliverer to technical assistance provider. Hence, the Department has continually committed as its strategic goal under Organizational Outcome #5 to assist LGUs specifically LSWDOs in improving the delivery of social services and programs. As such, funds are allocated and release directly to the different field offices to implement TARA program..

In 2019, the oversight functions for the TARA program was turned over to SWIDB from PDPB. The turn over only included the following: Pre-tested assessment tools and TARA related documents including memorandum of the Undersecretary of PPG and the Secretary Bautista to effect hiring of TARA Focal Persons and the transition year for TARA program fund allocation.

The challenges of the program upon assumption of the functions were on the following:

1. Set targets cover almost the total universe of LGUs of about 1,400.
2. No clear targets set by the Field Offices due to absence of a clear baseline.

3. Absence of an assessment report to serve as basis for the TARA plans, however, Field Offices are expected to formulate their plans based on available assessment and the Department Thrusts and Priorities.

Hence, the succeeding assessment is unable to establish the overall accomplishment versus targets. However, absolute values are reflected in the reports of different Field Offices.

Assessment, Challenges, Risks and Opportunities

Output-level Indicators

Assessment of LSWDO Service Delivery and Competency were conducted. For 2019, about 689 or 43% of the LGUs nationwide were assessed using the enhanced tool developed by PDPB and SWIDB. Baseline assessment was established and will be a basis of the TARA Plan for three years.

Enhancement of LSWDO-Information System was also initially conducted considering the approval of the LSWDOs Service Delivery Assessment Tool. While the LSWDO-IS enhancement is on-going, the Department was able to develop an excel database to facilitate the processing of results that will serve as basis in the formulation of TARA Plans for the LGUs.

More than 90% of LSWDO were provided with Technical Assistance and 19% provided with Resource Augmentation. In spite of on-going assessment of LSWDO Service Delivery, DSWD Field Offices continue to provide technical assistance and resource augmentation to LGUs in implementing social welfare and development programs including disaster management as it is a mandated function of the Department. For the year 2019, a total of 1,552 LGUs or 90% of LGUs were provided with technical assistance. On the provision of resource augmentation the Department was able to cater 331 or 19% of LGUs. Only Field Offices I, IV-B and XI provided resource augmentation.

For 2019, a total of PhP950,172,824.00 was utilized or 97.90% of the annual allotment of PhP970,526,000.00 (covering Maintenance and Other Operating Expenses and Personnel Services) for the SWD TARA Program implementation.

100% of LGUs rated TA Satisfactory or Better. In terms of satisfaction of TA provision, all LGUs provided TA rated the Department with satisfactory rating. There was no rating garnered in terms of resource augmentation since there was no augmentation done to enforce the directive of the Secretary where downloading of funds is no longer allowed.

Provision of Learning and Development Interventions to LGUs are continuously being achieved. The DSWD targeted the conduct of learning and development interventions (LDIs) along capability-building for personnel of LSWDOs. On LDIs for LSWDOs, the Department was able to accomplished 299 LDIs. Being the strategic owner of Creating an Organizational Learning for LSWDOs through Alliance Building, the SWIDB developed the ff modules: Leadership and Management; Strategic Communication; Management of SWD Programs; Problem Solving and Decision Making; and, Psychosocial Support in Emergency Setting. LDIs were also organized by the DSWD Field Offices in the regions. To ensure suitability of its LDIs, the DSWD applies for accreditation with the Professional Regulation Commission (PRC). In 2019, 52 LDIs were accredited by the PRC as continuing professional development programs.

To sustain strategies addressing the learning needs of LSWDOs, the DSWD developed a competency framework to set a national landscape of competencies for local social welfare and development officers under identified competency domains with behavioral indicators. Apparently, these sub-component accomplishment of strategic plan under OO5 is remarkable to ensure learning opportunities to the LSWDOs to further improve the delivery of its social welfare and development services and enhance the materials needed in the future implementation of TARA program.

Inconsistency of targets with the DSWD Strategic Plan remains. While it was already cited in the previous assessment reports that the targets should conform to the formulated Strategic Results Matrix, there are also no reports mentioning the departure of key program managers on the said targets that would also help contextualize the currently reported figures.

Outcome-level Indicators

Majority of LSWDO are in level 1 of service delivery. In 2019, the Department conducted the Service Delivery Capacity and Competency Assessment aimed at identifying the capacity and competency gaps present in the LSWDOs along the delivery of social welfare and development (SWD) programs and services. Six hundred eighty-nine or 43% of the total number of LSWDOs were assessed and validated in terms of capacity to deliver and 642 or 40% of LSWDO Heads participated in the self-assessment to determine their competency to lead and manage. The assessment will continue in 2020 to include the remaining LSWDOs in presenting the State of the Local Social Welfare and Development Offices in the Local Government Units. At present, majority (61% or 418) of the LSWDOs that were assessed meet Level 1, which is the minimum expected Service Delivery Capacity level. Around 32% or 224 of LSWDO are at Level 2 and three percent (3%) or 23 at Level 3. While 25 or 4% did not meet the minimum the minimum expected capacity level.

LSWDOs that achieved an overall Service Delivery Capacity Index of Level 3 are possible benchmarks for good practices. These are considerable models and resource for technical assistance. Their innovations have to be documented for knowledge-sharing. On the other hand, the rest that have the potential to move towards higher capacity level.

Figure 21. LSWDO Level of Service Delivery, CY 2019
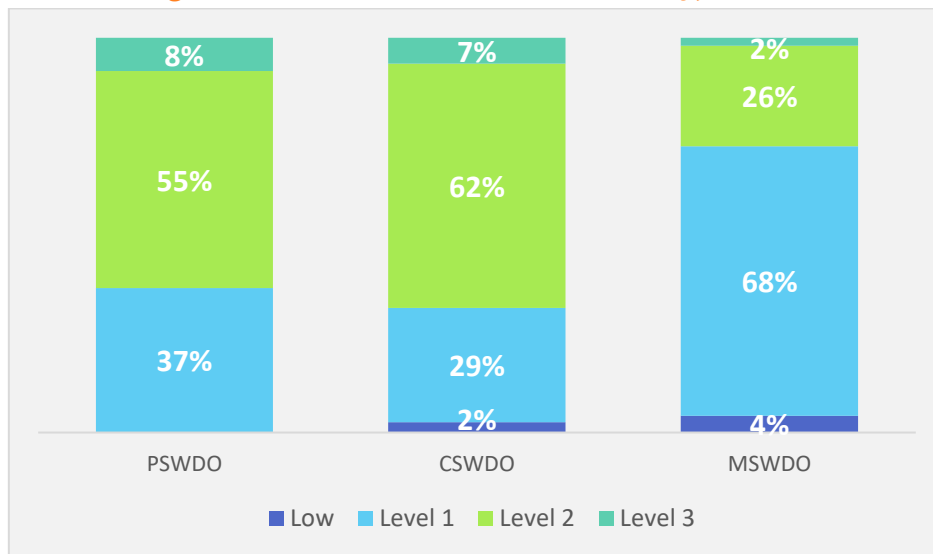
LSWDOs are doing well in Client Assessment, however they are weak on the aspect of Planning Formulation. Based on the assessment, majority of LSWDOs appear to be doing well in client assessment, however areas for improvement includes the use of the SP Handbook and SP Vulnerability and Adaptation Manual, formulation of the SPDR, and formulation of the Social Development Plan and its integration in the LGU's CLUP and LDIP. These are fundamental capacities that may affect the quality of service delivery.

On case management, it was also observed that LSWDOs are weak on the Referral System and keeping a database of clients. Further on the Institutional Mechanisms components, there were subcomponents where many were assessed as Low in accessing support of CSOs, improving the functionality of LCPC and LCAT-VAWC.

Recommendations

Complete the administration of the LSWDO Service Delivery Assessment tool. Field Offices have yet to catch up on the completion on the Service Delivery Assessment on the remaining LGUs. The development of the Department-wide 3-year TARA plans remains pending.

Develop a tool to measure satisfaction of LGUs on TARA. The DSWD should also come up a client satisfaction tool, that will serve as uniform measurement of output indicators "Percentage of LGUs that rated TA and RA satisfactory or better".

Ensure consistency of targets with the DSWD Strategic Plan. As previously recommended, the setting of regional physical targets for all outcome and output indicators should also conform to the formulated Strategic Results Matrix accompanying the DSWD Strategic Plan CY 2018-2022.

SUPPORT TO OPERATIONS

The Support to Operations (STO) provide the technical and substantive support to the operations of the Department which are critical to achieving the foundational outcomes of improving systems and processes in the organization towards the effective and efficient implementation of SWD programs, projects and services. Major deliverables under the STO are Policy and Plan Development, Social Technology Development, National Household Targeting System for Poverty Reduction, Information and Communications Technology Management, Internal Audit, Social Marketing, Knowledge Management, and Resource Generation and Management.

Policy and Plan Development

The Policy Development and Planning Bureau (PDPB) provides leadership in the Department in terms of developing policies and plans of the agency and of the social welfare and development sector. In order to ensure that plans and polices are evidence-based, the PDPB also leads in conducting researches and monitoring and evaluating plans and policies to influence decisions of the DSWD Management. At the regional and international levels, the PDPB supports the leadership role of the Department in ASEAN, APEC and the UN in matters concerning social welfare and development.

Assessment, Challenges, Risks and Opportunities

Necessary and timely issuances related to social welfare and development were produced.
This year, the Department, through the PDPB has prepared necessary and timely issuances related to social welfare and development. From the eight (8) target issuances for 2019, the Department was short of 1 issuance, and only produced a total of seven (7) issuance this year.

Acknowledging the leadership role of DSWD in Social Protection, the DSWD spearheaded the approval of the Social Protection Operation Framework in the 1st Quarter of 2019 while the Social Protection Plan was already approved by the SDC Technical Board and already for endorsement to the SDC Cabinet Level. Likewise, in terms of popularizing the enhanced social protection framework, the Department has prepared and delivered presentations and IEC materials for the different groups, organizations, and events. Posters and information kits were printed with support from the World Bank and DFAT and is being disseminated this 1st quarter of 2020.

The Department, spearheaded by PDPB, has also prepared documents (concept note, Department's and Ministerial Statement) for the 63rd Session of the United Commission on the Status of Women (UNCSW) and documents (TOR, briefer, country report) for the conduct of Philippine Consultation as part of the ASEAN Midterm Review of the Regional Plan of Action for Elimination of Violence against Children (ACWC Project).

Moreover, two (2) policy briefs were developed, first is entitled "Is Universal Social Pension the Answer?" which aims to assess the country's readiness for a universal social pension and the other is titled as "Policy Recommendations on the Proposed Lowering of the Minimum Age of Criminal Responsibility (MACR) from 15 to 12 Years Old (Amending RA 9344)" which studies the Philippine's Juvenile Justice Welfare System and explores the pros and cons of the proposed lowering of the minimum age of criminal responsibility. These policy briefs were presented in the DSWD Policy

Study Session to gather comments and additional inputs from various stakeholders prior to submission to the DSWD Management and Executive Committees on December 2019.

As Secretariat of the National Monitoring and Coordinating Board (NCMB), the DSWD thru PDPB, prepared the draft of the Implementing Rules and Regulations of the National Commission of Senior Citizens Act which was presented to the CY 2019 Year-End National Management Development Conference (NMDC). The final copy of the said IRR shall then be submitted to the Office of the President for further instructions and/or approval.

Lastly, being the lead secretariat of the National Committee on Filipino Families (NCFF), the Department, spearheaded by the PDPB, drafted the Guidelines for the National Search for Huwarang Pamilyang Pilipino. The guidelines for the national search aims to (i) recognize families who uphold and demonstrate Filipino values in their way of life, (ii) recognize accomplishments of the family individually and collectively, and (iii) develop a pool of families that promote and advocate love of country, actively participate in community activities, and protect human and child rights. This endeavor is intended to be implemented in 2020 and as part of the annual Commemoration of the Filipino Family Week by September 2020.

Timely and relevant agency policies were approved and disseminated. In practice**,** DSWD policy issuances went through policy development process as stipulated in Administrative Order No. 13, series of 2015 also known as DSWD Policy Development Framework. The formulation of administrative and SWD issuances shall include a thorough policy analysis through application of the strategies which includes conduct of situational analysis, agenda setting, policy analysis, policy formulation, approval and issuances, implementation, monitoring and evaluation. For 2019, a total of Twenty-three (23) Memorandum Circulars and Twenty-two (22) Administrative Orders were approved and issue by the Secretary. These policies include amended implementation guidelines of DSWD programs such as Supplemental Feeding Program, Social Pension, Assistance to Individuals in Crisis Situation and Sustainable Livelihood Program. Policies on new programs and services were also included such as the Emergency Cash Transfer Program (ECT), Livelihood Settlement Grants (LSG), and Transitory Family Support Package for the Internally Displaced Persons, among others.

Moreover, through the leadership of the PDPB, four policies along planning, monitoring and research and evaluation that are included among those approved are the DSWD Research and Evaluation Policy, Guidelines for the Conduct of Integrated Performance Review and Evaluation Workshops (PREW), Guidelines for the Harmonized Planning, Monitoring, and Evaluation, Amended Protocol for the Conduct of Research Studies in the DSWD Offices, Centers and Institutions, the DSWD Research and Evaluation Agenda 2019-2022 and Policy on Ease of Doing Business and Efficiency of Service Delivery.

Strategic medium-term and annual plans were formulated and disseminated. For this year, the Bureau has formulated and disseminated two (2) medium-term plans and three (3) annual plans. One of the medium-term plans that was finalized for this year was the Research and Evaluation Agenda 2019-2022 which outlines the Department's research and evaluation direction including priority topics as guide for the Department and other stakeholders to undertake studies in response to the emerging concerns of the SWD sector. Meanwhile, the DSWD Policy Agenda, which is envisioned to guide the Department in operationalizing its mandate and mission in line with the formulation of policies that will address the needs and emerging issues of various vulnerable and marginalized sectors, is currently on its first draft through the engagement of Dr. Ramon Albert of

the Philippine Institute of Development Studies (PIDS). This draft version of the Policy Agenda was a product of the consultation meetings, key informant interviews and focus group discussions as well as the inputs, recommendations and insights of the DSWD OBSUs and FOs.

Likewise, after series of consultation and approval processes, the final draft of the Philippine Plan of Action for Senior Citizens 2019 – 2022 was already approved and is expected to be disseminated by end of March 2020. This Plan promotes the rights and welfare of senior citizens and set priority areas and action points that guide efforts towards the attainment of the goals in ensuring the promotion of security and dignity of senior citizens while maintaining their full participation and human rights.

Moreover, the annual plans, include the 2020 and 2021 DSWD Thrusts and Priorities which are both consistent with the Philippine Development Plan 2017-2022 and supports the priority agenda on reducing poverty to 14% by 2022.

In line with the conduct of the learning session on DSWD GAD Agenda 2020-2025, the Bureau prepared technical documents such as the DSWD GAD Agenda Results Matrix, Strategic Initiative Profiles, Indicator Documentation Sheet, and Logical Process in the development of indicator. Further, the DSWD GAD Agenda 2020-2025 Results Matrix was cascaded to the Field Offices on July 2019.

Research and evaluation studies covering emerging SWD concerns and evaluation of DSWD programs were initiated and completed by the Department. These four (4) studies were organized and conducted thru the PDPB, two (2) of these studies were externally funded and managed by the Field Office, one (1) was CO-initiated and funded study and the remaining was an in-house CO-study.

The Evaluation Study on DSWD-run Residential Care Facilities (RCFs) examined how well programs/services are being implemented by centers with different levels of accreditation and how accreditation is associated with rehabilitation outcomes. The study also examined the accreditation process for residential care facilities and determined the issues/gaps, good practices, and lessons learned in the implementation of rehabilitation programs and management of centers.

The study entitled Looking for a Common Ground: Re-examining Data and Actions for Children and Families at Risk on the Streets was an offshoot of the policy analysis paper and policy brief addressing the phenomenon of children and families at risk presented during the DSWD CY 2017 Policy Study Session. The study tried to determine the estimated the number of street family children at risk in selected sites and more importantly it obtained information on the living arrangement, conditions, and family situation of street family children in the target cities as well as on the factors that push or keep street family children on the streets. These were the two research and evaluation studies spearheaded by PDPB and was completed in the first semester of 2019.

Furthermore, Field Office II managed the Assessment of Child Labor in the Major Industries in Cagayan Valley Region and research on the Perceptions, Resilience and Adaptive Capacity of Households to Climate Extremes and Disasters in the Sixth District of Isabela through the Call for Proposals Round II of DFAT TA No. 70507-1.

Evidence-based positions papers on proposed bills related to social welfare and development were developed. The DSWD, spearheaded by the Department Legislative Liaison Office, has

submitted a total of 118 position papers to concerned Committees in the House of Representatives, Senate of the Philippines and the Presidential Legislative Liaison Office. The different concerned OBS were engaged to provided comments and inputs on proposed bills affecting the social welfare and development sectors including but not limited to women, children, youth, senior citizens, indigenous peoples, and persons with disabilities. Likewise, proposed bills concerning communities, families, solo parents and other social welfare and development services were also reviewed by the Department and submitted position papers to the concerned offices.

Recommendations

Mobilize sector focals and core group of specialists on policy and plans development. Policy and plans development remains a technical intervention that should be prioritized by the Department to integrate and synchronize the multi-level medium-term commitments, sector legislative deliverables, and its organizational mandates. This should be supported not only within the support to operations cluster, but the rest of the offices and clusters managing the organizational outcomes of the Department.

Develop monitoring and assessment tools. Various issues in monitoring and reporting of accomplishments like unclear definition of indicators, targets and means of verification should be addressed in order to portray a clear picture of the performance of STO towards the achievement of the foundational outcomes for effective and efficient implementation of SWD programs, projects and services. As such, the policy and plan development indicators and targets should be thoroughly reviewed. Monitoring and assessment tools like the Social Pension Beneficiary Update Form must be continued to be developed to assist in the assessment of DSWD programs and services.

Inter-face with key stakeholders on the results of DSWD researches and evaluation studies. The existing research and evaluation studies must always be disseminated with practitioners to articulate key theories of development interventions anchored on the social protection policy framework, social work practice and management. Through inter-face with key stakeholders it will help the Department to identify how the results may be utilized in the continuous improvement of existing policies, programs, and services.

Fast-track the approval of administrative policies. Administrative policies are needed in plans development, funding, and procurement of services and activities. Offices cannot commit and be fully mobilized without the approved policies. Fast-tracking the approval of Annual Thrusts and Priorities will help Central Office Bureaus and Offices as well as Field Offices in the preparation of its budget proposal, engagement with their respective civil society organizations (CSOs) on their annual consultations, performance contracting, and internal budget hearings, among others. Prioritizing the review and approval of the DSWD Research and Evaluation Agenda CY 2019-2022 and Policy on Ease of Doing Business and Efficiency of Service Delivery will correspond to the timely and evidence-based requirements in plans development and performance and policy reviews that will especially require long procurement of services; while ensuring that offices are held accountable in the quality of its services and deliverables.

Social Technology Development

As operationally defined by the DSWD, social technology refers to the social welfare and development (SWD) approaches, strategies and models of intervention that respond to emerging needs of specific clientele (among the poor, vulnerable and disadvantaged individuals, groups of people or families). Social technology development is the process of planning, designing and testing social welfare technology, as well as enriching existing social welfare programs, towards replication and institutionalization by local government units and other intermediaries in order to address emerging social welfare issues and problems.

Assessment, Challenges, Risks and Opportunities

Planned formulation of social technologies and enhancement of SWD program were accomplished. For this year, three (3) social technologies were formulated pursuant to AO 23 s. 2018 or the Omnibus Guidelines on Social Technology Development. This includes the Yakap Bayan, Electronic Case Management System and the Model of Intervention for Teenage Parents.

Yakap Bayan program is envisioned to help clients maintain an autonomous functioning and a lifestyle change from rehabilitation/treatment with the catalytic role of families, communities and LGU service providers. The program shall address the stigma associated to clients and lessen the tendency of relapse during aftercare through institutionalization of strategies at the barangay level.

Moreover, the Electronic Case Management System integrates the usual case management strategies and the automation of systems and processes geared towards a more efficient and improved quality of case management in residential care facilities.

A model of intervention (MOI) that aims to prevent early Pregnancy was also formulated. This MOI shall protect and promote psychosocial well-being of and would improve the capacity of teenage parents in performing their expected roles as young adults and responsibilities as parenting youth.

Likewise, the National Family Violence Prevention Program was enhanced this year based on the emerging needs of the clients. This enhanced program shall establish principles of positive discipline, evidence based parenting, personal safety, and shared responsibility to parents and guardians. And it shall also provide external support to families by reducing risk factors while increasing protective factors to family violence.

The Department's limitation is pushing through with projects that requires system development, as this form part of the capital outlay, was resolved thru the support of external funding partners, which facilitated faster development of information system and timely implementation of social technologies.

Target percentage of intermediaries adopting completed social technologies was almost achieved while target number of intermediaries replicating completed social technologies were exceeded. In 2019, twelve (12) intermediaries or 60% of pilot Local Government Units (LGUs) have adopted the social technologies they have implemented. Social technologies are considered adopted when the implementation is continued by pilot intermediaries. These intermediaries include 4 LGUs from NCR, 2 LGUs from Region VI, 3 LGU from Region VII, 2 LGUs from Region X and 1 LGU from Region XI.

Moreover, 127 intermediaries have replicated completed social technologies formulated by the Department. Social technologies are considered replicated when non-pilot intermediaries or LGUs implement the social technology. Almost all Regions have at least one LGU replicating completed social technologies except Regions IV-CALABARZON and XII. While most of the intermediaries replicating the completed social technologies are from Region XI (48 LGUs) and Region VII (15 LGUs).

Social technologies have been institutionalized, pilot tested and evaluated.
For this year, the Department thru the Social Technology Bureau, has facilitated the institutionalization of four (4) completed social technologies including:
1. Buklod Paglaom for CICL, which was already institutionalized by the Juvenile Justice and Welfare Council (JJWC);
2. Team Balikatan Rescue in Emergency (TeamBRE), which was already institutionalized by DSWD DRMB;
3. SHIELD against Child Labor, which was already included in the DSWD PMB's WFP for 2020 and has already conducted a National Orientation to all regions and select provinces; and
4. SALINLAHI, wherein the Komisyon ng Wikang Filipino has already complied with their Expression of Interest (EOI) to institutionalize said project

Having a close coordination with other OBSUs and agencies, clear communication and transition plans helped in facilitating the institutionalization of these completed social technologies.

Moreover, five (5) models of interventions were pilot tested this year. Funding from external sources such as International Labor Organization (ILO), DFAT Australia, and UNICEF facilitated the achievement of the targets. The MOIs include the following:

1. SHIELD against Child Labor, which utilizes three-Pronged strategies and multi-layered interventions to address the child labor issue and help achieve the aim to withdraw one (1) million children from child labor by 2025;
2. Reporting System and Prevention Program for Elder Abuse Cases (ReSPPEC), a community based project which strengthens partnership between and among the senior citizens and stakeholders to prevent and respond to elderly abuse case;
3. Sustaining interventions in Poverty Alleviation and Governance (SIPAG), an automated social case management process used by LSWDO social workers in helping individuals and families or households to improve their quality of life;
4. Healing intervention for Optimum Management (PagHlLOM), a model of intervention envisaged to contribute to the healing, rebuilding of lives, reparation and access to justice of victim survivors of torture and enforced disappearances by engaging a committed and functional rehabilitation team of service providers (SPs) and support groups (SGs) at the local and national levels;
5. Community Food Bank project, a strategy to establish community facilities which stores locally produced food items to ensure that food can easily be accessed and/or distributed to affected families during emergencies.

Lastly, the Department has evaluated two (2) social technologies this year. One is the SHIELD against Child Labor, wherein both the internal and externally-conducted studies proved that the program is highly effectively strategy to identify and withdraw children from child labor and link households to social protection services. Although, the project has rooms for improvement when it comes to managing its human resources and in vigorously accounting planned and actual inputs and expenses. While the other evaluation is on the enhanced Character Building Service for Children

and Youth in Residential Care Facilities, which confirmed that the CB session guide is effective, relevant, efficient and sustainable and should be cascaded for nation-wide implementation.

Fund Utilization is relatively high. For this year, the Social Technology Bureau was able to utilize 87.44% or 37,046,475.01 out of the 42, 368,000.00 allocated budget for social technology, while 94.90% or 32,613,966.49 of the 34,368,000.00 allocated budget for the Comprehensive Program for Street Children, Street Families, and Indigenous People especially Sama-Bajaus. The remaining funds of 5,321,524.99 for social technology and 1,754,033.51 for the Comprehensive Program for Street Children will form part of the STB Continuing Funds and will be utilized this 2020.

Recommendations

Align social technology development plan and directions with the newly developed Social Technology Bureau Office Results Framework. There is a need to update and align the plans and directions of the Bureau to its enhanced Office RF. There is also a need to strategically position the Bureau being the lead in the development of new social technology and enhancement of existing programs/ projects. With the incoming demands from the OBSUS and EXECOM, there is also a need to review the Department's Social Technology (ST) Agenda.

Double social marketing efforts to mitigate negative implications of elections and change in leadership in the replication of completed social technologies alongside TARA plan development and community driven development (CDD) principles. There is a need for the Bureau to double its social marketing efforts and for a more robust implementation of the social marketing and communication plans. This requires local level administrative understanding among the LGUs through the provision of technical assistance as well as a review and adoption of CDD principles in meeting the needs of sectors within communities and demanding for adoption of social technologies among their respective leaders.

National Household Targeting System for Poverty Reduction

The National Household Targeting System for Poverty Reduction or the Listahanan is an information management system that identifies who and where the poor are in the country. It makes available to national government agencies and other stakeholders a database of poor families, as reference in identifying potential beneficiaries of social protection programs and services.

In accordance with Executive Order No. 867, series of 2010, the Department is to update the Listahanan database in 2019. The implementation of Listahanan is guided by four (4) phases, namely: (i) preparatory; (ii) data collection and analysis; (iii) validation and finalization; and (iv) report generation and data sharing. The first two phases were covered in 2019.

Figure 22. Listahan 3 Project Work Plan
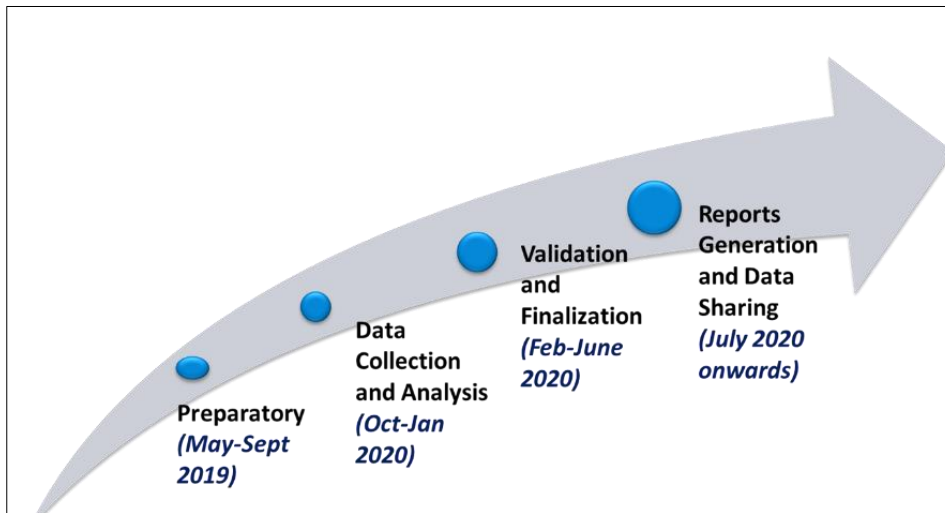
Based on the Work Plan approved during the DSWD National Management Development Conference (NMDC) in May CY 2019, the project cycle of Listahanan 3 is programmed for 15 months. Data collection and analysis will be conducted from October CY 2019 to January 2020. After which, the validation and finalization phase will be undertaken in the first semester of 2020 (February to June 2020). After the generation of the final list of poor households, the project will officially begin with reports generation and data sharing starting July 2020 onwards.

Assessment, Challenges, Risks and Opportunities

The low assessment turnout was caused by the consequences of the budget impasse. Noting that the project cycle of Listahanan encompasses more than one (1) year, no targets were set in the performance indicators under the Strategic Results Matrix as shown in Table 1. Despite the commencement of the data collection phase in 2019, only about 1.49 million households were assessed, which is only 9.3% of the target of 16.1 million households by 2020. The low assessment turnout was caused by the delay in the printing and delivery of data collection instruments (i.e., Household Assessment Forms (HAFs) and stickers), which was primarily rooted from the delay in the approval of the General Appropriations Act (GAA) FY 2019. More so, unfortunate natural phenomena (i.e., series of typhoons and earthquakes) hampered the assessment. In terms of special validation, no accomplishment was reported because the validation phase will start on the 2nd quarter of 2020.

Table 29. Physical Accomplishment on NHTS-PR, CY 2019[8]

Performance Indicator	Target	Accomplishment	Variance	Assessment
Percentage of intermediaries utilizing Listahanan results for SWD initiatives	-	-	-	Inconclusive
Number of intermediaries utilizing Listahanan results	57	55	-3.5%	Minor deviation
Number of households assessed to determine poverty status[9]	16,123,772	1,493,549	-	Inconclusive
Number of households assessed for special validation	-	-	-	Inconclusive

Continuous engagement with partners facilitated data sharing. Despite that the data sharing phase is scheduled on 2020 after the completion of the data collection phase for Listahanan 3, continuous engagement with partners was done to facilitate sharing of data from the previous assessment (i.e., Listahanan 2). As such, Memorandum of Agreement (MOA) on data sharing was entered with 55 of the 57 target intermediaries for 2019. Technical assistance was continuously provided to potential partners to aid in complying with the requirements of data sharing. No target for the percentage of intermediaries utilizing Listahanan results was indicated in the DSWD Strategic Plan 2018-2022, thus the assessment for which is inconclusive. Though the National Household Targeting Office (NHTO) reported 96.49% accomplishment in the same indicator, it is important to note that the denominator used to compute the data was the target number of intermediaries for 2019, instead of the total number of intermediaries as defined in the metadata indicated in the Indicator Documentation Sheet.

Procurement delays adversely slowed down the processing of accomplished assessment forms. The lack of applicants and withdrawal of trained staff contributed to the deviation on the number of Field Staff hired. Also, the delay in the availability of HAFs resulted in the delayed deployment of Field Staff, which pressed them to back out. Meanwhile, the delay in the procurement and delivery of information technology equipment (i.e., laptop) hampered the encoding and verification of the accomplished HAFs.

[8] Performance indicators and corresponding targets for CY 2019 are based on the DSWD Strategic Plan 2018-2022 except for the number of intermediaries utilizing the *Listahanan* results

[9] Target number of households assessed to determine poverty status is not indicated in the DSWD Strategic Plan 2018-2022 but is included in the HPMES Form 4

Table 30. Physical Accomplishment on NHTS-PR Data Collection Phase, CY 2019[10]

Performance Indicator	Target	Accomplishment	Variance	Assessment
Number of Field Staff hired for the implementation of Listahanan 3	27,769	24,615	-11.4%	Minor deviation
Number of accomplished HAFs properly encoded	16,123,772	941,289	-94.2%	Major deviation
Number of encoded HAFs passed verification	16,123,772	489,338	-97.0%	Major deviation

Delayed utilization of allocated fund. Of the Php 2.9 billion budget for the NHTS-PR, only three fifth (61.18%) or about Php 1.8 billion has been obligated as shown in Table 3. On a quarterly basis, only 6.40% was obligated as of the third quarter of 2019, while the additional 54.79% was only obligated during the fourth quarter. Such delay in the utilization of fund again rooted from the delayed approval of the GAA FY 2019 which consequently resulted in a "domino effect" of late procurement of service providers, late downloading of funds, late delivery of data collection tools and data processing equipment, and late deployment of field staff.

Table 31. Financial Performance on the National Household Targeting System for Poverty Reduction[11]

Appropriation	Allocated Budget (in Php)	Obligation (in Php)	Utilization Rate
National Household Targeting System for Poverty Reduction	2,933,180,000.00	1,794,657,259.03	61.18%

Recommendations

Execution of back up or contingency plan to prevent delay in the implementation of Listahanan. Due to several logistical risks inherent in the implementation of the Listahanan,

---

[10] Performance indicators and corresponding targets for CY 2019 are not included in the DSWD Strategic Plan 2018-2022

[11] The allocated budget was based on the General Appropriations Act FY 2019, while the obligated amount was based on the report of the Finance and Management Service

corresponding treatment plans should have been developed and executed. Responsiveness to the operational concerns of the Field Offices (e.g. delayed downloading of funds, delayed delivery of ICT equipment and assessment tools, etc.) should be strengthened to prevent further delay in the accomplishment of target activities.

Fiscal measures to fast track implementation requires GASSG support. Coordinate with the Department of Budget and Management (DBM) the realignment of funds for the purchase of IT equipment communication activities and budget for the remaining activities of Listahanan 3 for 2020 (Tier 2). Meanwhile, timely downloading of funds are necessary for the capital outlay to purchase laptops for the regions to meet the demands of multi-tasking applications such as Photoshop, Stata, and other NHTO applications/systems which are memory-intensive; and provision of assessment materials such as HAFs and stickers.

Secure temporary storage facilities for all Listahanan forms and equipment must be secured in the pipeline. Administrative Division of the Regional Offices should explore a temporary storage facility for all forms and equipment of the Listahanan.

Data sharing process should be streamlined in accordance to the Ease of Doing Business and Efficient Government Service Delivery Act of CY 2018 (RA 11032) and Open Data Initiative. The Listahanan must also develop the type of data that can be efficiently accessed in accordance to the Ease of Doing Business and Efficient Government Service Delivery Act of CY 2018 (RA 11032) and Open Data Initiative. The development of an interactive online repository of statistics and processed data would also ease stakeholders in accessing Listahanan data and help advocate the use of database.

Prepare for the transitory provisions of the Community-Based Monitoring System Act (RA 11315). In consideration of the transitory provisions of the Community-Based Monitoring System Act (RA 11315), the implementation of the Listahanan should be well documented.

Information and Communications Technology Management

The Information and Communications Technology Management Service (ICTMS) is the Department's primary provider of information management, communication services, and technology solutions, to support the Department's social welfare and development strategies.
The ICTMS serves as the service manager for Department-wide ICT systems and infrastructure through a mainstreamed approach. It fosters the efficient and effective use of ICT in the Department by providing advice, tools, information, and services to aid OBSUs and FOs use ICT towards the improvement of administration and service delivery.

Assessment, Challenges, Risks and Opportunities

Accomplishments on ICT management exceeded targets. All performance indicators with reported data exceed the target accomplishment for 2019 as shown in Table 3. A total of 41 ICT capacity building activities involving participants from CO-OBSUs and FO-ODSUs were conducted in 2019. All participants of which were trained on ICT applications, tools, and products. In terms of

ICT support services, a total of 4,091 requests for technical assistance (TA) were received in 2019. ICTMS reported that all of which were responded and resolved. However, 6.82% were not resolved within the set Service Level Agreement or timeline. Monitoring of TA resolutions was strengthened by the new ticketing system for TA requests. Also, ICTMS has been enforcing customer satisfaction surveys to aid the improvement of its service delivery. In terms of database management, a total of 216 databases were maintained in 2019, surpassing the target of 136.   The increased accomplishment was attributed to the inclusion of Document Tracking System (DTS) databases used by some OBSUs, in addition to the databases of the Pantawid SMS-Based Information Feedback System, Pantawid Cash Card System, and Crisis Intervention Monitoring System, among others.

Table 32. Physical Accomplishment on Information and Communications Technology Management, CY 2019[12]

Performance Indicator	Target	Accomplishment	Variance	Assessment
Number of computer networks maintained	230	-	-	Inconclusive
Percentage of functional information systems deployed and maintained	80.00%	-	-	Inconclusive
Number of information systems developed and enhanced	6	8	33.33%	Major deviation
Percentage of users trained on ICT applications, tools, and products	90.00%	100.00%	11.11%	Minor deviation
Percentage of service support and technical assistance requests acted upon	95.00%	100.00%	5.26%	Minor deviation
Number of databases maintained	136	216	58.82%	Major deviation
Number of functional websites developed and maintained	88 maintained ANA developed	-	-	Inconclusive

[12] Performance indicators and corresponding targets for CY 2019 are based on the DSWD Strategic Plan 2018-2022 except for the number of information systems developed and enhanced

No accomplishment was reported for some indicators. The accomplishment for the number of computer networks maintained, percentage of functional information systems deployed and maintained, and number of functional websites developed and maintained was not indicated in the ICTMS report. Nevertheless, the accomplishment on the number of information systems developed and enhanced was reported to exceed its target with major deviation. The Legal Service Case Monitoring System, Pantawid DocuTrack System, Pantawid Admin Support Ticketing System, and Pantawid E-Learning System were among the information systems developed in 2019.

In place of the performance indicators committed in the DSWD Strategic Plan 2018-2022, ICTMS reported its accomplishments based on their updated results matrix which is yet to be approved subject to the midterm assessment of the Strategic Plan 2018-2022. The accomplishment for most of the additional performance indicators have achieved or even exceeded their respective targets for 2019. However, too many measures were identified instead of major indicators supporting the achievement of the Foundational Outcomes of the Department only.

It is important to note that the target approval of the addendum of the DSWD Information Systems Strategic Plan (ISSP) FY 2018-2020 was not achieved in 2019 due to the processing of revisions by the Department of Information and Communications Technology (DICT). Related to this, the planning in terms of the procurement and deployment of necessary ICT devices and equipment may not be efficient. Also, inventory of existing hardware, which will aid in determining the number of equipment needed relative to the workforce, is overlooked.

Allocated fund was not extensively utilized. Despite the overall good performance on ICT management, the efficiency in terms of financial management was not satisfactory. Of the Php 750.8 million budget, only a quarter (25.08%) or about Php 188.3 million was obligated as shown in Table 5. Tedious procurement procedures and restrictive finance and management policies, rules, and regulations hindered the efficiency in budget utilization.

Table 33. Financial Performance on Information and Communications Technology Management[13]

Appropriation	Allocated Budget (in Php)	Obligation (in Php)	Utilization Rate
Information and Communications Technology Management	750,829,000.00	188,279,716.14	25.08%

---

[13] The allocated budget was based on the General Appropriations Act FY 2019, while the obligated amount was based on the report of the Finance and Management Service

Recommendations

Proactive collaboration between offices relative to medium term planning on information systems and ICT resources. Despite good overall performance in terms of provision and maintenance of ICT services, the support in terms of the provision of ICT equipment and devices is lacking. Developed information systems may not be fully and efficiently utilized if existing hardware are not capable of running such. Collaboration with offices in the development of the Information Systems Strategic Plan (ISSP) should be strengthened so that sufficient ICT resources are deployed equitably according to the needs of the end-users. Annual updating of the inventory of ICT equipment should also be done in coordination with the Administrative Service.

Request for Multi-Year Obligational Authority (MYOA) and conduct of early procurement. To effectively respond to the demands of service for various ICT service management requirements while dealing with the rigid procurement procedures and cash-based programming, the Department must ensure request for Multi-Year Obligational Authority (MYOA) and Multi-Year Contract (MYC) for recurring ICT projects. Early procurement must be undertaken to ensure replacement of dysfunctional ICT equipment in the Department .

Internal Audit

This is in place to assist the DSWD Management in all matters relating to operations and management control by implementing appraising the adequacy and effectiveness of internal controls and conducting management and operations audit.

Assessment, Challenges, Risks and Opportunities

Target proportion of internal audit recommendations that are complied with by the DSWD Field Offices was achieved. Through the continuous communication with the Field Offices using different modes such as text message, email and formal memorandum per scheduled timeline pursuant to the IAS audit compliance monitoring, 100% of the 264 audit recommendations were complied with by the DSWD Field Offices vis-à-vis all commitments identified in the Integrity Management Plan (IMP). Likewise, this increase in compliance was also brought about by the inclusion of this Key Results Area in the Field Offices Office Performance Contracts (FO-OPCs).

Target proportion of integrity management-related activities implemented by DSWD Field Offices vis-à-vis all activities identified in the IMP was exceeded. Of the 1,313 integrity measures identified, 1,1105 were already implemented by DSWD Field Offices as of December 2019. Field Offices V and VII had the highest implementation rate of the identified integrity management measures with 96.49% and 92.31% respectively. While Field Offices VIII, X and IX have the lowest implementation rates with 76.47%, 73.56% and 63.64% respectively. And the remaining Field Offices achieved implementation rates ranging from 81.08% to 89.15%. Continuous communication with the Field Offices was also the key in ensuring the proper implementation and compliance of the Field Offices on integrity management-related activities as identified in the IMP.

Regular and special audits were conducted and Internal Audit Plan was crafted. The conduct of Operations Audit of Pantawid Pamilyang Pilipino Program was the only regular audit conducted for

2019 by the Internal Audit Service. Likewise, they have conducted Special Audit along the conduct of validation for the Priority Development Assistance Fund (PDAF), particularly the following:

1. Special Audit Report on the Continuing Relief, Recovery and Rehabilitation for Displaced Families of the Marawi City Crisis at FO XII amounting to 1.6 billion pesos;
2. Audit of Dextel Trading transactions, as a directive of the Secretary;
3. Validation Report re: existence of seven hundred ninety-eight (798) Core Shelter Units constructed by the International Organization for Migration (IOM) amounting to 82.972 million pesos for Bohol Earthquake victims (conducted with some members of the MAD); and
4. Financial Review Report on the Fund Utilization Report of IOM on the 798 Core Shelter Units for Bohol Earthquake victims

On the other hand, CY 2019 was intended for the crafting of the Risk-Based Internal Audit Plan (RBIA)/Strategic Internal Audit Plan (SIAP) for CY 2020-2022, hence, the efforts of all internal auditors were directed towards the submission of the SIAP to the Office of the Secretary for approval last December 27, 2019. The risk-based audit planning is an integral part of audit and the basis for the SIAP as mandated in the new standards issued by the Commission on Audit – the Internal Auditing Standards for the Philippine Public Sector (IASPPS) which the IAS committed to comply.

Fund Utilization is relatively high. Of the 6,000,000.00 allocated budget for Internal Audit Service, a total of 4,774,870.16 or 80% was obligated and disbursed for 2019. Moreover, for the allocated budget under the Integrity Management Committee (IMC), 100% disbursement rate was achieved for the implementation of Integrity Management Program planned activities, conduct of technical assistance on IMP implementation and conduct of validation for Integrity Management Program measures.

Recommendations

Utilize the DSWD Results Matrix on internal audit performance assessment. Report performance assessment based on the operations towards the achievement of results objectives, as stipulated on the Results Matrix. Discussions are warranted on the integrity management measures implemented and the organization's compliance to audit recommendations.

Social Marketing

The DSWD conducts social marketing, advocacy and networking activities to further SWD programs, projects and services, as well as to nurture relationship with its stakeholders and publics. It also maintains feedback mechanisms for effectively communicating messages that embody its organizational objectives.

Assessment, Challenges, Risks and Opportunities

Several social marketing activities were conducted in 2019. In fulfilling the function of the SMS and the Social Marketing Units (SMUs), its regional counterpart, to implement the DSWD communication and advocacy plans and policies; as well as to communicate DSWD's key messages to the public, several social marketing activities were conducted by SMS and SMUs in 2019. As a result, the accomplishments for all social marketing output indicators exceeded the set targets for 2019 as indicated in Table 6.

Number of IEC materials developed had the greatest deviation from the target. A total of 2,464 IEC materials were produced, packaged, and edited by SMS and SMUs in 2019 alone. Relative to the target of 158, the difference is more than 14 times. It is important to note, however, that only SMS and SMUs in Field Offices in the National Capital Region, Regions I, III, and VII reported their targets. Nevertheless, the overall accomplishment was still way above the set targets. Due to limited media production equipment (i.e. camera, tripod, drone, computer/laptop, recorder, etc.) and in consideration of the emerging access to and popularity of social media platforms, the SMS and SMUs, with the directive from the management, intensified its production and dissemination of IEC materials in digital platforms, which is not as resource intensive as other social marketing activities. These materials include infographics, photo exhibit materials, broadcast materials and promotional videos.

Target number of conducted social marketing activities were highly exceeded. Aside from IEC materials, a total of 1,358 press releases were issued by SMS and SMUs to various types of social media, including print media, broadcast media, outdoor media, and the Internet. The difference from the target of 432 is more than twice.

Also, the number of communication campaigns conducted in 2019 greatly surpassed its target of 51. Meanwhile, SMS withheld planned conduct of information caravans for 2019 and was able to conduct just one (1) caravan during the first quarter due to Management directive. Despite this, the SMUs collectively conducted a total of 96 caravans, which when added with the accomplishment of SMS, exceeds the target of 34. It may be noted that the targets indicated in the Strategic Results Matrix are different from the targets in Table 6, since the former reflect targets for SMS only while the latter reflect targets for both SMS and SMUs. However, the extremely high accomplishments imply that the set targets were underestimated. Hence, the target setting for social marketing indicators should be improved to anticipate possible activities within the period and, more importantly, the advancement of technology as a vehicle to boost social marketing.

Table 34. Physical Accomplishment on Social Marketing, CY 2019[14]

Performance Indicator	Target	Accomplishment	Variance	Assessment
Percentage of stakeholders informed on DSWD programs and services	90%	92.69%	2.99%	Minor deviation
Number of social marketing activities conducted				
a. Information caravans	34	97	185.29%	Major deviation

[14] Performance indicators for CY 2019 are based on the DSWD Strategic Plan 2018-2022. However, the targets indicated in the Plan are reflective of the targets for SMS only. Hence, the targets considered were derived as the sum of the targets of SMS and SMUs.

Performance Indicator	Target	Accomplishment	Variance	Assessment
b. Issuance of press release	432	1,358	214.35%	Major deviation
c. Communication campaigns	51	142	178.43%	Major deviation
Number of IEC materials developed	158	2,464	1,459.49%	Major deviation

Majority of stakeholders are informed on DSWD programs and services. Through the administration of the Knowledge, Attitudes, and Practices (KAP) Survey to its stakeholders, the SMS is able to determine the percentage of stakeholders informed on DSWD programs and services. The results of the 2018 KAP Survey, processed during the first semester of 2019, showed that 9 in 10 (or 92.69%) stakeholder respondents were aware of at least two (2) programs and services of the Department. Clearly, the target of 90% was achieved with minor deviation. But it would be beneficial to report on possible sources of information on the programs and services of the Department to determine if the knowledge of the stakeholders are influenced by the social marketing activities conducted by SMS and SMUs.

Fund utilization was relatively high. Despite the discontinuation of other social marketing activities in 2019, the utilization rate was still relatively high. Of the Php 18.5 million budget for social marketing services, 90.28% or about Php 16.7 million was obligated as shown in Table 7.

Table 35. Financial Performance on Social Marketing Services[15]

Appropriation	Allocated Budget (in Php)	Obligation (in Php)	Utilization Rate
Social Marketing Services	18,492,000.00	16,694,201.08	90.28%

Recommendations

Monitoring of quality of social marketing activities. Besides the quantity, the quality of social marketing activities conducted and IEC materials produced should also be measured to ensure that information products and communication strategies contain correct information and are provided to the intended audiences of the Department. Also, since social media platforms are extensively utilized in promoting the programs and services of the Department, the engagement rate of the public in social media posts should be closely monitored.

Attribution of social marketing activities to the knowledge of stakeholders on DSWD programs and services. Measures to determine the link between the social marketing activities conducted,

---

[15] The allocated budget was based on the General Appropriations Act FY 2019, while the obligated amount was based on the report of the Finance and Management Service

including IEC materials disseminated, and the knowledge of stakeholders on DSWD programs and services should be established. The most effective and efficient approach and platform should also be investigated.

Conduct of responsive and relevant communication researches for informed decisions. Communication research should be intensified to promptly inform the decision of the Management in continuing or discontinuing current communication strategies. An indicator to measure the key result area on communication development and research is lacking and therefore, should also be developed and monitored.

Continue leading in monitoring the quality of communication activities. Priority communication activities to complement the strategic priorities of the Department must be sustained. Monitoring the quality of these activities to ensure that dedicated information products and communication strategies and tactics must be tailored to engage with key target audiences of the Department. Moreover, continuous provision of technical assistance with the Information Officers on the conduct of KAP survey through capability building on communications research, including documentation and administration of survey questionnaires must be ensured.

Knowledge Management

Knowledge is a key organizational resource and the DSWD realizes that it should be managed effectively. As the leader in Social Protection, the Department aims to initiate innovations which are fully documented to aid in the strengthening of programs and services and push for reforms for the poor, vulnerable, and marginalized sectors.

The Social Welfare Institutional Development Bureau (SWIDB), which is responsible for managing and monitoring knowledge management activities in the Department, carried on with the implementation of knowledge sharing sessions (KSS) and development of knowledge products (KP). These KPs showcase innovations of the Department geared towards contributing to the improved delivery of social welfare and development services.

Assessment, Challenges, Risks and Opportunities

Knowledge management targets exceeded. Both of the two (2) performance indicators on knowledge management exceeded the target accomplishments as shown in Table 8. The total number of developed KPs on social welfare and development services surpassed the target of 76. The deviation from the target is 60.53%. This is due to the inclusion of various forms of KPs such as advocacy materials, learning materials, research and development materials, guidelines, and manuals in the reported accomplishment, in addition to good practice documentations. Meanwhile, the number of KSS conducted in 2019 is almost twice larger than the set target. Other sessions including orientations, consultation meetings were also included in the reported accomplishment. Due to the loose definition and absence of refined guidelines on KPs and KSS, several products and sessions were included in the submitted accomplishment reports.

Table 36. Physical Accomplishment on Knowledge Management, CY 2019[16]

Performance Indicator	Target	Accomplishment	Variance	Assessment
Number of knowledge products on SWD services developed	76	122	60.53%	Major deviation
Number of knowledge sharing sessions conducted	50	99	98.00%	Major deviation

Knowledge management mechanisms were strengthened. The Core Group of Specialists (CGS) were provided with learning development sessions on Courseware Development which will aid them in the provision of technical assistance to DSWD intermediaries. The Knowledge Management (KM) teams, on the other hand, were able to develop the DSWD Glossary of Terms and DSWD Handbook of Style, which will be useful references in the harmonization within the Department.

Recommendations

Monitoring guidelines on knowledge management should be refined. The guidelines on the monitoring of knowledge products (KPs) and knowledge sharing sessions (KSS) should be refined with well-defined inclusions and exclusions. This is to filter initiatives which are irrelevant and provide minimal contribution to the knowledge within the Department.

Focusing to support DSWD priorities and moving towards results-oriented knowledge management initiatives. The guiding principles of the Knowledge Management Framework should be enforced. More KPs and KSS should be devoted to the strategic and operational priorities of the Department. Accordingly, the responsiveness of knowledge management initiatives to support such priorities should be closely and regularly monitored. More importantly, it is critical to ensure that knowledge management initiatives are results-oriented. Apart from the documentation of knowledge, the utilization of KPs and gains from KSS should be examined. Relevant indicators for such measures should also be developed and monitored.

Maximize the use of existing national knowledge management systems. As outputs on knowledge management can already be observed in the first semester, the Social Welfare Institutional Development Bureau (SWIDB) as the accountable office, should review plans and adjust set targets to achieve realistic results. The SWIDB can also provide guidance to Central Office OBS in the use of Technical Assistance Portal for reporting their knowledge products and knowledge sharing sessions. Related to this, the SWIDB should set criteria of KSS and knowledge products to be considered as accomplishment to the TA Portal.

---

[16] Performance indicators for CY 2019 are based on the DSWD Strategic Plan 2018-2022. However, the targets were revised according to the submitted report of SWIDB.

Resource Generation and Management

For purposes of accessing grants in the form of technical assistance, the DSWD created the Technical Assistance Facility (TAF) as a mechanism to ensure better management supportive of its expanded social welfare and development promotive and protective programs. The TAF secures grant agreements for technical assistance (TA) projects with development partners like the Australian Department of Foreign Affairs and Trade (DFAT), the Asian Development Bank (ADB) and the United Nations International Children's Emergency Fund (UNICEF). The Resource Generation and Management Office (RGMO) is responsible for providing support to the OBSUs in the accessing of grants and technical assistance from the development partners.

Assessment, Challenges, Risks and Opportunities

Target number of completed TAF-funded activities/projects was not achieved. For 2019, the Resource Generation and Management Office (RGMO) targeted for the completion of ten (10) DSWD activities and projects funded through the Technical Assistance Facility (TAF). However, only seven (7) were completed this year wherein four (4) projects were funded thru the DFAT TA 70507 and three (3) are through Asian Development Bank TA 9079, namely:

1. Learning Exchange Forum and Related Activities (DFAT TA 70507)
2. HR Audit and Competency Profiling for Pantawid Pamilya CCT (DFAT TA 70507)
3. Development of Family Development Session-Management Information System (FDS-MIS) (DFAT TA 70507)
4. Support to 4Ps Act Implementing Rules and Regulations (IRR) Project (DFAT TA 70507)
5. Leadership for Convergence Program II (ADB TA 9079)
6. Development of Short Messaging Service (SMS)-based System for Pantawid Clients to Access their Records in the Database (ADB TA 9079)
7. Assessment of the series of Pantawid Parent-Leaders' Training: Levels 1 – 3 (ADB TA 9079)

The issues and constraints relative to proposal development, issuance of certificate of availability of funds, and procurement have primarily and collectively caused serious delays in the timely delivery of key outputs and desired results from the TA projects.

Desired amount of grants accessed to support TAF-funded activities and projects exceeded.
This year, the Department through the Resource Generation and Management Office (RGMO), was able to gather Php 403.1M, compared to the Php 50M target, of technical assistance grants that can be accessed from partnerships with Development Partners to conduct DSWD activities and projects. Php 50M is from the Expanded Social Assistance Projects (ESAP) which can be accessed until 2021; Php 10M from New Frontiers in Social Protection in the Philippines which is valid until 2022; and Php 343.1 from UNICEF RWP which can also be accessed until 2021. Most of these grants have corresponding projects which are already pipelined in 2020 and the following years.

The year 2019 was packed with a lot of activities and accomplishments for the TAF in terms of project completions, accessing new grants, pipelining of new projects and reporting progress reports. The RGMO, with the support of the DSWD Development Partners has ensured the timely delivery and efficient accessing of resources and TA grants, coordination and harmonizing donor funds and tight monitoring and closure of TA activities in the sound use of grant resources.

Continued support on DSWD Strategic Plan for 2017-2022. Anchored on the DSWD Strategic Plan for 2017-2022, the RGMO also ensured that TA projects are aligned with the 2019 DSWD Strategic

Thrusts and Priorities. A total of 28 thrusts and priorities were identified across the different organizational and foundational outcomes, namely: Organizational Outcomes 1, 2, 3 and 5, Support to Operations and General Administration and Support Services. A total of 36 TA projects were identified to support these 28 thrusts and priorities and continuously provide and catalyze certain processes to enhance the DSWD service delivery and capacity development.

Timely and significant disbursement from the TA projects is a major struggle in program management. For the DFAT funds, of the PhP 118.4 million beginning balance in 2019, only PhP 43.3 million or 37% was disbursed wherein PhP 25.6 million is from DFAT 70507 and PhP 17.7 million is from DFAT 70013. The balance of PhP 75.1 million is to be revalidated with the DBM to support TAF grant assistance and operations in 2020.

During the implementation of TA projects in 2019, several issues and concerns were encountered that have mainly affected the operations of the TAF. These include the delayed submission and periodic amendments of proposals; delayed procurement of ISSP components of some TA projects; low capacity to prepare procurement documents and failure of bidders to meet BAC requirements; and changes in priority of some TA projects in line with the strategic priorities of the DSWD.

Recommendations

Strengthen coordination with offices on the monitoring of TA funded projects. To address the issues and gaps in low fund commitment and disbursements, the RGMO should strengthen its coordination with the concerned OBSUs especially the Finance and Management Service and Procurement Management Service, and assist in the implementation and closure of the TA projects.

GENERAL ADMINISTRATIVE AND SUPPORT SERVICES[17]

The General Administrative & Support Services (GASS) are considered as "foundational components" which play a critical role in the delivery of overall administrative management support to the entire operation of the Department (foundational outputs). Ensuring all administrative tasks are delivered as per target and within timeline is then deemed crucial especially in an agency that caters to millions of clients & beneficiaries on a daily basis.

The main activities under GASS primarily revolve around "managing physical infrastructure, assets, financial & human resources, procurement activities and other logistical requirements in a manner that is transparent, accountable, proactive, results-oriented and value-adding". Such activities include administrative services, legal services, human resource development, financial management services, and procurement services.

---

[17] AUTHOR'S NOTE: This report only covers the Central Office, following the submission of GASSG OBSUs

Financial Management

Considering the implementation of expanded social welfare and development programs, projects and services, the DSWD follows an effective financial plan, applies policies and guidelines on efficient management of financial resources, operates relevant information systems for the timely and accurate preparation of reportorial requirements, and evaluates financial capacity for better organizational performance.

Assessment, Challenges, Risks and Opportunities

The Department was able to utilized 94.25% of total allotment. To fund its regular programs, projects, services and strategic initiatives adequately, the Department has allotted a total of Php **136,622,019,326.85** worth of funds. The DSWD utilized only Php **128,778,440,785.07** (or only 94.26% of its entire allotment) as of December 2019.

Table 37: FY 2019 Regular Allotment and Utilization as of December 2019

Allotment Class	Regular Allotment (In PhP)	Utilization (In PhP)
Personnel Services (PS)	6,810,500,922.85	6,700,351,333.29
Maintenance and Other Operating Expenses (MOOE)	129,095,328,123.00	121,634,694,514.07
Financial Expenditures (FE)	509,561,000.00	298,005,659.60
Capital Outlays (CO)	206,629,281.00	145,389,278.11
Total	**136,622,019,326.85**	**128,778,440,785.07**

Procurement Service

To ensure efficiency of acquisition of goods and contracting of services needed to deliver the DSWD's programs, projects and services, it is crucial that its procurement system is operating smoothly (i.e. efficient, effective, and timely provision of supplies and other logistical requirements).

Assessment, Challenges, Risks and Opportunities

Completed projects in 2019 is still below target due to insufficient number of procurement staff tasked in processing of procurement projects. Several strategies have since been employed to improve the completion rate of procurement projects at the Central Office such as regular conduct of "Procurement Facilitation Meetings" and TAs to various OBSUs, and periodic updating of the directory of suppliers/service providers and bidders. While there are more completed projects in CY 2019 (50%) versus the previous period CY 2018: 48%), this is still below target (85%). The insufficient number of procurement staff (and slow hiring) vis-à-vis volume of PRs received slowed down the processing of procurement projects, hence the inability to reach the target completion rate.

A total of 1,699 procurement projects were completed/awarded, amounting to PhP1,659,042,179.91.

Table 38. Procurement Management as of December 2019

Status of Procurement Process	Procurement Projects	Cost (In PhP)
Completed/Awarded	1,699	737,334,518.54
Cancelled	283	243,061,544.62
Failed	827	92,860,391.14
Extended to 2020	605	585,785,725.61
Total	**3,414**	**1,659,042,179.91**

Along effective procurement management, the DSWD sustained the following activities: operations review and strategic planning; holding of procurement facilitation meetings; updating of the directory of suppliers/bidders/service providers; monitoring of effectivity and expiration of contracts for recurring services; technical assistance to operating units; and, consultation meetings with designated procurement officers.

Recommendations

Explore the feasibility of allowing Multi-Year Procurement Strategies on some items, such as the maintenance and repairs of DSWD facilities. This is to avoid the long and tedious process of annually hiring service providers. This is seen to provide a more efficient and continuous implementation of maintenance services (service life of equipment is extended and downtime costs are reduced).

Legal Services

The Department continues to provide legal assistance and support by a structure that will provide legal assistance and support by handling administrative and litigated cases involving the DSWD and its personnel, providing legal opinions and advice on matters involving the DSWD's mandate and exercise of its official powers and functions, and rendering related services.

Assessment, Challenges, Risks and Opportunities

Below is the summary of the committed indicators in the DSWD Strategic Plan, Accomplishments.

Table 39. Targets and Assessment of Legal Service for CY 2019

Indicators	Accomplishments	Targets	Assessment
Percentage of disciplinary cases resolved within timeline	100%	100%	Full target achieved
Percentage of litigated cases resolved in favour of the Department or Department Personnel	100%	100%	Full target achieved
Percentage of requests for legal assistance addressed	100%	100%	Full target achieved

Although all outcome indicators were fully achieved, the reported data in HPMES Forms 4-4A-4B and 5-5A-5B were in lieu of the original committed indicator. Also, outcome indicator 2 was modified as follows:

Table 40. Modified outcome indicators of Legal Service for CY 2019

Original Outcome Indicator (DSWD Strategic Plan)	Reported Indicator	Accomplishment
Percentage of disciplinary cases resolved within timeline	Number of disciplinary cases resolved	4
	Number of complaints resolved	2
From "Percentage of litigated cases resolved in favour of the Department or Department Personnel" to "Percentage of all hearings, pleadings and pertinent requirements attended, filed and complied with effectively and on time"	Number of hearings attended	15
	Number of preliminary investigations and/or case conferences attended	2
Percentage of requests for legal assistance addressed	Number of written legal opinions provided	884
	Number of TAs provided to clients	0

Administrative Service

Administrative Services refer to the provision and upkeep of logistic and other administrative support service requirements such as infrastructure maintenance, property management, records management, transportation management, communication services, utilities management, and janitorial and security services.

Assessment, Challenges, Risks and Opportunities

The table below shows the summary of the committed indicators in the DSWD Strategic Plan and corresponding accomplishments.

For the first indicator, the accomplishment exceeded its original committed target by 10%. However, there is still a challenge of the insufficiency of funds allotted for the repair and maintenance of DSWD facilities.

On the other hand, four (4) land titles were acquired within CY 2019. Considering the complexity of the processes of land registration and that issuance of land title is not within the control of the Department, targets were deemed better set yearly until 2022 (with at least 40% completion beginning CY 2019). The P720,900.00 fund allocated for processing/facilitation of titling/registration of identified DSWD real property was unutilized since FO CAR shouldered the cost of processing the issuance of special patent in the name of the Department. The unutilized budget was returned to the treasury.

The accomplishment for the number of vehicles maintained and managed was slightly lower than the target. Similar to the first indicator, the deviation is attributed to the unavailability of funds. One

recommendation is to purchase additional and new vehicles to replace the aging motor transport vehicle to be assigned for the officials and personnel.

The target is fully achieved for the last indicator. Digitization and disposal of records have a yearly target at 100% (Digitized: 5,652 pages, Disposed: 60.2 cubic meters). The AS-RAMD is continuously developing records management system to ensure that the valuable records of the DSWD are preserved, secured and accessible for future reference.

Table 41. Targets and Assessment of Administrative Service for CY 2019

Indicators	Accomplishments	Targets	Variance	Assessment
Number of facilities repaired/ renovated	100% (1,448 out of 1,448)	90%	+11.11%	Minor Deviation
Percentage of real properties titled	54% (14 out of 26)	46% (12 out of 26)	+17.39%	Minor Deviation
Number of vehicles maintained and managed	71	80	-11.25	Minor Deviation
Percentage of records digitized/ disposed	100%	100%	0%	Full target achieved

Aside from the committed indicators, 100% of request for TA through the General Services E-Ticketing System (GSETs) were successfully completed with a quality rating of "Outstanding". The General Services E-Ticketing System (GSETs) received a total of 2,036 TA requests for 2nd semester.

Summary of Factors Affecting Performance

Facilitating Factors

1. Provision of technical assistance

2. Minimal procurement of vehicle accessories which realized a total savings of P600,000.00

3. Implementation of energy conservation measures on fuel consumption

4. AS-RAMD is now more competent to easily access the Department's permanent records with assurance of safety and preservation which involves the process of transferring the digital images to external drive and ensuring compatibility of outputs with Records Management Information System.

Hindering Factors
1. Delays on repair and maintenance due to increase in demand but limited budget
2. Presence of ISF's/Claimants Legal matters
3. Actions of Government Agencies such as DENR and LRA and other concerned stakeholders
4. Existing number of fleet of the Department is not sufficient to respond to the needs of officials and employees due to insufficiency of funds
5. Some OBSUs do not consider safekeeping vital/permanent records to AS-RAMD
6. No appropriate funding for archival records supply and ISO requirement on the 24/7 air-conditioning at the Mobile File Compactor System

Recommendations

1. Strengthen comprehensive system on Records Management to ensure all valuable records are preserved, secured, and accessible for future reference.
2. Consider developing strategies/mechanisms necessary for data/records safekeeping during and after disaster.
3. The current indicator requiring to have a titled real property quarterly may not be feasible due to external factors affecting the titling process (e.g. legal matters, actions/responsiveness of other agencies like DENR and LRA). A yearly target is recommended.

Human Resource & Development

In its pursuit of greater productivity through competency-based human resource and development, the Department has committed to continuously develop, capacitate and nurture the wellbeing of its personnel. To thrive in a constantly evolving demand, needs and environment, it is imperative that an effective workforce planning, recruitment, performance management, and learning & development systems are in place[18].

Assessment, Challenges, Risks and Opportunities

In terms of filled up positions, two hundred sixty-eight (268) permanent, contractual, casual and coterminous personnel were hired (i.e. issued appointments signed by the Secretary) in the first semester. Meanwhile, for COS positions, four hundred eighty (480) processed vacancies were able to finalize their contracts within 45 days, while seventy-four (74) positions are still in the process of hiring.

Table 42. Appointments Prepared, CY 2019

Indicators	Accomplishments	Targets	Variance	Assessment
No. of Appointments prepared	268	ANA	N/A	Full target achieved

As for the provision of learning and development interventions, it was reported that 513 Central Office employees, regardless of employment status, were able to attend specialized trainings conducted by various training institutions/training service providers accredited by the Civil Service Commission (CSC) and Career Executive Service Board (CESB). This accomplishment is higher than the CY 2019 target of 40% (332), though it must be noted that some personnel availed more than one LDI, hence the increase. There were instances, however, wherein employees (n=31) failed to attend their scheduled trainings due to work commitments, sudden cancellations, and unavailability of slots. It must also be noted that the original target for this indicator was 25% based on the DSWD Strategic Plan 2018-2022.

[18] Administrative Order No. 4, Series of CY 2019 – "GASSG OBSUs Description of Key Result Areas"

Table 43. Percentage of regular staff provided with learning and development interventions

Indicators	Accomplishments	Targets	Variance	Assessment
Percentage of regular staff provided with at least one (1) learning and development intervention	55% (513 personnel)	40% (332 personnel)	54.52% (181 personnel)	Major Deviation

Meanwhile, the Department was able to ensure that its entire staff received their mandated monthly compensation, including benefits such as PERA/RATA/EME for Officials and PERA for employees. Aside from these, uniform/clothing allowance, performance-based bonus (PBB) for CY 2017, year-end bonus (YEB), cash gift, service recognition incentive (SRI), collective negotiation (CNA) and performance enhancement incentive (PEI) were also received by all entitled DSWD CO Officials and employees. Subsistence Allowance of 423 RSWs at the Central Office was also provided.

Table 44. Accomplishment on compensation/benefits, CY 2019

Indicators	Accomplishments	Targets	Assessment
Percentage of staff provided with compensation/benefits within timeline	100%	100.0%	Full target achieved

Recommendations

Fast tract the process of recruitment and hiring. As there are still offices that continue to be affected by inadequacy of staff, strategies to help speed up the process of recruitment and hiring still need to be developed and implemented.

Conduct a formal competency assessment to help inform the offices' staffing requirements. Reiterate the development and submission of IDCB Plans and TNAs to all DSWD offices as these will guide HRMDS in arranging training calendars, as well as in curating relevant LDIs that will help improve the DSWD staff's productivity.

Monitor indicators on employees' welfare and job satisfaction. Based on the indicators set, it seems the HRD in the Department is mostly focused on recruitment and hiring, with some initiatives on staff engagement and welfare but lacks a holistic organizational development approach which encompasses strengthening of structures, systems and processes to improve organizational effectiveness.

Overall Recommendations

Reinforce Mechanisms for Responsive and Complementary Social Protection Services through Improved Policy Priorities and Evidence-based Programming	
Cluster/s or Office/s:	Operations Group Pantawid Pamilya, Sustainable Livelihood Program and PMB
Strategic Initiative/ and other projects/activities supporting the recommendation:	Strengthening Results-Based Management; Development of DSWD Policy Agenda

Recommendations:

Prioritize the conduct and immediate release of the Social Welfare and Development Indicators (SWDI) assessment of Pantawid Pamilya Households.

In order to validate the gains of the promotive programs especially the Pantawid Pamilya on its beneficiary households and progress on the outcome level objectives of Organizational Outcome 1, the Operations Group must prioritize and proceed with the conduct and immediate release of the SWDI assessment to measure the level of well-being of households. The SWDI assessment must determine the movement of the level of well-being of poor households from survival to subsistence and self-sufficiency.

Continuously push initiatives on meeting the need for increasing the benefit level of grants.

The Philippines has a significant progress in institutionalizing social protection measures to respond the needs of vulnerable sectors. Currently the country has an enhanced Operational Framework of Social Protection and Republic Act No. 11310 or "An Act Institutionalizing the Pantawid Pamilya Pilipino Program which were approved and enacted in 2019. With these policies, the Department must ensure effective mechanisms are put in place to extend the social assistance to its intended beneficiaries. Increase the amount of benefit of social assistance provided in order to effectively respond to the needs of the beneficiaries. Results from the impact evaluations, policy review, beneficiary validation, and SWDI assessment can be supplemented to support this review.

Facilitate access of beneficiaries to other complementary social protection services.

The same SWDI results supports the development and operationalization of a comprehensive and effective case management to ensure that all social welfare needs of the program beneficiaries are being addressed. One entry point of complementing what these needs are, are the results of the compliance monitoring of children beneficiaries vis-à-vis the occurrence of *not attending school* (NAS) cases and improvement of households beneficiaries compliance on availing key health services. It provides a critical policy turning point to promote continuous convergence of efforts of public and private stakeholders in implementing social protection programs and services.

Further, the data revealed that the Pantawid Pamilyang Pilipino Program continuously decreasing the number of household beneficiaries since 2018 due to its natural attrition (graduated from high school or have already reached 19 years old). Through effective social case management for these households, we can further provide them or access them other social protection services that will respond to the

various risks that they will confront in their lifetime . This is in line with the principle that social protection is a basic human right that must cover every citizen, especially the poor and the vulnerable, in their entire life cycle.

Protect and Prevent beneficiaries income from declining from their current income levels due to various risk factors.

NEDA attributed the decline in poverty are the implementation of social protection programs like conditional and unconditional cash transfers**.** To further sustain the gain of our social protection efforts, the Department must always vigilant in protecting the income of its beneficiaries because of continuous rising of inflation, declining of labor participation, health related emergencies and economic shocks that may have significant effect to the income of the poor and vulnerable households.

Reiteration of revisiting SLP's program design and ensuring evidence-based policy pronouncements and changes.

Challenges experienced by the Sustainable Livelihood Program resulted to lowered program accomplishments and eventually, reduction of program personnel. Further, the program design cannot coincide with the disbursement and utilization plans of the Department, which results to even lower financial performance. Moreover, frequent changes in the policies/guidelines hampered the efficiency of the Sustainable Livelihood Program. The program should ensure that future changes in policies/guidelines are supported by good evidence.

Institutionalization of social technology program to expand the scope and coverage.

The DSWD Comprehensive Program for Street Children, Street Families and Indigineous People needs to institutionalize at the local government units to strengthen the task forces and organizations of concerned individuals and groups to act together to face the challenge of street dwellings in their respective cluster areas. To expand the scope of this program, the DSWD must ensure the institutionalization through issuance of Joint-Memorandum Circular with DILG on the full implementation of COMPRE program.

Deliver Effective Capability Building Strategies for Partners and Intermediaries

Cluster/s or Office/s:	Standards and Capacity Building and Operations Group
Strategic Initiative/ and other projects/activities supporting the recommendation:	Improving capacity to ensure SWDA's sustained compliance to Set DSWD Standards
Recommendations:	

Ensure an effective incentive system. Effective incentive system for partners needs to be developed to improve their cooperation in delivering positive development results. Incentive measures such as provision of monetary incentives, dis-incentives (sanctions) and non-material incentives (awards and recognitions) will boost the performance of LGU partners.

Reinforce accreditation strategies to renew and improve DSWD centers and facilities level of accreditation. Aside from improvement on the coordination of Standards Bureau and Program Management Bureau on the accreditation guidelines, the continuous provision of technical assistance

to Field Offices by the Program Management Bureau and Standards Bureau are necessary to help renew and improve the level of accreditation of DSWD centers and facilities.

Enhancement of SWDA accreditation tools. Enhance the accreditation tool that captures success indicators that will measure person-centered/client level objectives. The accreditation tool must be enhanced to measure effectiveness of service delivery and ultimate effects of residential care facilities such as rehabilitation or recovery and reintegration of clients to their families or communities. This is because the current accreditation tool is limited to organizational-level objectives only. This will help address the distinction of performance of its centers and facilities according to the level of accreditation and significantly rationalize the overall necessity of SWD agencies to sustain its compliance to SWD standards.

Explore Registry System of SWDAs for possible partnership and support services. Data showed that Average Length of Stay (ALOS) of clients in residential care facilities are continuously increasing due to presence of multiple disabilities/special needs, difficulty in the placement of children and developing their prospective adoptive parents and foster families. The prolonged stay of clients is also associated to unavailable facilities that would cater some clients with special needs in existing DSWD residential facilities. As an immediate action, the Department may explore registry of SWDAs from Luzon to Mindanao that can help DSWD with these children.

Cluster/s or Office/s:	Office of the Undersecretary for SWD Disaster Response and Management Group
Strategic Initiative/ and other projects/activities supporting the recommendation:	Strengthening Results-Based Management
Recommendations:	

Review policy on non-transfer of funds to LGUs, which produced extensive workforce and resource capacity challenges especially for the Field Offices. Consider policy implementation review of the said directive in the operations and absorptive capacity of the Department. This is to manage the other important deliverables of the organization. It also requires infrastructure readiness of the organization in order to effectively deliver this order. This means, responsive work programming for the needed services and capital outlays in the operations; downloading and disbursement of funds; hiring and personnel development and management; and procurement.

Additionally, the policy implementation review may also consider bolstering partnerships with other agencies so the DSWD can judiciously provide its services and utilize its resources.

Improve Planning, Monitoring and Evaluation

Cluster/s or Office/s:	All clusters with the assistance of Policy and Plans Group
Strategic Initiative/ and other projects/activities supporting the recommendation:	Strengthening Results-Based Management
Recommendations:	

Targets should be carefully reviewed and adjusted accordingly. The report shows that the Department has not yet resolved previous issues on targeting where some target are too high while some are too low or with varying timeframes (quarterly or annual). In effect, it also produced inconclusive findings on certain objectives and indicators.

Improve the monitoring and handling administrative data. The DSWD is very rich in administrative data, to properly use and report it, there is a need to strengthen data collection and data quality control mechanisms. For existing/available assessment tool, encourage the utilization of these tools that will measure outcome and output level indicators in the Strategic Plan.

Bureaus and Offices must ensure that their Field Office counterparts monitor and report progress based on the said indicators while ensuring objectivity and reliability of data.

It was also observed that there are no existing tools yet that will measure the indicators of some programs and services. The DSWD shall establish standardized data collection mechanism and tools for measuring its outcome and output indicators.

Continuous Conduct of Research and Evaluation Studies. The DSWD has recently approved the Research and Evaluation Agenda for 2019-2022 that anchored on the DSWD Strategic Plan. To support the evidence-based policy and program development, continuous conduct of R&E studies is encouraged. Utilization of evidence/information could be reinforced through effective knowledge management and communication to stakeholders.

Align plans and targets with the developed and approved Office Results Frameworks and Risk Treatment Plans. There is also a need to strategically position the offices and bureaus being the internal oversight entities in the meeting of the medium term priorities of the Department.

Strengthen Organizational and Management Effectiveness

Cluster/s or Office/s:	General Administrative Support Services Group
Strategic Initiative/ and other projects/activities supporting the recommendation:	DSWD Reorganization; Development of Medium Term Expenditure Plan; Workforce Planning

Recommendations:

Strategically allocate human, budget, and physical resources with the Department's requirements.

Demands for DSWD programs and services, field monitoring and validation, and magnitude of beneficiaries are increasing. There is a need for strategic allocation of resources to meet the Department's minimum requirement to efficiently deliver its programs and services on time.

Pursue sustainability and adequacy of human resources. The insufficiency of staff has been a persistent challenge to the Department. Apart from that, the temporary nature of some staff affects the sustainability of program operations. Given this, the Department must consider the forecast and plan on workforce supply and demand, related to the achievement of the Strategic Plan objectives and the recent national policy developments.

The Department must also consider the recognition for multi-disciplinary development practitioners needed for the organization to deliver its targets. It also requires presence of talent management interventions to ensuring that the organization has the right people, with the right skills, in the right

places, at the right time.   As the agency fulfills its mandate, career alignment of staff should be enhanced.

Automate and review future and existing processes and utilization of information systems in improving efficiency of government services to its clients and stakeholder. There is still a need to implement and strengthen automated processes/information systems especially on services subject to the Ease of Doing Business Act (EODBA). This may include the establishment of Point of Service (POS) mechanisms; strengthening comprehensive systems and infrastructure on records management to ensure all valuable records are preserved, secured, and accessible; and securing transportation and telecommunications support for safe and timely frontline operations.

Nevertheless, standardization of processes and operating procedures need to be prioritized align to the Department thrust to be ISO 9001 accredited. This will further ensure efficiency of government services to its clients and stakeholders.

Absorptive capacity of Department must be improved. The Department need to swiftly address issues such as the difficulty in the acquisition, delays in procurement and restrictive auditing rules.

New national policies and reforms have implications on the mandate of the DSWD and thus would need to build its organizational capability and capacities. The Department is now in the midterm implementation of Strategic Plan, many reforms that have been enacted in the Department as well as newly enacted national policies with significant effect to Department operations. These changes and new laws (e.g. tax reform packages, Mandanas ruling and Republic Act No. 11310 or "An Act Institutionalizing the Pantawid Pamilya Pilipino Program) affect DSWD's mandate and need to build its capacities, develop new competencies and systems to fulfill its mission. The Department must ensure integrated and coordinated planning and policymaking at all levels and covering all sectors to ensure achievements of Department goals to its clients and stakeholders.