

# 2020 DSWD I-PREW

## INTEGRATED PERFORMANCE REVIEW EVALUATION WORKSHOP (PREW) REPORT

Research and Evaluation Division  
Policy Development and Planning Bureau  
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## EXECUTIVE SUMMARY

1. The result of the Integrated Performance Review and Evaluation Workshop (PREW) of DSWD Offices documents policy, program, and/or project implementation concerns related to the operations of the Department. Conduct of PREW is a mechanism for reviewing and evaluating the existing programs, systems and processes of the Department in the provision of services to its clientele. Same with other mechanisms that are currently employed by the Department, this document is anchored on the principles of results-based management (RBM) and ensures the alignment of the PREW objectives to the DSWD Strategic Plan 2018-2022 and COVID-19 Response and Recovery Plan 2020-2022.
2. The objectives of IPREW are as follows: (1) To review the extent of achieving organizational outcomes and outputs towards the attainment of short and medium-term objectives committed in the DSWD Strategic Plan and DSWD Office Results Frameworks and Matrices (RF&Ms); (2) To monitor and assess performance vis-à-vis the planned activities based on the Office Performance Contracts (OPC) and the Annual Work and Financial Plans (AWFP); (3) To identify strategies that will settle gaps and implementation issues and serve as basis to improve performance and re-planning; and (4) To document good practices for institutionalization and replication.
3. 2020 is a challenging year for the Philippines. The threat of the COVID-19 tested the entire government bureaucracy to respond on the socio-economic impact of COVID-19. The social distancing, lockdown and travel restrictions have led to reduced workforce, decreased of production and resulted to an increase in unemployment. Along the social welfare sector, the adjustment to uncertainty resulted to increase in VAWC, mental and health issues (individual, families, communities and service providers), challenges on the delivery of social services and delayed response due to physical restrictions and social distancing. The challenges to respond immediately on the impact of COVID-19 also led to the loss of confidence in government programs and strategies.
4. On March 24, 2020, Republic Act No. 11469 or the “Bayanihan to Heal As One” Act was enacted which empowers the National Government to provide emergency subsidy to 18 million poor and low-income families. The DSWD being the frontline agency along social welfare and protection has tested its own operational systems and processes during the implementation of Emergency Subsidy Program. The DSWD experienced grievances from the public where some cited the exclusion of particular groups from the emergency subsidy program and the unclear dissemination of policies and program guidelines and processes.
5. The experiences, challenges and lessons learned by the DSWD brought by the pandemic will help the Department in reviewing its current policies, operational system and processes to Build Back Better and Transition to the new normal.

## SWD Issues and Challenges in 2020

1. Economy Measures in the Government due to the Emergency Situation affected the Delivery of Programs and Services.
2. Community Quarantine and Health Protocols Hampered the Delivery of Technical Assistance of DSWD and implementation of protective and promotive programs and services.
3. General Public are Unaware of Government Social Protection and Support Measures or Intervention.
4. Lack of Updated Targeting System and Unavailability of Registry System of Vulnerable Groups resulted to inclusion and exclusion of qualified and non-qualified families.
1. Poor Information and Communication Technology and Internet Connectivity hindered the delivery of Technical Assistance and other form of learning opportunities along Social Welfare and Development.

## Key Recommendations

1. *Adaption of Alternative Delivery Mechanisms Programs and Services.* To ensure business continuity of the Department, alternative mode of provision of programs and services must be adopted to ensure cost reduction of government spending. Reinforce the contactless processes in delivery of Social Protection programs and services.
2. Provide right information to the general public on social protection measures that they can accessed.
3. *Fast-track the registration to the Philippine Identification System (PhilSys) and develop a registry system of vulnerable persons and group.* To ensure immediate identification of program beneficiaries, the government must establish registry system that are available in the LGUs. Data from the PhilSys, Listahanan, CBMS and other available registry system can be maximized in the identification of vulnerable sectors, group and individuals.
4. Continuous investment on ICT infrastructure and prioritize investments in online platform.
5. Continuous improvement on planning, monitoring, and evaluation. Revisit and review existing indicators and targets in consideration of the new normal environment. Align plans and targets with the Strategy Map 2028 and DSWD response and recovery plan for COVID-19.
6. *Ensure the safety and welfare of workforce.* Ensure availability and provision of necessary protective equipment and supplies to all workforce while they are on duty. Provision of support services to personnel who may be infected by COVID-19 while on duty.

# I. INTRODUCTION

The result of the Integrated Performance Review and Evaluation Workshop (PREW) of DSWD Offices documents policy, program, and/or project implementation concerns related to the operations of the Department. The conduct of PREW is a mechanism for reviewing and evaluating the existing programs, systems and processes of the Department in the provision of services to its clientele.

Same with other mechanisms that are currently employed by the Department, this document is anchored on the principles of results-based management (RBM) as operationalized in the harmonized planning, monitoring and evaluation system (HPMES), and ensures the alignment of the PREW objectives to the DSWD Strategic Plan 2018-2022 and COVID-19 Response and Recovery Plan 2020-2022.

Administrative Order 09, Series of 2019, entitled “Amendment to MC No. 13, s. of 2009. Guidelines for the Conduct of Performance Review and Evaluation Workshop (PREW)”, also referred to as the Integrated PREW Guidelines includes an improved process to ensure that performance issues and strategies are documented and responded by accountable offices at a resource efficient manner.

## Objectives

1. To review the extent of achieving organizational outcomes and outputs towards the attainment of short and medium-term objectives committed in the DSWD Strategic Plan and DSWD Office Results Frameworks and Matrices (RF&Ms);
2. To monitor and assess performance vis-à-vis the planned activities based on the Office Performance Contracts (OPC) and the Annual Work and Financial Plans (AWFP);
3. To identify strategies that will settle gaps and implementation issues and serve as basis to improve performance and re-planning; and
4. To document good practices for institutionalization and replication.

## II. DSWD WORKING ENVIRONMENT IN 2020

The 2020 is a challenging year for the Philippines, the Coronavirus Disease 2019 (COVID-19) first Filipino transmission was confirmed on January 30, 2020. To reduce the spread of virus and with the intension to flatten the curve, on March 16, the country imposed an enhanced community quarantine (ECQ) over the entire Luzon. Other provinces and cities outside Luzon also started to impose community quarantine to reduce the spread of the virus. As of December 22, 2020, the country has recorded 462,915 cases, 9,021 deaths, 429,419 recoveries and 24,375 active cases.

The threat of the COVID-19 tested the entire government bureaucracy to respond to the socio-economic impact of COVID-19. The social distancing, lockdown and travel restrictions have led to reduced workforce, decreased of production and resulted to an increase of unemployment for both local and overseas.

Many sectors of the society are unprepared to the imposition of ECQ, some brought uncertainty due to limited information on COVID-19 and confusing information on the access to basic services such as food and education, access to social and economic services, among others.

Along the social welfare sector, the adjustment to uncertainty resulted to increase in VAWC, mental and health issues (individual, families, communities and service providers), challenges on the delivery of social services and delayed response due to physical restrictions and social distancing. The challenges to respond immediately on the impact of COVID-19 also led to the loss of confidence in government programs and strategies.

On March 24, 2020, Republic Act No. 11469 or the “Bayanihan to Heal As One” Act was enacted which empowers the National Government to provide an emergency subsidy to 18 million poor and low-income families amounting to a minimum of Php5,000.00 to a maximum of Php8,000.00 a month for 2 months to provide for basic food, medicine and toiletries.

The DSWD being the frontline agency along social welfare and protection has tested its own operational systems and processes during the implementation of Emergency Subsidy Program. The DSWD experienced grievances from the public where some cited the exclusion of particular groups from the emergency subsidy program and the unclear dissemination of policies and program guidelines and processes.

The experiences, challenges and lessons learned by the DSWD brought by pandemic were documented in this report that will help the Department in reviewing its current policies, operational system and processes to Build Back Better and Transition to the new normal.

### III. SOCIAL WELFARE AND DEVELOPMENT ISSUES AND CHALLENGES

**Economy Measures in the Government due to the Emergency Situation affected the Delivery of Programs and Services.** The DBM issued National Budget Circular No. 580 to ensure economy measures in the government bureaucracy. The guidelines provide possible measures for the discontinuance of appropriated PPAs to fund the operations and response measures related to the COVID-19 emergency situations. To partially implement the national policy to address the COVID-19 situation, 35% of programmed appropriations under the FY 2020 GAA shall no longer be made available. Likewise, at least 10% of the total released allotments to covered MOOE and Capital Outlays shall no longer be available for obligation. The issuance of DBM NBC paved the way for the necessary funds needed for COVID-19 response, however, it also resulted to cancellation of DSWD capacity building programs for its employees and intermediaries, absence of capital outlays for ICT infrastructure and facilities that are necessary for daily operations. In addition, certain budget and procurement parameters need to be reviewed based on emerging needs of new normal.

**Community Quarantine and Health Protocols Hampered the Delivery of Technical Assistance of DSWD and implementation of protective and promotive programs and services.** Reports from DSWD Field Offices highlighted that programs and services for DSWD clientele affected the timeliness of delivery due to limited movement of personnel and clients/beneficiaries due to community restrictions. Program implementers had to shift to alternative means of delivery mechanisms to fulfill their mandated functions.

The social distancing and travel restriction resulted to suspension of some planned activities to avoid face-to-face interactions and mass gatherings. In addition, all OBS were instructed to review and reallocate their budget to support the COVID-19 response of the Department.

**General Public are Unaware of Government Social Protection and Support Measures or Intervention.** Results of the social media analysis conducted by the Technical Working Group for Anticipatory and Forward Planning (TWG-AFP) emphasized that one of the most important information gaps that need to be provided by the government is the provision of ongoing social protection interventions, people need to know the details of how they can access and avail of social protection measures.

**Lack of Updated Targeting System and Unavailability of Registry System of Vulnerable Groups resulted to inclusion and exclusion of qualified and non-qualified families.** The unavailability of Philippine Identification System (Philsys) and updated targeting system resulted to massive grievances of exclusion of particular groups from the Social Amelioration Program and duplication of assistance from different implementing agencies of ESP.

**Poor Information and Communication Technology and Internet Connectivity hindered the delivery of Technical Assistance and other forms of learning opportunities along**

**Social Welfare and Development.** The transition to new normal requires adoption to digital technology and digital transformation. Adoption to digital technologies are important to overcome and recover from the COVID-19 pandemic as well as getting us back on track towards our long term aspiration as stipulated in AMBISYON 2030 (NEDA, 2020).

## IV. I-PREW COMPLIANCE RATE

All Field Offices (FOs) completed and submitted their integrated PREW reports.



As of December 11, 2020, thirty percent (30%) or seven (7) of 23 Central Office – Office/Bureaus/Services (OBS) only completed their integrated PREW reports. These Offices are KALAH-I-CIDSS National Community Driven Development Program (KC NCDDP) NPMO, Resource Generation and Management Office (RGMO), Social Welfare and Institutional Development Bureau (SWIDB), Social Marketing Services, Standards Bureau, Office of Strategy Management and, Policy Development and Planning Bureau (PDPB).

## V. I-PREW SUMMARY RESULTS

### ORGANIZATIONAL OUTCOME 1: Well-being of Poor Families Improved

#### Contributing Factors on Performance

##### Facilitating Factors

1. Availability of functional Information System that automated the processes
2. Continuous provision of capacity building activities and training needs analysis
3. Operationalization of internal and external convergence strategies
4. Continuous partnership with key program stakeholders
5. Regular conduct of monitoring and evaluation (M&E) activities

##### Hindering Factors

1. Defective IT equipment and slow internet connectivity in the LGUs
2. Poor workload ratio among case worker and beneficiaries
3. Safety and security of staff in conflict areas
4. Inconsistency of the program targets
5. Field Office staff are mobilized on the different projects and activities of the Department

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

#### Contributing Factors on Performance

##### Facilitating Factors

1. Availability of the staff 24/7 to respond to the needs of the center/children in spite of the pandemic.
2. Center staff teamwork

##### Hindering Factors

1. Delayed provision of services in DSWD run centers and institutions
2. Limited schedule of client court hearings
3. Varied protocols of the LGUs in accepting clients for reintegration
4. Inadequacy of human resources in terms of number, types and competencies
5. Lack of IT equipment and poor internet connectivity

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

### Contributing Factors on Performance

#### Facilitating Factors

1. Availability of prepositioned goods in most provinces for immediate and early response
2. Quick Response Team have been established and operationalized
3. Continuous capacity building on Camp Coordination and Management, logistic and protective services program
4. Strong and valued partnership with stakeholders, partner agencies and LGUs
5. Staff augmentation support from other Divisions of Field Offices
6. Timely submission of DROMIC report

#### Hindering Factors

1. Various restrictions due to COVID-19 pandemic delayed delivery of supplies
2. Lack of logistical requirements to respond to large scale disasters and reach GIDAs
3. Limited internet connectivity
4. No capital outlay to purchase heavy equipment (e.g. forklift, scantron) and technological tools.
5. Postponement of capability building activities
6. Difficulties/limitation in the conduct of validations of beneficiaries
7. Limited suppliers of raw materials especially at the height of the pandemic
8. Varied protocols of the LGUs in accepting clients for reintegration
9. Late downloading of funds from the Central Office
10. Inconsistency of data from LGUs affected the liquidation of funds
11. Political interference on the list of beneficiaries endorsed by LGUs
12. Health risks of DSWD frontline personnel

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

### Contributing Factors on Performance

#### Facilitating Factors

1. Use of social media and other virtual platform on the provision of Technical Assistance.
2. Strengthened information dissemination on Registration, Licensing and Accreditation to Social Welfare Development Agencies
3. Strong partnership and close coordination with Area Based Network (ABSNET)
4. Mobilization and maximization of FO staff in the conduct of accreditation
5. SWDAs are proactive in mentoring co-SWDAs in complying with regulatory requirements

## Hindering Factors

1. Defective IT equipment and slow internet connectivity in the LGUs

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

### Contributing Factors on Performance

#### Facilitating Factors

1. Service Delivery Assessment and Competency Assessment results lead to provision of evidence-based TARA plan and Learning and Development Interventions (LDIs) to the Local Social Welfare and Development Officers (LSWDOs).
2. Established TARA implementation plan help the FOs to attain service delivery improvement of LSWDO.
3. Adoption of the enhanced Social Protection Framework and strategies in the provision of TA to LGUs
4. FOs were able to enhance their skills and able to come up new technical assistance strategies align to the new normal environment
5. Continued provision of TA despite the COVID-19 pandemic

#### Hindering Factors

1. The COVID-19 pandemic poses great challenges in achieving the improvement of service delivery of LSWDO.
2. The mobility restriction due to COVID-19 resulting to cancellation/incompletion of Service Delivery Assessment to the remaining LGUs.
3. No updated TARA Plan due to incompleteness of Service Delivery Assessment to the remaining LGUs.
4. Limited technical assistance were provided to LGUs due to imposition of the community quarantine.
5. Low retrieval of data and reports due to unavailability of online reporting template.
6. Low participation of LSWDO in virtual learning due to limited knowledge on online applications and low internet connectivity.
7. Lack of online system yet to respond efficiently the request for technical assistance.
8. Weak mechanism in monitoring and evaluation of learning of trained intermediaries.
9. Low utilization of funds in compliance to DBM NBC 580 and restriction of mass gathering.
10. Policy against transfer of funds to LGUs still stands
11. TARA Satisfaction survey is not regularly submitted

## **SUPPORT TO OPERATIONS**

### **Contributing Factors on Performance**

#### **Policy and Plans Development**

##### **Facilitating Factors**

1. Re-alignment of policy and plans on the COVID-19 We Recover As One.
2. Prompt submission of FO accomplishment reports and summary of issues and concerns on the plan and program implementation.
3. Strong coordination and collaboration with SWD partners and technical consultants.
4. Technical competencies of planning and project officers

##### **Hindering Factors**

1. Non-alignment of DSWD budget proposal to the strategy due to non-submission of the updated Program Expenditure Classification structure to DBM.
2. CY 2020 Strategic Contributions had to be deferred to give way to the implementation of the DSWD Response Plan and SAP for CY 2020.
3. Low reporting rate of progress among OBS
4. Lack of DSWD data sharing manual to guide the process of request, management and sharing of data among DSWD offices
5. Lack of existing Resource Generation and Management (RGM) plan and agenda

#### **Technical Assistance**

##### **Facilitating Factors**

1. High potential in managing good relations of DSWD with partners and stakeholders
2. Continuous provision of technical assistance to DSWD OBS and FOs
3. Various communication channels were utilized on the provision of technical assistance
4. Adaptation of blended learning methods (synchronous and asynchronous method)

##### **Hindering Factors**

1. Too much demand of other OBS and Cluster Heads for technical assistance
2. Low participation of the virtual discussions

## **Targeting System for Poverty Reduction**

### **Facilitating Factors**

1. Cascading of National Action Plan to guide the continuation of operations while complying with standard health protocols
2. Constant communication between NHTO and NHTU to resolve implementation issues
3. Development of monitoring templates and tools
4. Designation of dedicated focal person per province

### **Hindering Factors**

1. Temporary suspension of operations due to the COVID-19 pandemic
2. Late deployment and resignation of field staff due to delayed downloading of funds for their salary
3. Delay and/or down time of the encoding system
4. Constrictive data sharing requirements resulting in low utilization rate of Listahanan data despite its potential use as basis for the identification of target SAP beneficiaries
5. Weak coordination mechanisms between DSWD and DILG

## **Communication Management**

### **Facilitating Factors**

1. Availability of broadcast media and social media platforms to communicate information without physical interaction
2. Conduct of capacity building activities such as the Workshop on the Enhancement of the DSWD Website Content and Digital Products Development

### **Hindering Factors**

1. Travel and mass gathering restrictions due to the pandemic hampered face-to-face social marketing activities
2. Lack of media production equipment at SMU such as video camera, editing software (video and audio), camera stabilizer, microphone, green screen, reflector, floodlights, drone, batteries, tripod, memory card, hard drive, printer, etc.
3. Overwhelming public inquiries and complaints on social media and 8888 hotline
4. Additional budget requirement for partnership with local media outlets (radio stations)
5. Difficulty in reaching Geographically Isolated and Disadvantaged Areas (GIDAs) due to weak cellular signal coverage
6. Late cascading of information and guidelines on major DSWD programs

## **Social Technology Development**

### **Hindering Factors**

1. Due to the urgency in the SAP implementation, the LGU program implementers were not able to give full attention to the ST Project implementation
2. Institutionalizing completed Social Technologies (CSTs) is not a priority of many LSWDOs due to COVID19 Pandemic

## **Human Resource and Management**

### **Facilitating Factors**

1. Maximizing the use of alternative work set-up and remote work technologies during the implementation of ECQ.
2. Adoption of DSWD guidelines for health protocols and work arrangement as prescribed by DOH and CSC.
3. Expansion of hiring/recruitment system
4. Implementation of online/virtual learning space
5. Establishment of Internal Contact Tracers for employees

### **Hindering Factors**

1. No allocated fund for rapid or swab testing of field staff who got exposed to COVID-19
2. Limited pool of applicant due to travel restrictions
3. Delayed in filling up of vacant positions due to implementation of ECQ/GCQ, concurrence of appointment from CSC and hard to fill position
4. Cancellation of conduct of learning and development interventions due to the onset of pandemic
5. Lack of external network which can help attract or endorse applicants for vacant positions for the Recruitment, Selection and Placement procedures of the field office.
6. Lack of mechanism to cater for the needs of PWD applicants to operationalize the Equal Employment Opportunity Principle in the Recruitment, Selection and Placement procedures.
7. Vulnerability of DSWD employees/exposure to multiple risks as front liners in the implementation of programs and services.
8. No approved merit and selection process

## **Information Communication Technology**

### **Facilitating Factors**

1. Well-developed and functional business process
2. Digitization of DSWD processes
3. Development of Information Systems to facilitate the deduplication process and grievance redress of Social Amelioration Program (SAP)

### **Hindering Factors**

1. Limited cloud storage for email correspondences including digital reports
2. No allocated budget for capital outlay to procure updated ICT equipment and subscription to necessary software packages
3. Limited funds for specialized ICT training, while planned training on ICT tools was put on hold due to the pandemic
4. Information systems cascaded from the Central Office are not tailor-fit to business owners in the Field Offices resulting to poor utilization

## **Administrative and Legal Service**

### **Facilitating Factors**

1. Digitization of vital records to upgrade preservation, safekeeping and speed up the retrieval of documents
2. Installation of the Electronic Document Tracking and Monitoring System
3. Acceptance and processing of all public land publications
4. Client-oriented, able to attend to the needs of the agency and the staff, and center-based clients on legal aspect

### **Hindering Factors**

1. Non action or lack of prompt response from regional staff on audit observations for IAS and from COA as well as late submission of MOVs and progress reports
2. Delayed procurement and awarding of Service providers
3. Ideal timeline was compromised due to priority efforts on COVID related initiatives (e.g. SAP implementation)
4. Certain budget and procurement parameters were not yet based on emerging needs of new normal
5. Lack of guidelines on the provision of hazard pay to Public Social Welfare and Development Workers
6. Lack of vehicles/drivers during simultaneous conduct of payouts and other related operations

## VI. ANNEXES

### ORGANIZATIONAL OUTCOME 1: Well-being of Poor Families Improved

KRA/Program	Accountable Office/s
Pantawid Pamilyang Pilipino Program	Pantawid Pamilya National Program Management Office (NPMO)
Kalahi CIDSS National Community Driven Development Program (KC-NCDDP)	KC-NCDDP NPMO
Sustainable Livelihood Program (SLP)	SLP NPMO

#### Pantawid Pamilyang Pilipino Program

##### Contributing Factors on performance

-  1. Availability of different functional systems (online, offline and hard copy) and automated processes to better cope with new normal environment.
-  2. Staff complement at different levels of program implementation
-  3. Built in performance management system for attainment of strategic targets
-  4. Regular and major contributor to FO's Knowledge Management Products and GP documentation
-  5. Systems thinking and forward thinking approaches
-  6. Conduct of Training Needs Analysis and continuous provision of capacity building activities.
-  7. Data transformation utilized in all levels of program implementation
-  8. Operationalization and maximization of internal and external convergence
-  9. Regular database cleansing and updating
-  10. Availability of case management reporting template for City/Municipal Links
-  11. Continuous collaboration and consultation with DepEd and DOH partners in compliance monitoring
-  12. Regular conduct of M&E activities (e.g. spot checks, field visits and provision of TA

-  13. Support of LGUs in providing logistical needs (e.g. office space, equipment and supplies and funds for meeting).
-  14. Defective IT equipment of field staff and slow internet connection in some LGUs
-  15. High workload of City/Municipal Links
-  16. Some 4Ps beneficiaries were not assessed in Listahanan 3
-  17. Issues on safety and security on the implementation of the program especially in Palimbang, Sultan Kudarat and Pikit, North Cotabato that affects accomplishment of Field Office
-  18. There are still unpaid grants since December 2017
-  19. Inconsistency of target as per DOF, NPMO data with the PPIS recorded RCA resulted to tedious process of review of masterlist.
-  20. Incomplete downloading of funds of SAP-ES for non-cash card holders resulted to enlistment with LGU SAP especially the newly registered under Set 9
-  21. Data inconsistencies present in the system hampers key program processes thus affecting outputs and outcomes. (e.g. timely delivery of cash grants and in correct amount)
-  22. Centralized production of Cash Cards by LBP (despite continuous request)
-  23. Pantawid Pamilya staff are mobilized for almost all Projects, Programs and Activities (PPAs) of the Department which sometimes require more time on top of their actual workload.

#### Recommendations/Actions taken

##### Field Office recommendations to the OBS concerned

1. Establishment of case management guidelines in 4Ps implementation
2. Provision of TA sessions and trainings for field workers
3. Decrease caseload of C/MLs from 1: 800 to 1: 500 to give focus on case management and assigning update processing to SWA
4. Recommendation on additional reasons on child replacement for those not attending children provided with exhaustive intervention (as discussed in the proposed NAC 40)
5. Finalization of transition plan of identified R12 areas to BARMM to include staffing
6. Pantawid NPMO to act on unpaid grants for December 2017 and submit necessary documents for the approval of the budget
7. Reduction of poverty based on NEDA, PSA and WB studies
8. Provide response on the letter sent re Lack of available space in the FO to relocate Pantawid staffs
9. Provide directives/guidance on duplicated cases.

10. Constant follow-up to NPMO-FMS on the status of all request
11. Regular database cleansing and data management
12. Offline tools developed by systems focal such as WTUL, CV Trackers, etc.
13. Crafted Regional YDS module which is being used during YDS for not attending school (NAS) children to meet the OPC KRA
14. Case management Reporting Template which helps the C/MLs and SWO IIIs to manage the inventory of their caseload
15. Regular Consultation with DepEd and DOH partners in compliance monitoring
16. Compliance to early procurement for our 1- year scheduled activities
17. Regular conduct of Advisory Committee meetings (RAC, PAC, C/MAC) to establish harmonious relationship and lobby support in the implementation of the program
18. Regular updating on the accomplishment of Strategic Indicators during meetings
19. Regular conduct of M&E activities such as spot checks, field visits, and provision of technical assistance
20. Conduct of TNA based trainings and LDIs that helped in the performance of staff's functions such the Paralegal training on Women and Children and Laws that equipped the C/MLs in handling GBV cases and awareness on the referral pathways
21. Regular conduct of internal meetings/ "Kumustahan"
22. Support of the management and PTLs in the implementation of program activities
23. Maximizing the use of group chats as faster way to communicate and cascade directives to DPEO staff
24. Operationalization of the convergence strategy (Pantawid, KC, and SLP)
25. Support of LGUs in providing logistical needs such as office space, office equipment and supplies, funds for the meetings, etc
26. Timely payment of the NPMO to sustain CO funded internet
27. Consider Sourcing from CO of other programs.
28. Request available Laptop/desktop from other programs.
29. Lack of RATA of PDO V in the Region



Pantawid-NPMO reported the following actions taken or recommendations:

1. The RPMO organizational structure is still for approval. The NPMO already appealed to concerned EXECOM member to approve the provision of RAT to RPCs.

## Kalahi CIDSS National Community Driven Development Program (KC-NCDDP)

### Contributing Factors on performance

-  1. Deployment of the regional technical staff at the municipality with program implementation
-  2. Immense presence and support by the top management in lobbying support to program partners and in advocating the program to communities
-  3. Highly supportive LGUs and communities to program implementation
-  4. Availability of various tracking tools and unified data sharing protocol
-  5. Limited mobilization due to COVID-19 restrictions which resulted to challenges in implementation and late detection of implementation red flags
-  6. Shift of implementation from regular to disaster response might minimize contribution of program outputs to intended outcomes
-  7. Bottlenecks in financial management (e.g., delayed approval/recalibration of Work and Financial Plan, slow-paced processing and approval of fund to be downloaded, unavailability of cash)
-  8. Late and confusing technical assistance on critical implementation concerns due to fast turnover of staff at the NPMO
-  9. Current administration does not advocate loan and grants especially from western countries
-  10. Non-availability of infrastructure materials in the locality
-  11. Implementation challenges in Geographically Isolated and Disadvantaged Areas (GIDAs)
-  12. Limited workforce to complement workload assignments
-  13. Loss of data and frequent errors in the database system
-  14. Completion of remaining spillover sub-projects

## Recommendations/Actions taken

Field Office recommendations to the OBS concerned:

1. Revisit performance indicators of the program to make it more applicable to the current situation
2. Facilitate the processing and approval of financial documents to expedite the downloading of funds to FOs
3. Extension of sub-project completion to 2021
4. Continue to provide timely technical guidance on the implementation considering the uniqueness of the identified interventions



KC-NCDDP NPMO reported the following actions taken or recommendations:

1. On the limited mobilization due to COVID-19 restrictions, the NPMO re-assigned the cluster team composed of sectoral representatives to Luzon, Visayas and Mindanao to closely monitor and provide targeted TA to regions on program implementation under all modalities. The NPMO also conducted weekly virtual meetings with RPMOs for assessment and management of issues and concerns. Further, bi-monthly NPMO Operations Meetings were held to closely monitor RPMO's performance.
2. On the financial management bottlenecks, the NPMO conducted coordination meetings with FMS on ways to facilitate processing of financial requirements of the sub-programs. The NPMO regularly followed up financial documents through official memorandum.
3. On the extension of sub-project completion, the NPMO committed to lobby for the approval of continued use of 2020 allocation until FY 2021 for GOP-funded programs. Meanwhile for IBRD-funded programs, the NPMO shall lobby for the immediate release of documentary requirements and facilitation of negotiation activities from DBM and DOF for the additional financial and approval of loan agreement prior to the end of loan validity.
4. On the errors in the database system, the NPMO has been working with regional counterparts in troubleshooting bugs encountered.

## Sustainable Livelihood Program (SLP)

Contributing Factors on performance



1. Well-established implementation procedure laid out in DSWD Memorandum Circular No. 22, series of 2019



2. Internal and external convergence



3. Conduct of capacity building activities to field staff



4. Continued support from C/MAT in the conduct of SLP activities

- 5. Travel and mass gathering restrictions caused limited mobility of field staff and suspension of activities
- 6. Involvement in Livelihood Assistance Grants (LAG) provision on top of regular activities on SLP and EO 70 implementation
- 7. Limited number of Field Monitoring PDOs to conduct full monitoring of various implemented livelihood projects to ensure sustainability
- 8. Fast turnover of staff due to current status of employment (no security of tenure)
- 9. Heavy caseload of Implementing Project Development Officer (IPDO) and Monitoring Project Development Officer (MPDO) compromise quality of social preparation, implementation, and monitoring.
- 10. Limited number of laptops with appropriate specifications and lack of IT officer to assist in troubleshooting issues on the information system
- 11. Delayed cascading of tools needed to enforce the newly-issued guidelines
- 12. Frequent enhancements and changes in the information system
- 13. No established guidelines on the mainstreaming of SLP participants and grievance redress

#### Recommendations/Actions taken

Field Office recommendations to the OBS concerned:

1. Conduct strategic planning activities for 2021 to provide clear guidance on the implementation of SLP regular activities, EO 70 and LAG provision
2. Regularization of field staff and hiring of sufficient field staff, to complement the current heavy workload, and IT officer, to work on IT-related issues
3. Revisit and re-assess the staff workload and adjust accordingly
4. Inclusion of budget for capital outlay to purchase laptops with specifications needed for the information system
5. Timeline of cascading of tools should coincide with the issuance of the guidelines
6. Finalize and pilot test the information system prior to cascading
7. Develop clear policy guidelines or manual on mainstreaming and grievance redress

 As of December 11, 2020, SLP-NPMO has not conducted their PREW/no PREW report submitted.

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

KRA/Program	Accountable Office/s
<ul style="list-style-type: none"> <li>• Residential and Non-Residential Care Program</li> <li>• Supplementary Feeding Program</li> <li>• Social Welfare for Senior Citizen</li> <li>• Protective Programs to Individuals and Families in Especially Difficult Circumstances</li> <li>• Community-based services</li> <li>• Alternative Family Care Program</li> <li>• Social Welfare for Distressed Overseas Filipinos and Trafficked Persons</li> </ul>	<p>Program Management Bureau (PMB)</p> <p>International Social Services Office (ISSO)</p>

### Residential and Non-Residential Care Program

#### Contributing Factors on Performance



1. Availability of the staff 24/7 to respond to the needs of the center/children inspite of the pandemic.



2. Team work still exists despite difficulty in managing behavior of residents and the stress experienced by the staff during duty.



3. Quality service to children in care.



4. Effects of COVID 19 pandemic to overall operations:

- Pending psychological check up of the residents
- Difficulty of admission of residents during emergency cases at the hospital
- Delayed schedule of residents' discharge to family due to COVID 19 health protocol and lockdown
- Strict implementation of COVID 19 protocol upon admission of the resident
- Non-facilitation of Parental Capability Assessment Report because of home visitation restrictions
- Delayed disposition hearing due to limited schedule of court hearings
- Low number of admission due to strict implementation of health protocols and strict border restriction of cities and provinces
- Varied and unique protocols of the Local Government Units in terms of accepting clients for integration in their respective locality



5. Inadequacy of human resources in terms of number, types and competencies (Psychologist, Houseparent, Laundress, Cook, SPED Teacher, Physical Therapist, Nutritionist and Dietician) which cause additional tasks, overlapping roles and responsibilities, and inefficiency in delivery of services. Apart from this, many center staff's do not have security of tenure.



6. Lack of physical resources:
  - IT equipment/computers for children's online classes
  - Stable internet connectivity for the conduct of meetings, case conferences, online classes of residents, etc.
  - Service vehicles
  - Replacement for old furniture and fixtures

#### Recommendations/Actions taken

1. Program Management Bureau to provide technical assistance and capability building activities to the center staff to adjust to the new normal operations.
2. Enhance policy/guidelines to reflect the new normal operations in all centers.
3. Ensure sufficient staff in all centers; regularize/contractualize center staff whose status are MOA/COS.
4. Provide and allocate funding for Capital Outlay for 2021 which is needed for the purchase of equipment and for repair and maintenance of centers.



As of December 11, 2020, PMB has not conducted their PREW/no PREW report submitted.

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

KRA/Program	Accountable Office/s
<ul style="list-style-type: none"> <li>• Disaster Response Services</li> <li>• Early Recovery Services</li> <li>• Logistics Management</li> <li>• Climate Change Adaptation and Management</li> </ul>	Disaster Response Management Bureau (DRMB)  National Resource and Logistics Management Bureau (NRLMB)

**Contributing & Hindering Factors on Performance**

-  1. With prepositioned goods in most provinces for immediate and early response and augmentation during disaster operation
-  2. Availability of stockpile in DSWD warehouses
-  3. Quick Response Teams (QRTs) have been established and could be activated even before the onset of disasters
-  4. Continuous capacity building of internal (DSWD), MSWDO and MDRRMO on Camp Coordination & Management (CCCM), Logistics and Protective Services Program (PSP)
-  5. Strong and valued partnership with stakeholders, partner agencies and LGUs (willingness of other National Government Agencies e.g. Philippine Navy, AFP, and PNP, to be a partner of DSWD)
-  6. Proactive consultation with FMD
-  7. Augmentation support from other programs/divisions
-  8. Utilization of report templates leading to timely submissions of DROMIC reports
-  9. Various restrictions/challenges due to the pandemic:
  - Postponement of trainings and RRP-CCAM activities
  - Difficulties/limitations in the conduct of validations
  - LGU protocols regarding entries of Authorized Persons Outside Residence (APOR)
  - Limited suppliers of raw materials especially at the height of the pandemic
  - Delayed delivery of supplies due to heightened demands for emergency relief goods
  - Health risks for DSWD personnel on the ground

- Implications of postponements and other restrictions to the timelines and achievement of targets

- 10. Late downloading of funds from the Central Office (e.g. for ESA, CFW, construction of warehouses, etc.)
- 11. Inconsistent/inaccurate data gathered from affected LGUs in times of disaster
- 12. Political interference on the list of beneficiaries endorsed by the LGUs
- 13. Limited number of staff / lack of manpower, especially at the Field Offices/LGUs:
  - Not enough designated Special Disbursement Officers (SDOs)
  - Lack of permanent staff for the warehousing function at the Field Offices
  - Lack of staff/volunteers in repacking due to the pandemic
  - LGU capacity in implementing disaster operations/programs due to simultaneous projects and directives
  - Lack of Information Officers (IOs) to prepare write-ups, documentations and IEC materials for CCAM success stories
  - Need more staff at the Regional Resource Management Section
  - Need more staff to be designated as ESA and CSAP focal persons who will monitor projects
- 14. Employment status of DRMD staff – mostly still COS/MOA/JO workers
- 15. Lack of logistical requirements to respond to large scale disasters and reach GIDAs
- 16. No capital outlay to purchase heavy equipment (e.g. forklift, scantron) and technological tools (e.g. more computers)
- 17. Not enough DSWD-owned warehouses / limited space for prepositioned goods
- 18. Limited internet connectivity of staff

#### Recommendations/Actions taken

##### Field Office recommendations to the DRMB and NRLMB:

1. Ensure systems and mechanisms for disaster response management are adaptable to the “new normal”. Invest in the upgrading of ICT infrastructure, equipment, internet connectivity and applications, as crucial groundwork for digitization and migration to online platforms.
2. Management to heed the request of the Field Offices for additional staff and/or create plantilla positions that will be responsive to the increasing demands/scope of work. Central Office counterparts (DRMB/NRLMB) to facilitate FOs’ requests to hire specific positions (e.g. PDOs, SWOs, IOs, Engineers, etc.).

3. Safety and welfare of staff responding to disasters need careful attention. Ensure accessibility to RT-PCR swab tests for staff doing fieldwork
4. The Department must start investing in more lot areas / land to build warehouses on instead of spending on high annual rental costs
5. Fast track review and approval of request for downloading of funds (e.g. ESA, CFW, QRF, procurement of equipment, renovation/repairs of warehouses)
6. Consider FOs' recommendation to make necessary adjustments to timelines and targets considering "new normal" situation. Formulate catch-up plans as needed.
7. Continuously provide learning & development interventions to R/P/C/MQRT members using alternative means (webinars, video-conferencing). The FOs are awaiting guidelines from the CO pertaining to the conduct of virtual trainings and webinars, as well as the development of online/virtual modules.



As of December 11, 2020, DRMB and NRLMB has not conducted their PREW/no PREW report submitted.

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

KRA/Program	Accountable Office/s
Regulatory Program	Standards Bureau (SB)

**Contributing & Hindering Factors on Performance**

1. Staff initiative to use social media and other online/virtual platforms for the provision of Technical Assistance in response to the "New Normal"
2. Strengthened information dissemination on RLA to SWAs and SWDAs
3. FOs' management support (including the Field Office Review Committee (FORC) and Field Office Accreditation Committee (FOAC))
4. Strong partnership and close coordination with the ABSNET
5. Willingness of Standards Section (SS) technical staff to be mobilized and maximized in the conduct of CDC/CDW accreditation
6. Dedication of SS staff to ensure effective delivery of regulatory services despite challenges brought by the pandemic
7. Some SWDAs are proactive in helping and mentoring co-SWDAs in complying with DSWD regulatory requirements for RLA
8. Travel restrictions due to COVID-19 pandemic hampered key RLA activities such as assessment/monitoring visits, fieldwork, face-to-face sessions & TAs, LDIs, etc.
9. Lack of official advisory/guidelines on utilizing alternative options for monitoring visits
10. Difficulty of SWAs and SWDAs to comply with some documentary requirements that had to be secured from other agencies who are also imposing lockdowns/restrictions due to the pandemic (e.g. COC, SEC, BIR, NCIP, Bureau of Fire Protection, etc.)
11. Conflicting issuances/memoranda from the Standards Bureau and Sustainable Livelihood Program (SLP) on the process of accreditation
12. Some SWAs and SWDAs/LGUs are challenged by lack of funds and budget
13. No Security Paper (SECPA) from Standards Bureau to process the issuance of Certificate of Accreditation

- 14. Limited/unstable internet connectivity and equipment in some provincial areas (both DSWD and SWDAs); may pose difficulties in conducting virtual assessments/webinars/FGDs
- 15. PSWD staff not trained on the new ECCD guidelines for the issuance of Certificate of Recognition to CDWs/CDCs
- 16. Overlapping activities in the department by which some of the major roles of the staffs are overtaken by other urgent concerns and tasks (e.g. SAP, Social Pension)

### Recommendations & Actions Taken

Field Office Recommendations to the Standards Bureau	Actions Taken by the Standards Bureau
<p>1. Field Offices recommend SB to consider the adjustment of OPC commitments and targets realistic to the timeline available and resources provided, especially in the “new normal”</p> <p>Furthermore, they are also clamoring for the Central Officer to consider allowing for recalibration of targets based on the new normal situation (e.g. either lower annual targets for the 2<sup>nd</sup> semester or carry over variances to next year)</p>	<p>Undersecretary Gudmalin endorsed the following FOs to PDPB to lower their OPC targets along standards setting: FO NCR, FO I, FO IV-A, FO MIMAROPA, FO V, FO VI, FO VII, FO IX, FO X, FO XII, FO CARAGA, FO CAR and FO XI</p> <p>The said requests were already endorsed to the Office of the Undersecretary for approval.</p> <p>SB also lowered their targets based on the PC mid-check 2020.</p>
<p>2. Fast track the issuance and updating of new RLA guidelines/policies which are adaptable to the new normal:</p> <ul style="list-style-type: none"> <li>a. Enhancement of e-registration/licensing to include payment modes and provide orientation to the SS staff to fully implement the new processes (to ensure adherence to 3-7-20 timeline of the EODB)</li> <li>b. Temporary use of virtual methods for quality assessments and monitoring visits / issuance of certificates to SWDAs assessed virtually</li> </ul>	<p>An Advisory from the Secretary issued last December 3, 2020 was issued with subject, Compliance to regulatory standards of Social Welfare and Development Agencies (SWDAs), SWMCC and CSOs, to comply the delivery of regulatory services with the President’s AO No. 23 s. 2020 entitled “Eliminating overregulation to promote efficiency of government process but still adheres to RA 11032 or the Ease of Doing Business and Efficient Service Delivery Act of 2018.</p> <p>The said Advisory indicates the requirement for RLA and the process of the conduct of monitoring, validation and</p>

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| <p>c. CDC/CDW/PMC virtual accreditation</p> <p>d. Guidance to stakeholders to ease difficulties and challenges in the submission of requirements due to IATF restrictions (which has led to the delayed response from NGAs)</p> | <p>accreditation assessment to SWDAs, CSOs and SWMCCs under New normal. It also indicates that the SB and concerned Field Offices shall accept electronic copy of the documentary requirements which includes records or photos instead of hard copies. These requirements shall be submitted through the SB official email or the designated email address of FO-SS.</p>  |
| <p>e. Updates on the ECCD policies</p>  | <p>The Bureau has already drafted an advisory on the methodologies to be undertaken for the assessment of Child Development Centers/Workers (CDCs/Ws) during pandemic.</p> <p>The aforesaid advisory was based on the findings and recommendations of the FOs as well as the Bureau during the conduct of the mock online assessment.</p>  |
| <p>3. Harmonize and iron out inconsistencies on the provisions/ processes stipulated in the Operations Manual, Memorandum Circular No. 17 s. 2018 and Memorandum Circular No. 22, s. 2019 of SLP (CSO Accreditation)</p>        | <p>The SDD consulted with the Legal Services (LS) regarding the concern. Based on LS opinion on the following concerns/provisions;</p> <ul style="list-style-type: none"> <li>• On the Coverage and applicability of the Registration (MC 17 s. 2018) vs. simultaneous submission and application of Registration with License per EODB (MOO) <ul style="list-style-type: none"> <li>- LS believed that there is no conflict between the provisions indicated in the guideline and the OM. LS agree that the application for License to Operate and Registration are two different process therefore, based on the guideline it does not require application for License be processed simultaneously with the Registration.</li> </ul> </li> <li>• On Licensing, Issuance of Certificate of License and Accreditation Coverage and applicability (MC 17 s. 2018) vs. SWDAs shall apply its accreditation within 3 years of the validity of their issued License as a requirement for the renewal of License of SWAs (MOO)</li> </ul> |

- LS believed that there is no conflict between the provisions indicated in the guideline and the OM. It was not indicated (silenced) in the OM the fixed period of filing/ application for accreditation.
- Meanwhile, the guidelines on the Accreditation of CSOs Organized by the SLP Using DSWD Funds, otherwise known as MC 26 s.2020 was issued on 23 October 2020, with effectivity date of 27 October 2020. Field Offices are enjoined to adhere to the new guidelines.

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| <p>4. Address concerns related to ICT infrastructure and equipment to support RLA/regulatory functions. This must be hastened given the Secretary's directive on digitization of processes and systems</p> | <p>SB requested for re-alignment of budget from MOOE to Capital Outlay amounting to Php 5.6M to purchase ICT equipment.</p> <p>For 2021-2023 SB Information System Strategic Plan (ISSP) had included the lists of ICT equipment's to ensure the effective and efficient delivery of regulatory functions of the Department:</p> |
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Other recommendations needing action are:

1. Continuous lobbying for the SWDA Bill to help secure funds for partner SWDAs (i.e. government to give subsidies to accredited SWDAs)
2. Recommend to all MSWDOs to issue Certificate of Registration to all CDWs/CDCs under their locality and provide TA on the preparation of modules based on the National Early Learning Curriculum (NELC)

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

KRA/Program	Accountable Office/s
Technical Assistance and Resource Augmentation (TARA) Program	Social Welfare Institutional Development Bureau (SWIDB)

Contributing Factors on performance

-  1. Service Delivery Assessment and Competency Assessment results lead to provision of evidence-based TARA plan and Learning and Development Interventions (LDIs) to the Local Social Welfare and Development Officers (LSWDOs).
-  2. Established TARA Implementation plan to achieve improved service delivery of LSWDOs
-  3. Adoption of the enhanced Social Protection Framework and strategies in the provision of Technical Assistance to LGUs
-  4. Field Offices were able to enhanced their skills and able to come up new technical assistance strategies for the new normal.
-  5. Continued provision of TA despite the COVID-19 Pandemic
-  6. The COVID-19 pandemic poses great challenges in achieving the improvement of service delivery of LSWDO.
-  7. The mobility restriction due to COVID-19 resulting to cancellation/incompletion of Service Delivery Assessment to the remaining LGUs.
-  8. No updated TARA Plan due to incompleteness of Service Delivery Assessment to the remaining LGUs
-  9. Limited technical assistance were provided to LGUs due to imposition of the community quarantine.
-  10. Low retrieval of data and reports due to unavailability of online reporting template

-  11. Low participation of LSWDO in virtual learning due to limited knowledge on online applications and low internet connectivity.
-  12. No online system yet to respond efficiently the request for technical assistance.
-  13. Weak mechanism in monitoring and evaluation of learning of trained intermediaries.
-  14. No allotted budget for online meeting subscription
-  15. Low utilization of funds in compliance to DBM NBC 580 and restriction of mass gathering.
-  16. No clear guidance on the provision of resource augmentation to LGUs.
-  17. TARA Satisfaction survey is not regularly submitted.

#### Recommendations/Actions taken

Field Office recommendations to the OBS concerned:

1. Field Offices recommending for adjustment of OPC target (i.e. Target number of LGUs for service delivery assessment and number of LGUs to be provided by TA)
2. Intensify the conduct of technical assistance on program planning, monitoring and evaluation of devolved DSWD programs and services.
3. Maximize the use of different mode of online platforms on the conduct of technical assistance to LGUs.
4. To consider allocation/modification of funds during emergency situations for business continuity.
5. Maximize the use of other IT infrastructure in developing a virtual learning space for TARA provision
6. Invest on digitization of existing tools, processes and procedures
7. Develop a system on monitoring and reporting of the TARA provision of the Department.



1. SWIDB has drafted TA Satisfactory Survey Tool for approval of management
2. Developed full blown e-courses
3. Developed SDCCA-IS

## SUPPORT TO OPERATIONS

KRA/Program	Accountable Office/s
Policy and Plans Development	Policy Development and Planning Bureau Office of Strategic Management

Contributing Factors on performance	
	1. Competence and teamwork of PDPB staff
	2. Strong collaboration with partners
	3. Prompt submission of reports of FOs
	4. Functioning focal per FOs and OBS
	5. Plans were produced immediately as instructed by the Management
	6. Maximizing the use of alternative work set-up and remote work technologies to deliver
	7. Responsive and accommodating Technical Consultant/s
	8. All possible channels of communication are being utilized including social media
	9. Competence and teamwork of PDPB staff
	10. Additional tasks assigned to PDPB as lead in the Budget Preparation and as OPC Secretariat
	11. No identified Director for OSM
	12. Non-alignment of DSWD budget proposal to the Strategy due to non-submission of the Updated Program Expenditure Classification (PrExC) structure to DBM
	13. CY 2020 Strategic Contributions had to be deferred to give way to the implementation of the DSWD Response Plan and SAP for CY 2020
	14. Certain budget and procurement parameters were not yet based on emerging needs of new normal
	15. Limited cloud storage for email correspondences including digital reports

Contributing Factors on performance	
	16. Low reporting rate of progress among OBS
	17. No DSWD data sharing manual to guide the process of request, management and sharing of data among DSWD offices
	18. Transitioning to the new work set-up and special assignments to reduce risk to COVID-19
	19. Delayed procurement and awarding of Service providers
	20. Staffs cannot work on full capacity because of designated tasks outside regular functions
	21. No clear delineation of work and the need for workload review
	22. Too much demand of other OBS and Cluster Heads for technical assistance along PDPB KRAs
	23. Ideal timeline was compromised due to priority efforts on COVID related initiatives (e.g. SAP implementation)
	24. Technical problems encountered in virtual meetings i.e. malfunctioning of laptop and, low internet connection
	25. Bulk of data request from researchers, NGOs, other NGAs, Academe and other FOI requests.
	26. Limited succession on the signatories for PDPB documents
	27. Late submission of supporting documents for payment purposes (minutes, attendance, notice, project proposal)

#### Recommendations/Actions taken

#### Response of OSM and PDPB to Field Office concerns and recommendations:

1. On the alignment of PGS and OPC by 2021, The OSM recommended to the PMT Secretariat during the PDPB PREW that the PMT is tasked to participate in the cascading session of the Recalibrated DSWD Strategy and DSWD Recovery Plan. The Strategic Contributions to be identified by respective offices and commitments of the Field Offices to the Scorecard will form part of the OPC Harmonized and Must Indicators.
2. On the relevance of the Risk Treatment Plan with the pandemic, the OSM has already sent a memo to the PMT Chair to delete the RTP/RTAP indicator for the second semester dated 12 October 2020. OSM was advised that the request will be subjected for PMT deliberations.

3. On the review and contextualization of the Results Matrix to the regional situation, FOs must only adopt the DSWD Strategy Map and PGS Scorecard which is aligned to the national agenda, DSWD mandate, and identified strategic focus in preparation to the Mandanas Ruling (including the incoming Recalibrated Strategy and Recovery Plan as a pandemic response in line with the NAP Phase 3, RECHARGE-PH, Action Plan for GBV and Child Abuse Cases as well as NEP 2021). Respective FO scorecards as a result of Cascading Sessions already contextualizes the Regional priorities.
4. On Technical Assistance along Program Planning & M&E Provided to LSWDOs, PDPB shall sponsor and organize series of webinars for LGU focals to discuss social protection, SDG, ASEAN, RechargePH, and other directives to guarantee vertical and horizontal alignments of targets and indicators, for plan harmonization.
5. On assisting LGUs in the formulation of SPDR/ SP plan PDPB-PEAD to influence (sponsor webinar series) COs of other agencies (HDPRC and SCSP) to comply with social protection framework to guarantee regional cascading and buy in.
6. On formulation and dissemination of plans, FOs should spearhead the formulation of Regional Policy on Reporting and Data Collection. And for PDPS to capacitate focal persons on SP-VAM and continue coordination and partnership to priority programs and offices.
7. On monitoring the implementation of SWD laws by LGUs, PDPB-PEAD to conduct an annual workshop to FO focal persons in enhancing, simplifying and updating the existing templates, and to come up with a centralized database of annual summary reports to effectively and efficiently manage and monitor SWD Laws. The centralized database can serve as a source or reference in formulating policy/ies. Collaboration of PDPB sectoral focal persons in updating and conforming the list SWD laws to be monitored.
8. On low appreciation on M&E by Supervisors resulting to issues in terms of performance and compliance, PDPB shall produce IEC materials on M&E and FOs to popularize and utilize these.
9. On the lack of research and evaluation funds, the PDPB to constantly remind the FOs to signify interest on the FO initiated research during the budget call. PDPB shall also produce communication on menu of researches based on the approved agenda (as a form of notification or call for them to develop a proposal)
10. On the lack of staff to accommodate the different KRAs of PDPB at the FO level, PDPB should advocate the revival of SFDR efforts wherein certain positions were created at the regional level to perform research, M&E and sectoral functions. DSWD management to support the inclusion of additional staff of FOs for the PDPS for the FO structure/workforce planning
11. On the absence of guidelines on conduct of research during pandemic, the PDPB shall conduct brown bag sessions on emerging approaches in conducting researches in context of the new normal. Likewise, PDPB shall issue advisory/guidelines or KM products (learning modules) on the matter.
12. On the delayed crafting/approval of the FY 2020 OPC and delayed conduct of the FY 2020 1st semester OPC PRE, all Offices had to reformulate their CY 2020 OPCs considering the provisions in AO 3 S. 2020 or the DSWD COVID-19 Recovery and Rehabilitation Plan. Due to the COVID-19 pandemic, the 1st Semester CY 2020 OPC-PRE was conducted through desk review. Unlike the usual OPC-PRE face-to-face sessions wherein negotiations, provision of performance ratings and appeals happen during the actual session; the desk review process takes 14 working days to provide the OPC Secretariat, FOs/concerned CO-OBS and Panel of Raters to prepare the comparative matrices, conduct negotiations and provide performance ratings, respectively.

13. On the alignment of PGS and OPC for 2021, The OPC Secretariat and OSM conducted initial meeting to discuss the PGS and OPC. Moreover, the Performance Indicator on the “Percentage of approved strategic contributions (SCs) delivered within the committed timeline” was included in the CY 2021 Must and Harmonized OPC Indicators under the Strategic Priorities section. PDPB shall conduct the workshops with CO-OBS as early as July or August to ensure the alignment of schedule for WFP and OPC indicators workshops. Review and recalibration of WFP Information System (WFP-IS) and Harmonized Planning, Monitoring and Evaluation System – Information System (HPMES-IS) shall also be done based on the new PREXC structure and PGS.
14. On the late issuance of guidance on the enhancement of sectoral reports, PDPB has issued memo for FOS guidance on crafting the FY 2021 Sector Plan and Accomplishment as well as the enhanced reporting templates (dated November 10, 2020). PDPB shall also ensure the provision of TA along performance contracting/evaluation, review and analysis of sectoral plans and accomplishment and work and financial plans of OBS/FOs.
15. On the non-utilization of Work and Financial Plan Information System (WFP-IS), the system design needs further enhancement to become user friendly. Also, the system enhancement shall incorporate the updates on DSWD new PAPs and Strategic Focus. Thus, Field Office shall continue to use the excel form. OSM and PDPB in coordination with FMS should fast track the finalization/ approval of new PREXC structure.

Recommendations and Actions Taken by PDPB on their issues and concerns:

1. On the Non-alignment of DSWD budget proposal to the Strategy due to non-submission of the Updated Program Expenditure Classification (PrExC) structure to DBM, PPG shall prioritize, in partnership with GASSG, the submission of the Updated PrEXC structure.
2. On the protocols and proper process of approval of DSWD guidelines, the PPG shall recirculate a Memorandum on the protocols and process of approval of DSWD Guidelines and Issuances and propose to revisit and enhance the Terms of Reference of ManCom.
3. On the popularization of the Social Protection, PDPB shall continue facilitate the approval of Social Protection Floor and continue mainstreaming SP at the Local Level.
4. On the transition for the Mandanas Ruling, PDPB shall spearhead the issuance of policy/ies in line with the DSWD Devolution Transition Plan 2020-2021. Likewise, it should develop policy brief/ policy analysis on devolution.
5. On the data sharing protocols, the PDPB shall sent a memo to Data Privacy Officer with the context and feedback on data sharing based on their experience.
6. On the bulk of data request from researchers, NGOs, other NGAs, Academe and other FOI requests, the PDPB shall develop a ticketing system and feedback/complaints system for such requests.
7. On continues capacity building, the PDPB shall develop a Capacity Building Plan for PDPB Staff, Designated Planning Officers and FO Planning Unit

KRA/Program	Accountable Office/s
Resource Generation and Management	Resource Generation and Management Office

#### Contributing Factors on performance

	1. Qualified, competent, credentialed, well-rounded, approachable, proactive staff with positive work ethic; experienced and seasoned head
	2. Sufficient resources; self-sustaining; potential in supplementing funds for the DSWD especially with the full implementation of the Supreme Court decision on the Mandanas case
	3. High potential in convening the OBSUs; catering to all OBSUs
	4. High potential in managing good relations of DSWD with partners and stakeholders
	5. COS status (always on the lookout for other permanent jobs) impedes continuity and growth; fast staff turnover; "timid"; lack of RGM-specific trainings
	6. Standing of RGMO amongst all other OBSUs; not properly-placed within the organization; no proper links established especially with the Development Partners (DPs); no existing Resource Generation and Management (RGM) plan and agenda
	7. No existing guidelines to organize the scope of work, set timelines, ensure accomplishment of commitments, effect interoperable relationship with key offices (FMS, PMS, ICTMS) and set linkages with FOs
	8. No formally-designated head/chief with competitive background in RGM; limited staff complement

#### Recommendations/Actions Taken

Recommendations and Actions Taken by RGMO on their issues and concerns:

8. On the Risk Treatment Action Plan, RGMO will immediately comply with the preparation of the Risk Treatment Action Plan Report once the official forms/documents from the OSM have been disseminated.
9. On the RGMO's Citizen Charter and Guidelines on Accessing and Management of TA Projects, upon approval of the Cluster Head and DSWD ManCom, the Guidelines must be endorsed to the Office of the Secretary for the Secretary's approval. Thereafter, the RGMO will review and update its 2020 Citizen's Charter on or before March 2021.

10. On the implementation of the Client Satisfaction Measurement Form, the RGMO is preparing a Memo requesting to adopt the CSFM in its process starting January 2021 and accordingly will not be able to accomplish the CSMR for F.Y. 2020 due to the delayed dissemination of the standard CSFM.
11. On the Technical Assistance Facility (TAF) Annual Work Plan with UNFAO, review of the TAF Annual Work Plan by both parties is underway. And will have it approved by the proper signatories by end of December 2020.
12. On the conduct of the Resource Generation and Management System Workshop, the RGMO is looking forward to implement the RGMS TA project in 2021, using funds other than DFAT 70507. However, this is not yet finalized.

KRA/Program	Accountable Office/s
Social Technology	Social Technology Bureau

### Issues and Recommendations

Field Office concerns and recommendations to the OBS concerned:

Issues / Concerns	Recommendations to OBS concerned
1. Orientations, trainings, and technical sessions were either cancelled or put on hold due to the COVID-19 pandemic. Most LGUs prioritized the implementation of the Social Amelioration Program (SAP) as well as disaster response because of the present situation. Thus, it has been difficult for the STS to conduct one-on-one social marketing activities.	Virtual social marketing activities will be conducted in the last quarter of CY 2020  If the situation gets better next year, we will push for the conduct of the trainings cancelled this year.
2. Restriction of Travel for Social Marketing Activities and cancellation of face to face meetings/gatherings	Accommodation of the formal request and technical assistance provision on other deepening sessions with LGU through virtual meetings.
3. Due to the urgency in the SAP implementation, the LGU program implementers were not able to give full attention to the ST Project implementation	Request lowering of the PC target in LGU reached on ST marketing and ST replication
4. The re-scheduling of Blended Learning for students from June 25 to October 5, 2020 due to COVID 19 Pandemic delayed the implementation of Educational Assistance. The teachers cannot issue certificate of enrollment to Sama	

Badajo students who are qualified for EA unless he/she attended classes for one week. The certificate is required document in support for EA.

<p>5. Institutionalizing completed Social Technologies (CSTs) is not a priority of many LSWDOs due to COVID19 Pandemic</p>	<p>Requested STB to include Yakap Bayan Program (YBP) in the 4 target number of intermediaries and not to add the target for YBP and it was approved</p>
<p>6. Conduct of Orientation/Forum last March 25-26, 2020 was cancelled due to Nationwide community quarantine brought about by COVID19 Pandemic.</p> <p>7. Orientation on CST is limited to virtual only</p> <p>8. *Slow Internet connectivity sometimes caused the discontinuance of the activity and resulted to reschedule the orientation with limitations of 2 pax per LGU</p>	
<p>9. Request on the updated presentations for the completed Social Technologies used for marketing are still not forwarded. At present, data used in the presentations were still dated in CY 2008.</p>	<p>STB to provide STU with the updated presentations.</p>
<p>10. Late downloading of funds which hamper the timely implementation and conduct of activities</p>	
<p>11. Lack of support staff</p>	
<p>12. Long process of MOA signing</p>	
<p>13. To date, no LGUs yet has adopted Yakap Bayan Program; majority of the LGUs are pre-occupied or prioritize COVID-19 response and recovery efforts.</p>	<p>Request to Social Technology Bureau to reduce the target on LGUs adopting YB; or suspend this target until such time that the effects of COVID 19 are already abated.</p>

KRA/Program	Accountable Office/s
Internal Audit	Internal Audit Service

### Issues and Recommendations

Field Office concerns and recommendations to the OBS concerned:

Issues / Concerns	Recommendations to OBS concerned
1. Renewal of MAA I and Admin Aide	Provision of funds for the renewal of staff
2. The Internal Audit Unit is a one-person unit designated as IAS counterpart at the FO level	Push for the upgrading of MAA II to MAA III and hiring of MAA I and 1 support staff
3. Non action or lack of prompt response from regional staff on audit observations for IAS and from COA as well as late submission of MOVs and progress reports	

KRA/Program	Accountable Office/s
Human Resource Management and Development	HRMDS

### Contributing Factors on performance

-  1. MOA with SPED Accredited school to promote EEOP ( for deaf/mute applicants) Establishment of intensified Performance Evaluation Report (PER) of probationary appointees to ensure that appointees are properly assessed before entry to government
-  2. MOA with SUCs for the expansion of hiring/recruitments system (3SUCs)
-  3. Organization of Provincial and Program Focal for DSPMS to ensure timely submission of DSPMS forms and address performance
-  4. Establishment of DSWD FO V Internal Contact Tracers for Employees on COVID-19
-  5. Tapping the DOH for donation of food supplements and anti-flu vaccine to boost the health of DSWD employees
-  6. Blood donation to DOH by DSWD employees and maintaining pool of blood donors in the field office.
-  7. Implementation of online/virtual learning with limited resources needed (zero fund for food and accommodation, maximizing technologies in

conducting capacity building activities) (PSD- CBS); Practice of paperless conduct of participants' profile, pre-test and post-test, evaluation. Instant generation of results and easier and more convenient report writing.



8. Adaptation of blended learning method (synchronous and asynchronous methods) through the implementation of online/virtual learning and modular learning approach (PSD-CBS);



9. FO 5 virtual learning space (google site) for CBAs for internal staff developed (PSD-CBS)



10. Complementation of CBS and mainstreamed staff



11. Administration of IQ Test without the supervision of a Psychometrician



12. Limited pool of applicant due to travel restrictions



13. Lengthy time to process the computation of Interview rating and preparation of PSB Resolution



14. Limited time to accomplish the remaining regular employees who were not provided with at least 1 L&D intervention. 2. Sometimes internet connection is not stable in the conduct attendance to online activities 3. Lack knowledge on how to conduct activities via online platform 4. Lack equipment in the conduct of online activities



15. Gathering of data due to unorganized distribution of PPE's



16. Low accomplishment due to strict implementation of Containment strategy (boarder lockdown) of LGU



17. Mastery on the new laws, rules, CSC MCS; amendments made to such rules and laws



18. Lack of qualified applicants from far flung municipalities, provinces



19. Lack of plantilla staff that would improve the functionalities of other pillars of HR



20. Not well oriented, informed employees resulting into complaints, inappropriate human resource actions (e.g. 888, dress code, filing of leave)



21. Delayed in filling up of vacant positions due to implementation of ECQ/GCQ, concurrence of appointment from CSC and hard to fill position



22. Some staff were not able to get their last pay due to non-submission of required documents to support the claim (e.g. regional clearance)



23. Cancellation of conduct of learning and development interventions due to the onset of pandemic

- 24. Lack of external network which can help attract or endorse applicants for vacant positions for the Recruitment, Selection and Placement procedures of the field office.
- 25. Lack of mechanism to cater for the needs of PWD applicants to operationalize the Equal Employment Opportunity Principle in the Recruitment, Selection and Placement procedures.
- 26. Lack of mechanism to ensure that the new appointee is job fit not just through measures of Education, Eligibility, Training and Experience (EETE) but also by on the job supervised performance for 6 months or as extended by the hiring authority. (FO V should facilitate/lobby possible contractualization of frontline staff).
- 27. Lack of manpower to ensure that the DSPMS of the agency is implemented and upheld.
- 28. Lack of system which will speed up the accomplishment and annual submission of Personal Data Sheet (PDS).
- 29. Vulnerability of DSWD employees/exposure to multiple risks as front liners in the implementation of programs and services.
- 30. Lack of opportunity to organize welfare activities due to lack in budget and health limitations due to the pandemic.
- 31. Lack of program which will cater to blood transfusion needs of the employees through donations of colleagues.
- 32. Lack of function hall/venue, conducive for online presentations and facilitation, with strong and stable internet connection for conduct of online learning interventions.
- 33. Expiration of Joint Memorandum Circular No. 17 by DBM, COA and allowing continuous contracting of MOA and JO Workers until December 31, 2020 only.
- 34. Several publications of Psychologist I was made but item was still vacant due to high minimum qualification for Education and low compensation.
- 35. No approved Merit and Selection Process yet.
- 36. Delay in the response to Data requests of the region; Low Internet Connectivity in some areas of work; limited technical know-how in the use of technology and spreadsheets; delayed procurement of needed equipment/PPEs; Lack of Psychosocial interventions for frontliners)
- 37. No Clear communication as to the status of the citizen's charter (eg. Time for an update or just retain the present version)
- 38. Update on the Workforce Plan submitted during the Workforce Planning Workshop on July 2019 in relation to CSC-COA-DBM Joint Circular No. 1, series of 2018 or the Amendment to the CSC-COA-DBM Joint Circular No. 1, series of 2017 which has transitory provisions that "Agencies may engage the

services of new Contract of Service and Job Order workers through individual contract and renew existing individual contracts until December 31, 2020.”



39. Adjustment of the timeline of the FY 2020 OPC target of HRMDD re: “One hundred (100%) of vacant positions charged against PS Funds (Permanent, Contractual, Coterminous, Casual) as of 31 December 2019 are filled up within 100 working days from the last day of publication up to the submission of approved FO-HRMPSB Resolution to the appointing authority.



40. The adjustment in the timeline is requested because as prescribed under CSC MC # 14, series of 2020 or the Interim Guidelines on Appointments and Other Human Resource Actions for the Period of State of Calamity Due to COVID-19 Pandemic which states under Section III.1.A. “The nine (9)-month validity period of publication pursuant to Section 29 of the 2017 ORAOHRA, as amended, shall be extended for the period equivalent to the duration of the enhanced community quarantine (ECQ) or modified enhanced community quarantine (MECQ) imposed in the area where the agency is located, reckoned from the date of its lifting. The period covered by the ECQ/MECQ shall not be included in the counting of the nine-month validity period of publication. If the vacant position is not filled-up within the said extension, the agency has to cause its re-publication and posting pursuant to the said section.”



41. Unavailability of the system or “system down” caused delay of encoding information since FO is dependent on the needed data that up to now still being resolved by Central Office.



42. Centralized approval of creation for MOA workers



43. Lack of Guidelines re: Provision of Hazard Pay to Public Social Welfare and Development Workers (PSWDW)



45. Lack of IT personnel in all statutory, specialized programs, and SWAD Offices

#### Recommendations/Actions taken

##### Field Office recommendations to the OBS concerned:

1. To draft letter addressed to CO for reclassification/ upgrading of Psychologist I position
2. Ensure the commitment of the DBM, CSC and COA on the continuous engagement of MOA and JO for continuity of service.
3. Approval on the request for conversion.
4. Fast track approval of the DSWD MSP.
5. To wait until the CO provides the enhanced AO 3 reporting template available for editing  
==> expedite the operationalization of the enhanced system
6. Fast track the issuance of the guidelines and immediately download the required funds for that purpose- hazard pay

7. For ICTMS and HRMDS to review staff complement of FO and provision of additional permanent IT positions for the FO.



As of December 11, 2020, HRMDS has not conducted their PREW/no PREW report submitted.

KRA/Program	Accountable Office/s
Administrative Management	Administrative Service

#### Contributing Factors on performance



1. Installation of the EDTMS



2. Digitization of vital records to upgrade preservation, safekeeping and speed up the retrieval of documents



3. Suspension of issuance of survey authority, acceptance and processing of all public land publications, and issuance of patents over lands located in the Provinces of South Cotabato and Sarangani Province, the GSS has started gathering requirements needed by the Registry of Deeds for the transfer of title



4. Allocation for repairs



5. The original timeline was not followed due to the sudden pause of the Digitization Team due to the pandemic.



6. No specific area to act as storage for the documents or records for disposal.



7. Lack of vehicles/drivers during simultaneous conduct of payouts and other related operations



8. Lack of parking space/garage in the field office



9. Lack of storage facilities for serviceable and unserviceable equipment, office supplies and files



10. Lack of records storage facility



11. Need for additional equipment such as photocopier, scanner, fax machine as well as steel cabinets



12. Limited funding for the repair and maintenance of vehicles.

- 13. Difficulty on the retrieval of documents such as MOA, Lease of contracts in relation to the legality of the occupants in occupying a lot located in Brgy. Tayud, Consolacion, Cebu. Revisit and updating the actual occupant's status of Tayud, Consolacion Cebu lot to retrieve the documents such as MOA, Lease Contracts and the likes relating on how the occupants in possession of the said lot.
- 14. No capital outlay funds for the Field Office repair and maintenance.
- 15. Limited funds for the repair and maintenance of vehicles. Limited service vehicle intended for administrative transactions especially for bank and other related services.
- 16. Lack of manpower for the maintenance of warehouses/storage rooms for records safekeeping. Designated Records Custodians are not giving importance as to the inventory and identification of disposal of their records holdings.
- 17. Lack of sufficient storage facility for properties and documents. Files and documents are at risk.
- 18. Lack of sufficient number of vehicles to respond to numerous requests for transport service.
- 19. Yearly budgetary allocation of Admin Division is remarkably limited thus pose constraint to fully implement some major administrative works. This year of 2020 GASD was allotted Php 35 M direct release budget of which 81% was already utilized. 82.24% was utilized out of Php 12M of the 10% mandatory savings.
- 20. Property Records and Equipment Monitoring Inventory System (PREMIS) cannot be fully implemented in our property section due to lack of bar code scanner and bar code printer. There is no capital outlay fund for purchase of the said equipment. DSWD-CO promised to provide one for NCR during the training last Nov. of 2019 once fund becomes available. No development yet.
- 21. Limited fund allocation for repair (old equipment, renovation, improvement). Funds for major repairs of facilities were disapproved by the DBM and CO. No funds allocated for the additional expenses incurred by the pandemic situation (for the provision of protective shield barriers, thermal scanner, office disinfection/sanitation).
- 22. Titles for the properties used by the FO are not yet available (DSWD FO 3-storey building, DSWD FO 2-storey building, vacant lot in Puerto Galera, and in MYC)

#### Recommendations/Actions taken

Field Office recommendations to the OBS concerned:

1. For Finance thru GASSG to allocate capital outlay to buy new equipment

2. Provide response to the request re assistance to identify vacant structure/space. – FO NCR
3. Approval of request for realignment of continuing fund.
4. Approval of request re request for funding augmentation support of Php 8.7 Million to procure 8 multipurpose vehicles next year, 2021. – FO NCR
5. Provide response to the request re for provision of bar coding machine.
6. Central Office to allot CMF for COVID-19 related projects/programs/activities in the FO
7. Provision of funds for titling from CO/DBM

 As of December 11, 2020, Administrative Service has not conducted their PREW/no PREW report submitted.

KRA/Program	Accountable Office/s
Legal Management	Legal Service

Contributing Factors on performance	
	1. Client-oriented, able to attend to the needs of the agency and the staff, and center-based clients
	2. Able to attend to referred clients/walk-in even outside of the agency
	3. One-man unit, had to attend to all concerns including clerical works
	4. Annual renewal of deputation and the long duration of processing documents
	5. Minimal to none interaction with other legal officers throughout the whole agency
	6. Limited opportunity to attend seminars and trainings in specific field
	7. No administrative staff

 No FO recommendations to the OBS concerned.

As of December 11, 2020, Legal Service has not conducted their PREW/no PREW report submitted.

KRA/Program	Accountable Office/s
Household Targeting System for Poverty Reduction	National Household Targeting Office (NHTO)

#### Contributing Factors on performance

1.  Cascading of National Action Plan to guide the continuation of operations while complying with standard health protocols
2.  Constant communication between NHTO and NHTU to resolve implementation issues
3.  Development of monitoring templates and tools
4.  Designation of dedicated focal person per province
5.  Temporary suspension of operations due to the COVID-19 pandemic
6.  Late deployment and resignation of field staff due to delayed downloading of funds for their salary
7.  Delay and/or down time of the encoding system
8.  Lack of support staff to facilitate administrative documents such as payroll and Travel Expense Vouchers
9.  Constrictive data sharing requirements resulting in low utilization rate of Listahanan data despite its potential use as basis for the identification of target SAP beneficiaries
10.  Insufficient IT equipment (laptop, encoding station etc.) to complement workload and workforce
11.  Lack of office space to serve as encoding station and storage for the accomplished Household Assessment Forms and other materials
12.  Weak coordination mechanisms between DSWD and DILG
13.  No allocated fund for rapid or swab testing of field staff who got exposed to COVID-19

#### Recommendations/Actions taken

Field Office recommendations to the OBS concerned:

8. Revision of regional project timeline on the Listahanan 3 validation and finalization phase

9. Expedite the downloading of funds and allot additional budget to allow hiring of support staff during the assessment period
10. Consider development of an offline encoding server to minimize delay in data encoding due to server down time
11. Lighten the requirements for data sharing and mandate all government agencies with social protection programs to use the Listahanan data through legislative support or law enactment
12. Deployment of sufficient laptops for all area supervisors
13. Support budget allocation for a separate office space for encoding and storage
14. Strengthen coordination between DILG and DSWD to properly cascade relevant information to LGUs and elicit their support for Listahanan
15. Allocate funds for rapid or swab testing of field staff exposed to COVID-19



As of December 11, 2020, NHTO has not conducted their PREW/no PREW report submitted.

KRA/Program	Accountable Office/s
Information and Communications Technology (ICT) Management	Information and Communications Technology Management Service (ICTMS)

#### Contributing Factors on performance



1. Well-developed and functional business process



2. Development of Information Systems to facilitate the deduplication process and grievance redress of Social Amelioration Program (SAP)



3. Constant coaching and monitoring sessions



4. No allocated budget for capital outlay to procure updated ICT equipment and subscription to necessary software packages



5. Limited funds for specialized ICT training, while planned training on ICT tools was put on hold due to the pandemi



6. Information systems cascaded from the Central Office are not tailor-fit to business owners in the Field Offices resulting to poor utilization

## Recommendations/Actions taken

1. Allocate capital outlay budget to allow ICTMU to procure the needed ICT equipment and software licenses for field staff
2. Amend guidelines to allow procurement of licensed applications via online transactions
3. Development of localized guidelines on subscription
4. Develop training modules to standardize application development at the regional level
5. Review the applicability of developed information systems at the regional level and provide technical assistance to Field Offices



As of December 11, 2020, ICTMS has not conducted their PREW/no PREW report submitted.

KRA/Program	Accountable Office/s
Social Marketing	Social Marketing Service (SMS)

## Contributing Factors on performance



1. Conduct of capacity building activities such as the Workshop on the Enhancement of the DSWD Website Content and Digital Products Development



2. Availability of broadcast media and social media platforms to communicate information without physical interaction



3. Travel and mass gathering restrictions due to the pandemic hampered face-to-face social marketing activities



4. Insufficient workforce complement at SMU, particularly Regional Information Officers (RIOs), specialized positions (video editor, creative artist, writer), and administrative staff



5. Lack of media production equipment at SMU such as video camera, editing software (video and audio), camera stabilizer, microphone, green screen, reflector, floodlights, drone, batteries, tripod, memory card, hard drive, printer, etc.



6. Late cascading of information and guidelines on major DSWD programs



7. Difficulty in reaching Geographically Isolated and Disadvantaged Areas (GIDAs) due to weak cellular signal coverage



8. Additional budget requirement for partnership with local media outlets (radio stations)



## 9. Overwhelming public inquiries and complaints on social media and 8888 hotline

### Recommendations/Actions taken

1. Strengthen workforce complement at the regional level by opening up new positions for RIOs, specialized positions, and administrative staff, upgrading RIOs to a higher salary grade, securing the tenure of existing staff, and allocate funding support to renew those under job order status
2. Mirror the SMS staffing pattern at the Field Office such that all RIOs are under one unit
3. Allocate capital outlay budget to procure the necessary media production equipment
4. Timely manner of cascading information and guidelines along with IEC materials for unified and standard messaging at the Field Office level
5. Expand information dissemination through coordination with local media outlets (radio stations), and intensify IEC production and dissemination by involving C/MSWDO and FO staff
6. Allocate budget for broadcast payment and radio program block time to further extend the reach of information caravans



### SMS reported the following actions taken or recommendations:

1. On the restrictions brought by the pandemic, the social marketing activities shifted to virtual conferences/exhibits/caravans
2. On the issues on workforce complement, SMS recommended to include the proposed position items in the FO's workforce plan proposal. Further, SMS committed to seek advice from the EXECOM through Usec. Pamonag, on the structure, staffing and workforce complement in FOs.
3. On the scarcity of media production equipment at the FO level, SMS recommended to include the purchase of such equipment in the FOs' Work and Financial Plan, following the specifications to be provided by SMS.
4. On the delayed cascading of information and guidelines, a technical assistance (TA)/consultation session will be conducted to orient the FOs on the approval process at the CO.
5. On the difficulties in reaching GIDAs and partnering with local media outlets, the SMS committed to provide TA on how to improve social media content, engage with radio stations, and connect with the Philippine Information Agency (PIA)
6. On the handling of inquiries and complaints, SMS standardized its responses and strengthened its coordination mechanisms

KRA/Program	Accountable Office/s
Knowledge Management (KM)	Social Welfare Institutional Development Bureau (SWIDB)

#### Contributing Factors on performance

-  1. Support of the KM Team members on operationalizing KM
-  2. Efforts to establish learning networks and cascade guidelines on the proper conduct of Knowledge Sharing Sessions and management of facilities
-  3. Restriction on physical interaction due to the pandemic
-  4. Absence of IT infrastructure to support KM implementation
-  5. Limited skills on the documentation of good practices
-  6. Unclear delineation on the appropriate unit to capacitate the Core Group of Specialists (CGS)
-  7. Absence of Senior and Junior Specialists for some sectors due to salary grade requirement
-  8. Weak mechanism to capture institutional knowledge from retirees or employees separated from the service

#### Recommendations/Actions taken

- 1. Translate the Good Practices template into Filipino for easier understanding
- 2. Explore online platforms and different online learning and collaboration tools
- 3. Use an online platform in reviewing Good Practices for easier access
- 4. Continued provision of TA sessions
- 5. Provide guidance on the proper unit to capacitate the CGS
- 6. Review the required competencies and qualifications of Senior and Junior Specialists
- 7. Strengthen documentation of coaching and mentoring sessions and exit interviews to effectively capture institutional knowledge from retired and resigned employees



As of December 11, 2020, SWIDB has not conducted their PREW/no PREW report submitted.