
2021 DSWD INTEGRATED PERFORMANCE REVIEW AND EVALUATION WORKSHOP (IPREW) REPORT

**DEPARTMENT OF SOCIAL WELFARE AND DEVELOPMENT
POLICY DEVELOPMENT AND PLANNING BUREAU**

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EXECUTIVE SUMMARY

1. In the continuous advocacy of the Department to ensure evidence-based policy and planning decisions, the DSWD has institutionalized monitoring and evaluation (M&E) systems, and one of these is the conduct of the Integrated Performance Review and Evaluation Workshop (IPREW). The IPREW is a mechanism for the review and evaluation of the performance of the different Offices of the Department towards the continuous improvement of its programs, systems, and processes.
2. This 2021, amidst the continued threat of the COVID-19, the Department remained committed in fulfilling its role to lead in social protection. The pursuit of the Performance Governance System (PGS) Proficiency journey, although it took a detour in terms of strategy execution, was still pushed through. In light of the Supreme Court ruling on the Mandanas-Garcia cases, and the implementation of Executive Order No. 138 or the Full Devolution of certain functions of the executive branch to local governments, the Department also prepared for the devolution of some of its programs and projects. Likewise, the DSWD also established mechanisms for consistent provision of quality services through the adoption of Quality Management Systems (QMS), and continued compliance to the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.
3. The country was continuously tested by numerous disasters and calamities. But the biggest challenge still is the COVID-19 pandemic which affected not just the health of the people but more so their socio-economic well-being. With the emergence of COVID-19 that led to community quarantine protocols, lockdowns, alert levels and other restrictions, the Philippines faced high unemployment rates, lack of income, and limited business operations which all worsened the situation of the vulnerable and marginalized sectors, who are also the primary clients of the DSWD.
4. Common Issues and Concerns of Field Offices and CO-OBS
 - A. Implementation issues with partner stakeholders
 - B. Adjustments on methodology and timelines of activities due to mobility restrictions
 - C. Delays in procurement and financial processing
 - D. Overlapping schedules of virtual activities, meetings, trainings and other activities
 - E. Lack of / issues on ICT equipment, intermittent internet connection and power outages
 - F. Insufficient funds and resources
 - G. Inadequate staff complement and fast turnover of staff
5. Overall Recommendations
 - A. Strategic designing of policies and interventions to adapt to the internal and external environment
 - B. Evidence-based organizational redesigning
 - C. Continuous investment on systems, technologies and ICT infrastructure
 - D. Continuous provision of management directives and support
 - E. Continuous provision of capacity building, coaching and mentoring
 - F. Cultivate high integrity workplace culture.

I. INTRODUCTION

In the continuous advocacy of the Department to ensure evidence-based policy and planning decisions, the DSWD has institutionalized monitoring and evaluation (M&E) systems, and one of these is the conduct of the Integrated Performance Review and Evaluation Workshop (IPREW). This IPREW is a mechanism for review and evaluation of the performance of the different Offices of the Department for continuous improvement of its programs, systems, and processes.

The DSWD 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*, guaranteed an improved process to ensure that performance issues and strategies are documented and responded by accountable offices at a resource efficient manner.

Specifically, the conduct of IPREW is anchored on the principles of results-based management, which operationalized the assessment of the performance of the OBSUs and Field Offices this CY 2021 based on the following:

1. DSWD Strategic Plan accomplishments and based on DSWD Office Results Frameworks and Matrices (RF&Ms);
2. Office Performance Contracts (OPC) and the Annual Work and Financial Plans (AWFP);
3. Contributions and/or commitments on Performance Governance System and DSWD Sulong Recovery Plan; and
4. Deliverables along compliance with the Ease of Doing Business Act and the Department-Wide ISO 9001:2015 Certification Project

Overall, the IPREW also aimed to identify strategies that will settle gaps and implementation issues and serve as basis to improve performance and re-planning, and to document good practices for institutionalization and replication.

II. DSWD INTERNAL CONTEXT

This 2021, amidst the continued threat of the COVID-19, the Department remained committed in fulfilling its role to lead in social protection, although faced with more complex challenges with the new normal and the varying alert levels and restrictions. The Department still needs to respond to the demands of the emerging national situation by providing immediate social protection response, especially for those greatly affected by the pandemic crisis situation. The pursuit of the Performance Governance System (PGS) Proficiency journey, although it took a detour in terms of strategy execution, was still pushed through. In light of the Supreme Court ruling on the Mandanas-Garcia cases, and the implementation of Executive Order No. 138 or the Full Devolution of certain functions of the executive branch to local governments, the Department also prepared for the devolution of some of its programs and projects. Likewise, the

DSWD also established mechanisms for consistent provision of quality services through the adoption of Quality Management Systems (QMS), and continued compliance to the Ease of Doing Business and Efficient Government Service Delivery Act of 2018.

For 2021, the department implemented a recovery plan as interim strategy known as the SULONG recovery plan. This is a governance journey towards pandemic recovery but it still carries measures and targets contributory to the recalibrated strategy of the Department. This recovery plan contained strategic priorities aimed at reaching and providing protective and promotive recovery assistance, provision of technical assistance and functionality of the LGUs, ensuring compliance to social welfare standards and regulations of SWDAs, and internal organizational improvements along EODB, digitalization, and COVID-19 support. To further assist the strategy implementation of the Department, the roll out of Enterprise Risk Management was also initiated to better manage risks and maximize opportunities creating a culture of accountability and informed decisions.

The DSWD as the lead government agency in the delivery of social services to the public at large, also saw the pressing need to establish mechanisms for continuous improvement of service delivery to better serve the Filipino people. Thus, the Department go on with its journey along certification to relevant ISO standards, to cover 100% of frontline and non-frontline services of the Department, and standardize the implementation of procedures/processes in the Central and Regional Offices.

Relative to the implementation of the Mandanas ruling, the Department committed the preparation of a transition plan along with Organization Restructuring, Institutional Partnership, Capability and Capacity Building, Program Quality Standards for those programs to be devolved, as well as Monitoring and Evaluation (M&E) processes in place.

Improvement of the technological capacity of the ICT systems, and infrastructures to adjust to the demands of the new normal were also strengthened. Policies and processes needing re-engineering to be more responsive and compliant to Ease of Doing Business (EODB) were also pushed for this year.

Lastly, the implementation of the Emergency Subsidy Program was sustained and continued to challenge the operational systems and processes of the Department, with captured grievances along targeting, information dissemination, and release of subsidies.

The experiences, strengths, challenges, and lessons learned by the Department along the delivery of these key result areas were documented in this report, and would help in the continuous improvement of policies, systems and processes.

III. SOCIAL WELFARE AND DEVELOPMENT EXTERNAL CONTEXT

In 2021, the country was continuously tested by multiple disasters and calamities. But the biggest challenge still is the COVID-19 pandemic which affected not just the health of the people but more so their socio-economic well-being. With the emerging COVID-19 variants, community quarantine protocols, lockdowns, alert levels and other restrictions, the Philippines faced high unemployment rates, lack of income, and limited business operations which all worsened the situation of the vulnerable and marginalized sectors, who are also the primary clients of the DSWD.

With the Delta variant of COVID-19 coming in the first quarter of the year, the stricter restrictions have led to work stoppages, reduced working hours or unemployment, and the hardest hit sector were the informal sector. With this lack of money and resources, coupled with high food prices and shortage of food, food security was also affected. The access to health care services, including hospitals and medicines, not just for COVID-19 patients, became more limited during this pandemic. Majority of the poor, vulnerable and disadvantage individuals and families then resulted to dependency on aid and assistance coming from national, regional and local government units. While some also resulted to coping strategies such as borrowing money, and/or relying on cheaper food or reduction of food intake.

Women and children were also greatly affected by the pandemic. The education of children was interrupted due to absence of face-to-face classes and the inability of the families to respond to the needs of online education. Another overt negative effect of the pandemic was the increase of violence against women and children with more Filipino adults across the Philippines have reported experiencing various forms of harmful acts during this pandemic. This is coupled by the growing global concern on online sexual abuse and exploitation of children. Given their early exposure to technology and devices as well as the ease of access to the internet, they could be easily lured into online abuse.

With the pandemic also, forcibly displaced families and individuals due to natural disasters and recurrent conflict are faced with added health and protection risks, which further challenged the provision of essential goods and services taking into consideration the risk of spreading the virus among the IDP communities.

Overall, the COVID-19 pandemic further exposed the existing multidimensional vulnerabilities and inequalities of the different sectors which the DSWD caters to. Thus the need to cope up and strengthen all the efforts of the Department to continuously lead in the formulation, implementation, and coordination of social welfare and development policies and programs for and with the poor, vulnerable, and disadvantaged.

IV. INTEGRATED PREW COMPLIANCE RATE

As of 10 December 2021, All sixteen (16) Field Offices (FOs) have completed the conduct and submitted their Integrated PREW reports to PDPB. Meanwhile for the Central Office - Office/Bureaus/Services (CO-OBS), 58% or 14 of 24 offices have completed their conduct and shared/submitted their Integrated PREW Reports to PDPB. On the other hand, there are remaining eight (8) OBS who will be conducting their Integrated PREW in the succeeding days and weeks, and two (2) OBS who will not conduct their Integrated PREW due to conflict of schedule and fund modification for the conduct of the activity.

V. INTEGRATED PREW SUMMARY RESULTS

Operations Group

Context

1. Compliance of Pantawid households on education and health conditionalities remained high despite the ongoing pandemic
2. In every four (4) Pantawid households assessed, around three were in the subsistence level and one was already in the self-sufficiency level of well-being
3. To respond to the needs of the poor during the pandemic, the SLP repurposed its targets and funds to provide the Livelihood Assistance Grant (LAG) to low-income households whose livelihoods were greatly affected by the crisis
4. Though the additional funding for KC-NCDDP was approved, the processing of the loan took longer than expected which resulted in the deferment of the sub-project implementation
5. All of the DSWD Residential Care Facilities have sufficient number of social workers and house parents, and 100% of the facilities' client-social worker ratio and client-house parent ratio are within the acceptable standards
6. Majority of the Social Pension beneficiaries used their stipend to purchase foods, medicines and vitamins for their daily living subsistence, which validates the program objectives and goals
7. Issuance of CDCLAA is affected by the prevailing community quarantines in some areas causing mobility restrictions to secure pertinent as well as overlapping SAP implementation at the field level
8. Despite the imposition of community quarantine, SFP has continued its implementation with the issuance of policy on program implementation during community quarantine and similar emergencies
9. Due to the ongoing pandemic and economic crisis, more clients depended on government assistance to sustain their daily needs thus the increase in assistance provided thru AICS

Strengths

1. Collaboration with partner agencies to pursue reforms on program provisions even while in a pandemic
2. Adjustment to the new normal by maximizing digital technology
3. Increased access to digital payments expedited the provision of emergency subsidy
4. Sustained collaboration and partnership with communities, local government units and other national government agencies to supplement and complement program interventions and provision of aftercare services
5. Strong partnership with service providers and program partners with MOU
6. Well-established program manuals, guidelines, systems, mechanisms and tools
7. Strategic communication plan and availability of good IEC materials
8. Consultation with the management for guidance
9. Staff competence and clear delineation of tasks
10. Consistent monitoring and provision of technical assistance

Challenges

1. Difficulty in synchronizing different information systems
2. Overlapping schedules of virtual activities, meetings, trainings and other activities
3. Lack of unified monitoring/tracking tools that result to data discrepancies and errors due to manual generation of reports
4. Political interventions in targeting / registration of beneficiaries
5. Sudden reportorial requirements at the Field Office level
6. Implementation issues with partner LGUs
7. Slow process of procurement of goods and services for program implementation
8. Payout and mode of payment concerns – scheduling, limited SDOs, transportation, slow liquidation process
9. Insufficient fund and resources - for travel expenses of field implementers, maintenance or building of facilities/centers, implementation of minors travelling abroad (MTA) program
10. Limited office space
11. ICT equipment, intermittent internet connection and power outages
12. Lack of workforce complement and limited absorptive capacity at the Field Office level
13. High Caseloads of city/municipal links (C/MLs)
14. Health threats to CIU employees and field staff especially in this pandemic

Disaster Response Management Group

Context

1. Majority of food and non-food items (FNI) augmentation requests were delivered efficiently and within the set timelines
2. FNI delivery services were satisfactorily provided, judging from the average customer satisfaction rating
3. All of the Field Offices' request for augmentation of funds for warehouse operations were acted upon
4. The Department did not stop in providing food and non-food items and other early recovery programs

Strengths

1. Delineation of functions between DRMB and NRLMB
2. NFA Rice supply issues are slowly being ironed out through consultations with the Cooperative Development Authority and Government Procurement Policy Board (GPPB) to explore alternative of source for rice commodity
3. Availability of community volunteers
4. Regular inventory and quality assurance of supplies and raw materials
5. Continuous improvement of templates, systems, and mechanisms relative to the coordination, validation and monitoring of all disaster-related efforts
6. Close coordination with disaster response centers, LGUs, private organizations, and suppliers
7. Continued provision of technical assistance to SWADTs
8. Strengthened capacity building through utilizing virtual learning platforms/materials

Challenges

1. Tedious process prescribed by the Department on the approval of new and revised/enhanced policies
2. Infestation of rice supplies which caused delays of repacking activities
3. Voluminous requests for FNI augmentation
4. Late/Non-submission of the LGUs/Barangays of the list affected families/households
5. Need for additional funding for acquisition/repair/maintenance of equipment and software
6. Implementation issues with stakeholders
7. Inconsistent / inaccurate and lack of data and delayed submission of reports
8. Lack / non-availability of ICT equipment
9. Overlapping activities
10. Inadequate staff complement
11. Insufficient storage space for raw materials

Support to Operations Group

Context

1. The percentages of monitored SWAs and SWDAs with sustained compliance to SWD standards have already surpassed yearly targets, but the Department can still aim higher
2. The target number of social technologies formulated this year was fully achieved despite the modifications in the commitments and deliverables brought by the pandemic
3. The use of online/virtual platforms to conduct trainings and learning interventions expanded the reach of participants/recipients of technical assistance interventions
4. Efforts were focused along social welfare and development issuances on the development and processing of the Guidelines on the Full Devolution of Social Welfare Service
5. Networking and monitoring of Priority Legislation and DSWD-led SWD legislations were continuously conducted

Strengths

Standards and Capacity Building

1. Institutionalization of the use of alternative platforms for various crucial activities
2. Strong collaboration, close coordination, and support of various stakeholders
3. Consultative approach in policy development/enhancement helped solicit quality inputs from various stakeholders
4. Constant and relentless follow-ups and provision of technical assistance to stakeholders and service providers
5. Responsiveness and commitment of the staff, and the continuous leadership and guidance of the management
6. Collective action and shared responsibility between and among the OBSUs and the Field Offices

Policy and Plans

7. Constant coordination and feedback to Management and concerned Offices
8. Designation of focal/representatives from concerned Offices for different concerns, activities and TWGs
9. Provision of technical support to a considerable number of the policy-making bodies served as an opportunity to align initiatives, create collaboration, and harmonize efforts
10. Used different events, activities and meetings to disseminate SWD policies
11. Maximized online platforms to deliver timely and responsive outputs
12. Hard work and team synergy to ensure that reports and other deliverables are accomplished

Challenges

Standards and Capacity Building

1. Technical issues with online systems
2. Certain processes and tools of newly established social technologies are not yet well-established
3. Few intermediaries institutionalizing completed social technologies
4. Non-compliance to reportorial requirements of partners and stakeholders
5. No approved devolution transition plans (DTPs) yet that can be used as reference for crafting FOs DTP and LGU/LSWDOs DTP
6. Inadequate manpower complement
7. Multi-tasking, overlapping and competing tasks
8. Limited ICT equipment, intermittent internet connection and power outages
9. Limited budget allocation - subsidy for accreditation, transportation funds, and implementation of other regulatory programs/services

Policy and Plans

10. Adjustments on methodology and timelines on the conduct of studies due to mobility restrictions
11. Delayed submission of inputs and reports from internal DSWD offices and other external stakeholders on various reportorial requirements
12. Volume of administrative tasks for the committees or technical working groups
13. Numerous and overlapping schedules of activities, meetings and trainings
14. Lack of workforce complement, fast turnover of staff, reassignment of staff to other offices, and limited absorptive capacity

General Administrative and Support Services Group

Context

1. Targets for filling-up of positions within the timeline and provision of at least one learning development intervention (LDI) per regular staff were reached
2. Several strategies were facilitated in order to ensure full fund utilization such as conduct of assessment, review and evaluation of accomplishments with Field Offices counterparts
3. Most of the procurement projects were completed and 100% of the clients were satisfied with the services
4. Targets related to property and asset management, records and archives management, and other administrative services were accomplished

Strengths

Administration

1. Conduct of various in-house online LDIs for DSWD employees to adjust to the new normal
2. Continuous sourcing and dissemination of external specialized training, free webinars, and other online course offerings
3. Use of online platforms and digitization on document management
4. Buy-in and support of DSWD Management and/or supervisors
5. Timely intervention in the management of COVID-19 related cases
6. Vehicle preventive maintenance was imposed to ensure a flexible transport system to all officials and to secure a more cost-effective repairs

Support Services

7. Continuous coordination and provision of technical assistance to facilitate digital payment scheme and smooth facilitation of procurement process
8. Conduct of capacity building and workshops

Challenges

Administration

1. Concerns on the initial implementation of the Revised Merit Selection Plan of the Department
2. Fast turnover of staff contributing to simultaneous and continuous processing of vacancies
3. Hard to fill-up vacant positions due to high qualification standards as set in the classification of the position
4. Limited budget for the needed repairs and maintenance
5. Inadequate records storage space
6. Internet connectivity issues and obsolete ICT equipment

Support Services

7. Lack of equipment to facilitate the bulk of finance-related procedures
8. Delayed and incomplete submission of financial requests by end-users
9. Absence of system/database that would consolidate reporting and tracking system of financial request and would link to procurement process
10. Changes in conduct of activities due to restrictions in the pandemic
11. Huge disparity in market prices as compare to pricing previously set by the Department
12. Poor procurement planning, problems/errors in technical specifications, late submission of procurement requests, and poor cost estimates by end-users
13. Lack of workforce due to fast turnover of staff
14. Internet connectivity issues and obsolete ICT equipment
15. Limited office space

Office of the Secretary Group

Context

1. Advocacy campaigns on program updates were intensified due to the surge in the public's demand for information
2. Despite the various challenges encountered since 2020, the Data Collection and Analysis Phase of *Listahanan* 3 was completed in the first semester of 2021, while validation and finalization phase are yet to be completed
3. ICT related targets were achieved and even exceeded with the bulk of service support and technical assistance requests
4. The AOC was established provisionally to provide a command facility for the Secretary to monitor and coordinate the Department's implementation of the SAP. It played the role as consolidator and provider of SAP data as well as addressing grievances

Strengths

1. Maximization of digital platforms, broadcast and social media to dissemination information on DSWD programs and services
2. Management direction and fast approval of necessary documents
3. Frequent provision of technical assistance to regional counterparts
4. Enhancement of existing and development of new information technology systems and applications to automate the processes
5. Provision of continuous critical support services as the Department maximizes the use of ICT
6. Pooling of staff from other offices as temporary workforce complement of AOC

Challenges

1. Difficulty in the conduct of advocacy and promotion campaigns
2. Voluminous and urgent requests for interview and data from different stakeholders
3. Challenges in social media management
4. Slow turn-around time for completion of requirements of end-users
5. Lack of fund allotment and delays in release of funds
6. Challenges in the procurement and repair of ICT equipment
7. Absence of Administrative Order (AO) establishing the AOC
8. Absence of unified grievance mechanism to operationalize the DSWD Grievance Hub
9. Lack of proper monitoring system for Freedom of Information (FOI) requests
10. Limited staff complement to handle high demand for grievance resolution, promotion and advocacy campaigns
11. Lack of IT equipment and subscription to necessary software packages
12. Lack of secured space for storage or warehouse of documents and equipment
13. Persistent internet connection issues, disturbances in computer networks and power interruptions

VI. OVERALL RECOMMENDATIONS

Strategic designing of policies and interventions to adapt to the internal and external environment. The experience of the Department with the pandemic challenged us to ensure business continuity despite the restrictions. This pushed the Department to use alternative modes of provision of programs and services, and for our policies and guidelines to adjust to the new normal. Thus, aside from strategic distribution of available resources of the Department, the appropriateness, adequacy, and sustainability of the interventions and policies must be ensured. This is where the results-based management system, strategic planning, risk management, quality management, and other mechanisms for evidence-based decision making would come in. Further, to expedite the delivery of social welfare and development services and as we have observed during this pandemic, the Department should continue its efforts along beneficiary targeting and tracking system through an ID system. The harmonization of the processes and initiatives across the different programs of the Department as well as those of other national government agencies should be continued to ensure that all necessary intervention for the poor, marginalized, and vulnerable would be provided.

Evidence-based organizational redesigning. With the implementation of the Mandanas-Garcia ruling, the organizational structure of the DSWD would change as the functions, key results areas, and focus of the Department would adopt and change. To maximize this opportunity, the Department should consciously review the structures, roles, and functions of the different offices to avoid overlaps and dissonance. Along with this is the cautious review of staff complement, employment status vis-à-vis role of the office and position, assessment of capacity and skills of staff, promotion and selection processes, and other human-resource related concerns.

Continuous investment on systems, technologies and ICT infrastructure. As the Department adopts to the new normal, the support for the digitalization of processes and systems must be strengthened. This would include investing on high-quality ICT equipment and services, subscription to online tools and platforms for continuous provisions of technical assistance and skills development. Likewise, the need for integrated systems for more reliable data is still evident and must be strengthened and sustained as we push for results-based, quality and integrity management.

Continuous provision of management directives and support. With the bulk and overlapping tasks of the Department to deliver immediate social protection response this pandemic, the support from higher management along with their directives, aided the offices to align their priorities given the needs of the different stakeholders. This also helped boost the overall morale of the staff as they boundlessly commit themselves to deliver services to the clients amidst the risks especially in this pandemic. Ensuring the welfare and safety of workforce coming from the leaders themselves were also appreciated along with the provision of psychosocial, logistical and financial support.

Continuous provision of capacity building, coaching and mentoring. The pandemic also challenged the Department and its staff to immediately learn to adjust to the demands of the new normal including remote work and digital transformation. The provision of free webinars and trainings along this area were necessary and ideal for timely delivery of services to the clients. Nonetheless, further capacity building along the career plans of the staff should also be institutionalized. Further, despite the restrictions, constant coaching and mentoring across horizontal and vertical level should be strengthened to develop communication and interpersonal skills, leadership skills, conflict resolution, and self-discipline of the staff.

Cultivate high integrity workplace culture. As we are moving towards our Department's mission and vision, we are also trying to showcase the culture of integrity, which is evident through the Integrity Management Program. This would entail maintaining trustworthy and reliable human resource, open communication and responsible actions, which would lead to positive work environment and good decision-making. Thus, the Department should embrace this process and transcend it across the policies, processes and performance, and not just mere compliance to the program. Furthermore, compliance to EODB and quality management mechanisms, particularly the institutionalization of feedback mechanisms with internal and external clients should be strengthened as it promotes accountability and transparency in the Department.

VII. ANNEXES

- A. Operations Group
- B. Disaster Response Management Group
- C. Support to Operations Group
- D. General Administrative and Support Services Group
- E. Office of the Secretary Group

OPERATIONS GROUP

ACCOUNTABLE OFFICE

Pantawid Pamilyang Pilipino Program – National Program Management Office (4Ps NPMO)

KRA / PROGRAM

1. Monitoring and Evaluation
2. Partnership Development
3. Risk Management and Quality Assurance
4. Beneficiary Data Management
5. Compliance Verification
6. Grievance Resolution
7. Advocacy and Social Marketing
8. Management of Family Development Sessions
9. Administrative Support
10. Capability Building
11. Modified Conditional Cash Transfer (MCCT) Implementation
12. Gender and Development

OVERALL CONTEXT

Output-level Indicators

- The number of Pantawid households provided with conditional cash grants as of the first semester of 2021 slightly increased, almost hitting its target for 2021 with a variance of only - 1.15%.
- The accomplishment for grievance resolution is beyond target and within the established time protocol.

Outcome-level Indicators

- In every four Pantawid households assessed, around three were in the subsistence level and one was already in the self-sufficiency level of well-being.
- Compliance of Pantawid households on education and health conditionalities remained high despite the ongoing pandemic.

STRENGTHS

- The Department has been collaborating with the Department of Education (DepEd) and the Department of Health (DOH) to pursue reforms on education and health services provision for the Pantawid households even while in a pandemic.
- The Pantawid grievance officers were capacitated on handling complaints.
- Maximizing digital technology was helpful in adapting to the new normal. The increased access to digital payments has expedited the provision of emergency subsidy to Pantawid households as the pandemic remains. The electronic Family Development Session (FDS) was also launched to help the Pantawid households in complying with the education and health conditions.
- Transfer of the FMS – ICT reviewers to the RPMO contributed to the easy monitoring and on time processing of Pantawid Pamilya claims.
- LGU support in the implementation of the program and in providing aftercare services to the exited households binded through MOA.

CHALLENGES and ACTIONS TAKEN

Issues/Challenges of FOs	Actions Taken
Lack of workforce to encode the 2019 SWDI assessment; CM Forms 1 and 2 not yet facilitated due to delayed printing; SWDI assessment for Set 9-10. <i>(FO NCR)</i>	Budget Modification and Alignment has been requested and approved by the Regional Director. Authority to Hire additional encoder was already forwarded to Human Resource for appropriate action. Focal persons closely coordinated with supply officer for provision to expedite printing and distribution.
Limited information to generate in E-Case Management System. <i>(FO NCR)</i>	Endorsed feedback report to NPMO on May 22, 2021. As per feedback from NPMO-Pantawid, ECMS is still undergoing enhancement.
Difficulty in synchronizing all Pantawid Pamilya system (CM, PPCI, NAS tool and ECMS). <i>(FO NCR)</i>	Installed synchronization monitoring system through google sheet of summary of interventions lodged in CM, approved updates in PPIS and level of well-being in SWDI, and availed services in IPD.
Delayed downloading of list of potential household beneficiaries to complete the share of the region in the 4.4M 4Ps coverage nationwide and delayed downloading of additional travel expenses fund. <i>(FO I)</i>	Request sent to NPMO on 19 August 2021; still waiting for the downloading of fund from NPMO.
Distribution and/or activation of EMV Cards for 4Ps HH beneficiaries in Fuga Island and the coastal municipalities of Calayan in Cagayan, Divilacan, Moconacon, and Palanan in Isabela. <i>(FO II)</i>	To ensure on-time receipt of grants by the beneficiaries, FO II requested FMS to discuss this concern to LBP CCT-PMO for them to proceed with the procurement of conduit.
Data sharing protocols delays the direct sharing of 4Ps data (e.g. SWDI, Masterlist) to partner agencies and stakeholders requesting the same for the provision of supplementary assistance/ programs. <i>(FO II)</i>	Revisit existing data sharing protocol and review the possibility of simplifying the process for sharing of necessary data to partners (RAC and LGUs) intended for the provision of social welfare programs and services.
Overlapping schedules of unplanned NPMO virtual activities, meetings, trainings and regional activities. <i>(FO III)</i>	
Not all interventions are within the control of the Grievance Officers/Agency, which may affect the resolution of a case. <i>(FO IV-A)</i>	Grievance Officers focus on controllable actions and coordinate with the concerned unit for follow-through of actions involving other offices/section/agencies.
Inadequate FDS supplies/materials. <i>(FO IV-A)</i>	Developed supplemental materials such as eFDS videos.
Sudden directive/ monitoring templates being deployed from the NPMO with very short notice (minimum 3 days to maximum 1 week) prior to submission timeline. <i>(FO IV-A)</i>	New directives are cascaded via electronic means and integrated in the meetings where Provincial / City/ Municipal Operations Offices (P/C/MOOs) are participants, as part of the other matters.
Lack of clarity in the purpose, composition and role of the Regional Independent Monitoring Committee (IMC). <i>(FO IV-A)</i>	Potential CSO IMC members were invited the NPMO Public Consultation.
Social Amelioration Program (SAP): Lack of system in place to track duplicity in claiming grants from Pantawid and other agencies. <i>(FO IV-A)</i>	Manual tracking (using Google Sheets) of SAP duplicates report
Unavailability or inaccurate previous SWDI results. <i>(FO IV-A)</i>	Utilized manual monitoring reports of POOs.

Issues/Challenges of FOs	Actions Taken
Lack of unified monitoring/tracking tools that result to data discrepancies and errors because of manual generation of reports. <i>(FO IV-A)</i>	Utilized manual type of reporting; tapped CSO partner (LSPU) to develop Digitized Scoreboard reporting
Limited and/or compressed trainings for field staff due to the pandemic. <i>(FO IV-A)</i>	Conduct or learning sessions and coaching/mentoring sessions based on the IDP results that do not incur additional expenses. Lobby to LGUs to provide for venue and/or food provision.
Increase in the number of reported Child Laborers. <i>(FO IV-A)</i>	Referral of reported child labor cases to LSWDO for immediate intervention.
Some Level 3 households are yet to be reassessed due to number of caseloads and overlapping deliverables; Level 3 households who were administered with SWDI and reassessed were not encoded in the SWDI-IS due to its unavailability. <i>(FO IV-B)</i>	The region developed an offline version to initially compute the level of well-being of the reassessed households.
Insufficient fund for travel expenses. <i>(FO V)</i>	Requested for additional fund for TE in SWDI administration and provided the adjusted work and financial plan 2022 under M&E to NPMO.
Approve the request for additional fund in TE. <i>(FO VI)</i>	Reported to RITO regarding the interruption.
SWDI-IS is not yet available. <i>(FO X)</i>	RPMO devised a SWDI calculator to aid the field staff in determining the level of well-being which sustained (Level 3) households is necessary for them to determine who among the households should have transition plans.
Unavailability of approved memorandum on the changes made for the 2021 OPC Targets. <i>(FO XI)</i>	Constant follow-up with NPMO-PMED on the status of the approved and signed memorandum
Caseloads of C/MLs. <i>(FO XII)</i>	Conducted Caseload Analysis and submitted to NPMO.
Preparation of the transition plans in agreement with the graduation candidates, tailor-fit to the circumstances of the household are pending due to unavailability of SWDI reassessment results. <i>(FO CARAGA)</i>	Communicated to NPMO on the deletion of the OPC quality indicator (drafting of transition plans).

RECOMMENDATIONS and ACTIONS TAKEN

FO recommendations to 4Ps-NPMO

FO NCR

- Have a separate SAA for SWDI since it will be done on a yearly basis. Consider allocating additional funds for the hiring of SWDI encoder.
- Fast track and immediately share the enhanced ECMS.
- Consider enhancement/ synchronization of Pantawid Family system.

FO I

- 4Ps NPMO to download list of potential HHs as early as first quarter of every year for immediate replacement of exited/graduated HH beneficiaries.
- For 4Ps NPMO to download the requested TE fund for SWDI administration.

FO II

- Evaluate the possibility of the establishment of ATM and/or Point of Sales in the said localities. This will enable the use of already available EMV cards for 4Ps HH beneficiaries.

- To simplify the data sharing protocol necessary for data requested by Regional Advisory Committee (RAC) member and LGUs. This will also ensure that the actual beneficiaries can directly access these programs without having to go through a tedious process of identification and authentication.

FO III

- Synchronize activities based on the submitted WFP and CBD plans.

FO IV-A

- Practice whole of government approach to make other agencies accountable in resolving/assisting the concerns of our beneficiaries.
- Allocate additional funds in 4Ps NPMO to suffice the need for FDS supplies/materials.
- Streamline coordination and engagement processes with FOs i.e., give at least a month prior notice to FO for any new directive, with appropriate technical assistance in the use of the tools.
- Seek first the FO's suggestions / insights on this prior to setting criteria and guidelines to ensure no duplicity and overlapping of monitoring functions by the independent bodies, and overlapping of CSO roles in the Advisory Councils and Pantawid implementation.
- Develop an automated SAP grants tracking system.
- Fix system concerns on the SWDI-IS having data discrepancies on the generated data and the monitoring tool at the field.
- Develop a unified reporting system.
- Provide concrete guidelines to capacity building activities during pandemic and increase fund allotment for training component.
- Coordinate with the Sustainable Livelihood Program on possible assistance to families with child labor cases. Intensify the case management of families with child labor cases to encourage children's beneficiaries to return to school.

FO IV-B

- Provide the final version of the SWDI-IS.

FO V

- Approve the request for additional fund in TE.

FO VI

- Continue providing information to FOs of PPIS scheduled maintenance but for at least 5 days prior the schedule

FO X

- Change the OPC timeline to December 31, 2021 both for SWDI re-assessment and the crafting of intervention plans.

FO XI

- Expedite the issuance of approved 2021 OPC Targets to realign the targets of the FO.

FO XII

- Conducted Caseload Analysis and submitted to NPMO.

FO CARAGA

- Social Services Delivery and Management Division (SSDMD) to approve the omission/removal of the Quality Indicator which is 80% and above of re-assessed HHs are with transition plan/updated intervention plan.

ACCOUNTABLE OFFICE

Sustainable Livelihood Program – National Program Management Office (SLP-NPMO)

KRA / PROGRAM

1. Technical Assistance Provision
2. Program Development
3. Partnership Building
4. Monitoring and Evaluation
5. Funds Administration
6. Advocacy and Promotion

OVERALL CONTEXT

- To respond to the needs of the poor during the pandemic, the SLP repurposed its targets and funds to provide the Livelihood Assistance Grant (LAG) to low-income households whose livelihoods were greatly affected by the crisis.
- As of the first semester of 2021, the accomplishments of the Program were minimal compared to their target for the year, regardless of the type of implementation. Halfway through the year, all output indicators remain to deviate greatly from their respective annual targets.

STRENGTHS

- Continued learning development interventions along community organizing, mainstreaming of participants, among others
- Sustained collaboration and partnership with local government units and other national government agencies to supplement and complement program interventions

CHALLENGES and ACTIONS TAKEN

- Issues/Challenges of FOs elevated to SLP-NPMO with corresponding actions taken from the FOs and SLP-NPMO

Issues/Challenges of FOs	Actions Taken
Additional continuing funds without the sufficient workforce complement to obligate the funds on the set timeline (FO NCR)	Monitoring project development officers (PDOs) are augmented as implementing PDOs
Resignation of employees due to uncertainties brought by the impending devolution and lack of security of tenure (FOs II, MIMAROPA, VII, and IX)	Concerned FOs have ongoing hiring/recruitment and conducted orientation/deployment. FO MIMAROPA developed a project turnover scheme to ensure that all necessary reports and related information on SLPAs/projects are properly documented whenever staff leaves the Department
Political dynamics in the selection of participants for later released funds (FO IV-A)	Participants were selected based on the eligibility criteria
Misuse of grants by the program beneficiaries for daily living during the pandemic (FO IV-A)	Reported the misuse of grants to the NPMO and respective LGUs

Issues/Challenges of FOs	Actions Taken
Frequent updating of the information system resulting to conflict in data encoded vs. required <i>(FO IV-A)</i>	Coordinated with SLP-NPMO for trouble shooting errors in the system through the created Viber Group
Limited number of appropriate computer devices required for report generation <i>(FO MIMAROPA)</i>	Requested logistical assistance from the LGUs to address shortage of office equipment
Absence of a designated IT officer to troubleshoot offline system issues <i>(FO MIMAROPA)</i>	Technical issues that can be resolved at the provincial level are resolved by an IT-inclined staff
Late dissemination of the Final Assessment Report tool <i>(FO MIMAROPA)</i>	Requested the NPMO for the dissemination of the tool
Unliquidated Cash Advances of Special Disbursing Officers <i>(FO MIMAROPA)</i>	Submission of justification to facilitate cash advances and release of budget allotment
Inability to conduct face-to-face meetings, home visitations and group meetings/ activities due to imposition of community quarantine. <i>(FO MIMAROPA)</i>	Monitoring forms were enhanced/modified (developed Tagalog version) and distributed to the beneficiaries through the help of Municipal Action Teams (MATs) and Barangay LGUs. Monitoring activities are conducted over the phone and other means that do not require social gatherings and physical interaction in accordance with the guidelines issued by the NPMO.
Capacity-building activities for beneficiaries and field staff were temporarily canceled <i>(FO MIMAROPA)</i>	Capacity building activities were conducted through webinars
Political interventions in identifying/ endorsing participants specifically on the Office of the Presidents (OP) referrals. <i>(FO VII)</i>	Endorsed participants were assessed based on the eligibility requirement stipulated in the guidelines
Delay in the implementation of the <i>Padayon</i> SLP Pilot Project <i>(FO X)</i>	The NPMO conducted regular meetings and technical assistance sessions with the Asian Development Bank (ADB) and the BRAC Ultra-Poor Graduation Initiative (BRAC UPGI) to discuss the updates, issues, and challenges faced by the field implementers and immediately address the concerns of the pilot project
Uncooperative Provincial Social Welfare and Development Offices (PSWDOs) in producing the specific requirements needed for the Livelihood Settlement Grant for former rebels despite the initial information and constant reminders <i>(FO XI)</i>	Close coordination and constant follow through with concerned agencies/offices
No approval yet from the OP despite series of follow up through letters, text, and messenger for the identified recipients of LAG fund <i>(FO Caraga)</i>	The concerned FO submitted series of letters to NPMO. The SLP-NPMO shall write all Local Chief Executives and Legislators who requested LAG fund for their constituents on the status the fund.

- Issues/Challenges of SLP-NPMO with their corresponding actions taken

Issues/Challenges of SLP-NPMO	Actions Taken
Unavailability of service equipment	Concerned unit shall include the request in the ISSP
Lack of storage space for files and recordings	TA session was scheduled to address the concern
Unutilized fund for OP referrals	Remaining funds will be used for other programs subject to the directives from the Office of the Undersecretary for Operations
Disapproval of the request for contractualization of staff	The contractual positions were posted publicly and existing Contract of Service personnel went through the usual hiring process.
Resignation of employees due to uncertainties brought by the impending devolution	Continuous hiring of personnel and planned shuffling of existing staff to strengthen the Learning Development and Administrative Unit in preparation for the devolution

RECOMMENDATIONS and ACTIONS TAKEN

- Recommendations of the FOs to SLP-NPMO and the response of SLP-NPMO

Recommendations of FOs	Response
Follow the prescribed standard ratio and provide augmentation/allot workforce for every additional funds downloaded to the region (<i>FOs NCR, MIMAROPA, and VII</i>)	The FO may assign temporary staff to augment the necessary assistance needed by the position.
Provide guidance on the status of the Devolution Transition Plan to possibly prevent resignation of field staff (<i>FO II</i>)	Given that the implementation of the SLP is extended for two (2) years for the transition period, the SLP-NPMO together with the SLP-RPMOs shall provide capacity-building trainings/ activities and technical assistance to LGUs in preparation for the devolution of the Program. During which, the SLP-NPMO/SLP-RPMO may showcase the SLP staff's capacity/ability to implement the Program in their respective areas to possibly help the SLP field staff to be absorbed/hired by the LGUs
Explore possible sanctions for beneficiaries misusing grants (<i>FO IV-A</i>)	The SLP guidelines does not include sanction for such cases. However, if the participants are members of an SLP Association, then the respective associations should discuss this with other members to address the concern according to their Constitution and By-Laws
Observe proper timelines in implementing updates on the information system (<i>FO IV-A</i>)	Updating of the system is mostly to resolve issues that were raised by the SLP-RPMOs and any updates on the system will not affect its encoding capability
Provide laptops with appropriate technical specifications (<i>FO MIMAROPA</i>)	Request for laptops should be coordinated with the RPMO IT Office since the FO has a separate request for the Information Systems Strategic Plan (ISSP), while the specification of the laptops will be provided by the NPMO

Recommendations of FOs	Response
For the RPMO and NPMO to consider hiring of an IT officer (<i>FO MIMAROPA</i>)	All offline system issues are addressed by the concerned unit even in the absence of the IT Officer
Provide clear directives on the allocation of the remaining fund from the Office of the President (OP) (<i>FOs X and Caraga</i>)	A directive will be issued on the use of the said OP Fund balance earmarked for referrals
Provide guidance on the review of project proposals for the Padayon SLP Pilot Project (<i>FO X</i>)	A memorandum was issued informing the target FOs (i.e., FOs VI, X, and XII) to fast track the review of the project proposals submitted by <i>Padayon</i> SLP Provincial Project Team
<p>NPMO to closely coordinate with National Task Force to End Local Communist Armed Conflict (NTF-ELCAC) on their commitments to expedite facilitation of grants to eligible former rebels.</p> <p>If possible, send a letter to all PSWDOs to remind them of the guidelines and objectives of Executive Order No. (EO) 70.</p>	<p>The Office of the Undersecretary for Inclusive and Sustainable Peace (OUIISP) committed to coordinate with the Task Force <i>Balik Loob</i> and the Brigades of the Armed Forces of the Philippines for the endorsement of former rebels. Also, the OUIISP directed all FOs to continuously coordinate with the LGUs. A memorandum was issued by the NPMO on this matter.</p> <p>The letter to PSWDOs shall be undertaken by the FOs as part of the Regional Task Force-ELCAC.</p>

- Recommendations of the SLP-NPMO to FOs and EXECOM

Recommendations to FOs	Recommendations to the EXECOM
To address lack of workforce, the FOs shall closely coordinate with their Human Resource Planning and Performance Section (HRPPS) to fast track the hiring process	The FOs concern on the delayed downloading of additional funds and lack of workforce to implement the said funds shall be raised by the SLP-National Program Manager to the DSWD Management to avoid recurrence for the succeeding years.
To address lack of IT equipment, FOs are advised to submit an updated request for addendum to their FO's ISSP	
To prevent errors in the information system, FOs are advised to follow the step-by-step procedure for successful installation	

ACCOUNTABLE OFFICE

Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services (Kalahi-CIDSS) – National Program Management Office (NPMO)

KRA / PROGRAM

1. Community-Driven Development
2. Community Empowerment
3. Community Participation
4. Capacity Building
5. Monitoring and Evaluation
6. Financial, organizational, and program management

OVERALL CONTEXT

- Very minimal to no accomplishment yet on the outcomes and outputs of the implementation of the Kalahi-CIDSS National Community-Driven Development Program (NCDDP) as of the first semester of 2021.
- Though the additional funding was approved, the processing of the loan took longer than expected which resulted in the deferment of the sub-project implementation.

STRENGTHS

- Highly supportive LGUs and communities
- Availability of program manuals, guidelines, and tools

CHALLENGES and ACTIONS TAKEN

- Issues/Challenges of FOs elevated to KC-NPMO with corresponding actions taken/to be taken by KC-NPMO

Issues/Challenges of FOs	Actions Taken
Waiving of implementation (All FOs)	Written communications and resolutions submitted shall be consolidated and reviewed.
Request for the second tranche (All FOs)	Guidance on the request for fund release was provided. FOs request shall be processed immediately.
SPs target completion beyond March (All FOs)	Guidelines on the Implementation Plan for SPs spillover was provided.
Sub-ARO and Cash Download (All FOs)	The completion timeline for the SP's completion and payment/financial transactions at the community level was adjusted
SPs that were sourced (obligated) 2020 and previous years (All FOs)	Guidelines on the Implementation Plan for SPs spillover was provided.
Several requests for additional and/or replacement municipalities to be covered by the program	Modifications in the targets to accommodate remaining requests for additional and/or replacement municipalities was finalized.

Issues/Challenges of FOs	Actions Taken
(All FOs)	
Deficit in the budget allocation (All FOs)	Budget allocation and implementation timeline in FY 2023 was adjusted to address the deficit of Php 3 billion.
Bottlenecks in fund management causing delay in procurement (All FOs)	For Community Forced Account (CFA) mode of implementation, emergency community procurement plans shall be reviewed, and revised as necessary, to facilitate procurement within the year.
Limited workforce complement (All FOs)	Staffing plan covering both NPMO and its regional counterparts was submitted on the following dates: <ul style="list-style-type: none"> • Additional Financing (AF) – 13 Sept. 2021 • <i>Payapa at Masaganang Pamayanan</i> (PAMANA) – 25 Oct. 2021 • <i>Kapangyarihan at Kaunlaran Sa Barangay</i> (KKB) – 15 Nov. 2021

- Issues/Challenges of KC-NPMO with their corresponding actions taken

Issues/Challenges of KC-NPMO	Actions Taken
Disapproved request to adjust targets of Key Performance Indicators by the Office for Strategy Management (OSM)	<p>The NPMO, on several occasions and opportunities, has tried to coordinate and negotiate with the OSM on the reduction of the Office Performance Contract (OPC) and Performance Governance System (PGS) targets given the revised Work and Financial Plan.</p> <p>As advised, KC-NPMO shall then note the identified implementation issues as justifications for the re-calibration of targets for the PGS and OPC Rating in 2022. The NPMO shall also provide an explanation to support the RPMOs' justification.</p>
Unfilled job positions	<p>A memorandum was issued on the "Hiring of Vacant Positions under KC and reiteration of Roles and Responsibilities" which states that FOs are expected to utilize all provided positions.</p> <p>Another memorandum was issued on the status of hiring of all RPMO reiterating that the NPMO can assist in posting the job vacancies through DSWD Web Portal, Facebook, Jobstreet, Indeed and other sources of recruitment.</p> <p>The FOs were advised to conduct advance pooling of vacancies and even consider all</p>

Issues/Challenges of KC-NPMO	Actions Taken
	previously pooled candidates and those who were previously working with KC.
Spill over of sub-project (SP) completion (SPs started 2020 and previous years) overlapping with planned SPs for FY 2021	NPMO recommended timeline for SP completion and submission of payment/financial transactions at the community level within the year for spill over SPs and until the first quarter of 2022 for FY 2021 planned SPs.
Unattained target for the <i>Balik Probinsya, Bagong Pag-asa</i> (BP2) Program	The BP2 Program planned timeline for the ongoing activities from FY 2020-2021 was recalibrated. Assessment of BP2 Program applicants up to the obligation of funds shall be completed until December 2021, while the payout, liquidation, and monitoring shall conclude by March 2022.

RECOMMENDATIONS

- Recommendations of the KC-NPMO to FOs and EXECOM

Recommendations to FOs	Recommendations to the EXECOM
Strategically plan on the remaining activities for 2021	Fast track of financial disbursement and approval
Those municipalities classified as “moved” to 2023 SP implementation must begin their social preparation activities by the third quarter of 2022	Approve 2022 Work and Financial Plan
Ensure compliance to emerging program initiatives (i.e., CDD-Local Economic Development, Philippine Multisectoral Nutrition Project, CDD institutionalization in preparation for full devolution)	Support to CDD institutionalization and KC Devolution Transition Plan
Submit written communication and resolution stipulating the support of the decision to waive implementation until 30 November 2021	
Fund release can already be requested upon reaching 60% of physical accomplishment of the SP and 80% utilization of the first tranche	
To guarantee SP completion until March 2022, it was recommended to re-assess and consider the most practical schedule and SPs (next priorities) due to the fund validity, discuss and strategize with the NPMO technical team, and include completion of SP in the exit MOA with the LGU	
Ensure that the validity of funds for payment are well-communicated and well-understood by the Area Coordinating Teams (ACTs) and communities	
Compliance to the revised budget allocation, implementation plan, and staffing plan	

Consolidated IPREW Findings from Field Offices Program Management Bureau

CENTERS AND RESIDENTIAL CARE FACILITIES

OVERALL CONTEXT

The target number of clients for residential and non-residential care facilities is more likely to be achieved by end of CY 2021. More than half of the CY 2021 target number of clients were already served in the facilities.

The Average Length of Stay (ALOS) of clients in residential care facilities shortened to a little over 2 years or 765 days, compared to the 2020 ALOS of 10 years and 6 months or 3,840 days. The lengthened stay of clients in the facilities was mainly caused by the restrictions caused by the COVID-19 pandemic.

All of the DSWD Residential Care Facilities have sufficient number of social workers and house parents. 100% of the facilities' client-social worker ratio and client-house parent ratio are within the acceptable standards.

Majority of the facilities are on track and likely to achieve its CY 2021 targets on percentage of rehabilitated clients. However, some rehabilitation activities are still not allowed because of the pandemic. This contributed to low rehabilitation rates in four residential centers and one non-residential center.

STRENGTHS

- **Staff competence and clear delineation of tasks:**
 - Positive working attitude and the commitment of the staff to serve the clients in the center
 - Competence of the staff to deliver the targets despite the pandemic
 - Strengthened spirit of team work among members of Rehabilitation Team in the management and intervention of CICLs
 - Clear functions of Rehabilitation Team members
 - Complementation of activities of the different service areas, observance of shared decision making
- **Coordination and collaboration with partners and other stakeholders:**
 - Constant follow-up of the social workers to their partners (referring social workers, LGUs, community-based social workers for cases who are ready for turn-over or entrustment
 - Strong coordination and collaboration with partners and stakeholders particularly pillars of justice system, family, LCPC and other entities involved in the rehabilitation process of the CICL
 - Positive response and willingness of the family/relatives of the minors to take custody over the minors
 - Donation from NGOs, POs, and private individuals
- **Continuous conduct of various activities for the benefit of the clients:**
 - Conduct of home visitation if needed to facilitate the immediate re-integration of the minors to their respective families/relatives
 - Clear placement plan is established which serves as the guide of social worker to facilitate the immediate placement of the child.
 - Conduct of Pre-discharge Conference with the receiving LGUs and transfer the case to LGU for after care service
 - Conduct of virtual case conference and dialogue with families and LGU case managers
 - Provision of regular sessions to clients conducted by the psychologist and assigned social workers
 - Conduct of Psychosocial activities to improve clients self esteem and values

- Implemented admission of clients on suspended sentence only, video and audio calls resorted to since face to face visits of family members and relatives was recommended to be suspended due to the pandemic, door to door or port/airport discharge was opted due to travel restrictions, conduct of virtual case conferences, capacity building from partners
- Adherence to systems being implemented in the FO and CO (communication, records, health protocols to staff and residents)
- Strict observance of the 14 day quarantine for newly admitted children and of the HPs on duty at the isolation room
- Conduct of weekly disinfection of the facility
- Observance of the no liquidation no petty cash policy

CHALLENGES, ACTIONS TAKEN AND RECOMMENDATIONS

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ● HR concerns: <ul style="list-style-type: none"> ○ Lack of permanent staff positions for the protection policy of the child caring centers/facilities ○ Non-regularization of MOA staff, and non payment of hazard pay of center staff ○ Medical and psychological staff are not compliant to standard staff-client ratio. ○ Some vacant positions are not yet filled in like house parents, nurse and psychologist ○ There is a need for an Attending Physician considering that the Covid-19 pandemic has already entered the residential care facilities and in so far has infected residents and staff of some centers. ○ Lack of admin staff to facilitate concerns of the Centers especially when there is simultaneous urgent concerns ○ No available position for a lawyer to directly respond to cases of clients at the CRCFs ○ Lack of supervision and management skills to fully function as Center Coordinator ○ Newly hired staff are not fully equipped with skills on handling CICL. ○ Supervisors are not fully equipped with supervisory skills on leadership and management. ○ Lack of training for the staff 	<ul style="list-style-type: none"> ● Submitted project proposal for creation of position for nurses and psychologists. ● Regular attendance to webinars relative to mental health and wellness lecture/activities during flag ceremony / meetings. ● Strengthen the Grievance Mechanism in the center. The issues and concerns were discussed during the staff meeting. 	<ul style="list-style-type: none"> ● To approve creation of positions ● Fast track hiring of vacant positions of House Parents, nurses and psychologists ● Conduct of psychosocial processing to staff ● Review standard staff-client ratio to justify the need of additional staff ● Establish Grievance Committee to ensure all complaints and incidents will be acted, documented and resolved. ● To propose Activity Therapist position or Mental Health Practitioners to CSC. ● Upgrading of SG based on standards and ideal for Center for Excellence.

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ○ Non-observance of completed staff work of some CRCFs especially along admin related concerns hence the tendency to depend on Center based Section's support ○ Delayed inputs of data in the excel file due to overlapping of deliverables especially during the period of augmentation on SAP implementation ○ Insufficient time for the case worker to process the conflict that happens 		
<ul style="list-style-type: none"> ● Need for increase in budget allocation for: <ul style="list-style-type: none"> ○ Per capita/resident to achieve the 40% for administrative and 60% for program ○ MOOE for repair and maintenance and building 		<ul style="list-style-type: none"> ● To provide augmentation on Cost of Care ● To provide and approved the actual budget subsidy per client. ● To provide and approved the actual budget subsidy per client.
<ul style="list-style-type: none"> ● Non-achievement of targets: <ul style="list-style-type: none"> ○ OPC targets given to CRCFs are not attainable since there is a decrease of admission due to the pandemic situation ○ Target on the number of clients served in Residential Care Facilities and individuals provided with protective recovery assistance thru the CRCFs due to the following reasons: <ul style="list-style-type: none"> ○ Admission is dependent on the referral and Issuance of Court Order ○ Less priority of LSWDOs to comply with the admission documents ○ Target on 100% assisted individuals reintegrated to their families and communities cannot be achieved due to no PCARs 	<ul style="list-style-type: none"> ● Follow-up LGUs and courts on cases of pending referrals. ● Submitted request for consideration and Justification to PMB; ● Regular TA provision with LSWDO; ● Follow through cases consulted for possible referral. ● Staff from centers conducted PCAR to families for possible reintegration. ● Accommodated in-call referrals and immediately scheduled Pre-Admission Conference. 	<ul style="list-style-type: none"> ● CO to lower the target client based on the bed capacity of the centers ● PMB to consider the submitted justification sent last June to lower the target since Centers are dependent on the court orders received. ● CO to provide official response/reply to submitted justification. ● FO recommend for the CO to amend the target percentage to be ANA, to consider OSEC cases

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<p>received from LGUs hence, Online Sexual Exploitation of Children (OSEC) cases assisted are presently admitted in a shelter facility for their protective custody and rehabilitation</p>	<ul style="list-style-type: none"> Advised the partners that the center is open for admission 	<ul style="list-style-type: none"> To re-calibrate the target of C/RCFs based on the current number of clients served and current situation in lieu of the pandemic. To review the pattern of admission and discharge as basis of setting a target (for 2022 onwards) especially during this time of pandemic.
<ul style="list-style-type: none"> Issues on building maintenance and lack of facilities: <ul style="list-style-type: none"> For the Center for Handicapped, they need available funds for the construction of accessibility features in compliance to "Batas Pambansa Bilang 344" Possible expansion of the Isolation Room in the center Leakage of pipes inside the dormitory building NTSB has no land title yet Workshop space/training rooms of some vocational course cannot comply with the 1 meter physical distancing of clients Additional budget for minor repairs of center facilities Lack of Public Comfort Room for PWD clients Limited electrical capacity which affects the function of the electrical appliances and lights in the Center which may lead to a more serious (short circuit) concern in the future Neighboring house adjacent to the wall of Sanctuary Center are throwing wastes, trespassing and even perverting SC residents. 		<ul style="list-style-type: none"> Fast tract titling of NTSB land To request for additional manpower (COS) for maintenance and upkeep of building/facilities Additional budget to maintain and improve the physical features of the center Provide funds for the construction of a dorm for the PWD and for the hiring of appropriate and adequate staff and for the amenities of the dorm. This dorm can be rented by the referring LGU for their constituents to generate funds in maintaining the dorm. Consider approval for the purchase of CCTV in budget and improvement of fences. Continue to advocate for cooperation of Neighbors and

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ○ For MH, facilities needing repair in compliance to Annual Facility Audit but no allocated budget under Capital Outlay. For HFW, need for the repair of facilities for the issuance of Structural Safety Certificate and to comply with the recommendation of National Inspectorate Committee. For JFC, the Female and Family Ward new building needed some repair. As per observed by the HPs during their first two weeks in staying in the new building the comfort room has already leak and clogged drainage. Some tiles and electrical outlet were broken. ○ Collapsed ceilings, clogged sewer pipes, damaged doors and windows, damaged lights and electrical system, not enough water proofing, not properly installed pipes, substandard materials, no proper turn over of the building from the contractor, windows not attached/installed properly <ul style="list-style-type: none"> ○ No budget for the rehabilitation of old building/dormitory to be converted into office, counselling room, staff quarters, etc. as identified during the center's accreditation assessment 		<p>community in the protection of SC resident and facility.</p> <ul style="list-style-type: none"> ● Prepare and include in the WFP the purchase of CCTV and improvement of fences. ● Consider upgrading the electrical capacity based on the standard requirement.
<ul style="list-style-type: none"> ● ICT-related issues: <ul style="list-style-type: none"> ○ Limited ICT equipment (laptop) to be used by residents on virtual activities such as virtual case conferences, online court hearings, online classes, and other virtual activities of the center. ○ Conduct of virtual activities such as court hearing, webinars, rehabilitative activities, case conference and communication to 	<ul style="list-style-type: none"> ● Use of personal internet data of staff due to interconnections in the office's WIFI. ● Requested additional internet equipment. 	<ul style="list-style-type: none"> ● To upgrade office equipment especially computers and routers.

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<p>families are hampered due to intermittent internet connection.</p> <ul style="list-style-type: none"> ○ Intermittent power outages and poor internet connectivity ○ There are times that the CICL registry system is not available to users ○ Various reports from CRCFs are directly submitted to Center Based Section via email are not regularly attended. ○ Limited technology resources (webcam and audio/microphones, unstable internet connection) during attendance to various meetings or relevant activities 		
<ul style="list-style-type: none"> ● Implementation issues with partner LGUs: <ul style="list-style-type: none"> ○ Non-responsiveness/non-participation of some of the local social workers on the submission of supportive documents that result to overstaying of the clients in the center. ○ Some LGUs cannot provide aftercare services to the reintegrated residents and family due to pandemic. ○ Some LGUs are not compliant to the payment on cost of care based on Sec. 50 of RA 9344 ○ Late feedbacks from other LGU counterpart. ○ Most LGUs have no allocation for RTPCR especially to PWDs (intended only for COVID 19 patients) ○ Delayed submission of PCAR from partners 	<ul style="list-style-type: none"> ● Submitted and follow-up Transfer Summary Report to LGUs for after care service ● Regular submission of billing statement of LGU to the Regional Office ● Remind LGUs on the payment of cost of care during pre-admission conference and referrals of CICL to NTSB 	<ul style="list-style-type: none"> ● Strengthen monitoring and coordination with the LGU on the after care service to clients and families ● For the Regional Office to undertake other strategies to engage for the constant payment of cost of care ● Explore possible partnership or procurement of RTPCR with REDCROSS since they have branches in all provinces and payment can be made in REDCROSS ZC
<ul style="list-style-type: none"> ● Procurement issues: <ul style="list-style-type: none"> ○ Slow turn-around of approved PRs as attachment to the replenishment of cash advance. ○ Delayed release/approval of our essential stuff such as food, milk and diapers in providing quality services to our 	<ul style="list-style-type: none"> ● Continuous follow-up of approved PRs. 	<ul style="list-style-type: none"> ● To strictly follow the processing average time on the turn-around of documents. ● For the management to consider the immediate approval of the center's PRs

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<p>children</p> <ul style="list-style-type: none"> ○ Slow process of procurement affects the provision of services to clients especially conduct of outdoor activities with no approved project proposals. ○ The procurement of Psychological Tools for assessment is reported failure for several times already for the four centers.(HFGW,RRCY,RSCC & CH) ○ Frequent change of forms and signatories such as purchase request delays the timely delivery of service 		<p>especially on emergency purchase or shopping of food stuff, milk and diapers to fully meet the needs of the children</p> <ul style="list-style-type: none"> ● Request FO for technical assistance in the new/additional process flow of procurement ● Request fast tracking of approval of PRs , POs and Vouchers for payments
<ul style="list-style-type: none"> ● Various issues caused by the pandemic: <ul style="list-style-type: none"> ○ Limited mobility of the staff due to pandemic thus hinders the case management process ○ Very slow disposition of cases in court caused by frequent lockdown, postponements of hearing both face to face and virtual ○ Community restrictions lessens activities involving families and partners/stakeholders, volunteers ○ PWDs are afraid to go out from their homes because of COVID 19 pandemic ○ Due to pandemic, there are parents of residents who lost their job which affect plans for the CICL once reintegrated to them ○ Limited quarantine facility that resulted to massive transmission of virus ○ Local transmission of the COVID 19 virus in the center among staff and residents 	<ul style="list-style-type: none"> ● Allotted sufficient budget for medical supplies ● Close coordination with BHERT for RT-PCR Swab testing of staff and residents ● Vaccination of staff and residents ● Accommodate the new normal court proceedings (hearing) through video conferencing ● Provision of PPEs like face mask, face shield, alcohol, washable suit and vitamins ● Requested financial assistance and provision of food packs to staff infected with COVID-19. ● Provided financial assistance to distressed families of residents ● Lobbied at the Regional Juvenile Justice Welfare Public Attorney's Office Representative for faster communication/coordination with the court. 	<ul style="list-style-type: none"> ● For the LGU to ensure readiness of the family or relatives to provide support to the child's needs when re-united and submit post placement report as basis to close the case. ● Continuous implementation of precautionary measures to combat the spread and transmission of virus. ● Coordinate with LGU for continuous support to the families of reintegrated residents ● The PMB to coordinate with JJWC to lobby with DOJ to enjoin local courts for speedy resolution of cases ● To consider the need for additional vehicle for personnel use

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ○ Apprehension of some staff to be infected with the virus in the workplace ○ Few admissions of clients due to restrictions and additional health protocols brought by the pandemic. ○ Limitation to conduct monitoring visit and actual review of case folders to minimize the spread of virus at the Centers. ○ Workshop space/training rooms of some vocational course cannot comply with the 1 meter physical distancing of clients 		aside from the ambulance

SOCIAL PENSION FOR INDIGENT SENIOR CITIZENS and CENTENARIAN PROGRAM

OVERALL CONTEXT

Out of the 3,835,066 target indigent senior citizens, 2,635,656 or 68.73% have received their social pension stipend with a total of 1,199,410 or 31.27% who are yet to be served within the year. The unserved beneficiaries can be attributed to the stringent protocols enforced with the implementation of community quarantine that affected the operations of the program, both at the FOs and LGUs level.

Majority of the SocPen beneficiaries used their stipend for purchase foods, medicines and vitamins for their daily living subsistence. It validates that the program goals and objectives is being achieved and sustained.

For the Centenarian Program, a total of 924 beneficiaries were provided with the cash grants of Php100,000.00. Validation of the centenarians was mostly concluded in CY 2020, thus 70.05% of the centenarians were provided with the cash gifts.

STRENGTHS

- Plotting of payout schedules ahead
- Maintaining open communication, monitoring and consultation with the team members
- Central Office processing & delivery of eligibility test results
- Consultation with the management for guidance
- Hiring of additional staff
- Good coordination with LSWDOs and OSCA Heads through phone calls
- Validation of the senior citizens including waitlisted before inclusion to the program to ensure continuous replacement to delisted social pensioners.
- Flyers and pamphlets are distributed to impart salient information about the program. Also, it is an instrument in advocating and reaching more people in the community to understand the eligibility criteria and the process of program implementation
- Non-indigent senior citizens are being validated by the Project Development Officer assigned in the area. If found not eligible as per the criteria of the program, the senior citizen is being referred to AICS or at the LGU level for medical or financial assistance
- Some of the LGUs adopted the program and allocated budget for the cash incentives of the SC who reached the age of 80 years old and above supported by an approved Local Ordinances
- Strong collaboration and coordination with the concerned LGU's in relation to grievance handling

CHALLENGES, ACTIONS TAKEN AND RECOMMENDATIONS

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ● Insufficient funds for: <ul style="list-style-type: none"> ○ Travelling expenses for cash payout and monitoring ○ Capital Outlay for the purchase of heavy duty printer, laptops, safety vaults and counting machines to be used in the simultaneous conduct of payout activities and for safekeeping of bulk of money before, during and after payout activities. ○ Operations to cater large centenarian applicants and administrative expenses ○ Increasing number of eligible senior citizens to the program as well as additional centenarians due to an unexpected additional application from some LGUs 	<ul style="list-style-type: none"> ● Requested additional funds to cover the remaining centenarian applicants ● Requested additional beneficiaries to DSWD CO for the succeeding years. ● Conducted validation and assessment to be included in our waiting list considering that we can only entertain replacement in cases of transfer residence and death of the current ● Requested LGUs to submitted in advance the list of soon to be centenarians 	<ul style="list-style-type: none"> ● Anticipate the number of targets for the following year through forecasting and adjust the target based on the anticipated number of centenarians for the following year ● Approval and downloading of funds for the new centenarians ● Increase the allotment of slots for beneficiaries along with additional funds
<ul style="list-style-type: none"> ● Limited office space for staff and for filing of bulk of documents such as cash assistance payroll, masterlist and documentary requirements gathered during the distribution of stipend 		
<ul style="list-style-type: none"> ● Concerns on transfer of the program to the National Commission of Senior Citizens (NCSC): <ul style="list-style-type: none"> ○ No final guidelines/IRR/advisory pertaining to the transfer of program ○ Non-assurance of the transfer/absorption of the program staff to the NCSC 	<ul style="list-style-type: none"> ● Constant meeting with DSWD CO for updates on the implementation and strategies for the transition. ● Written an appeal to DSWD CO on the absorption of staff in the NCSC. 	<ul style="list-style-type: none"> ● Start the social preparation for staff and other transitory activities; and ● Lobby to NCSC the continuous employment of the existing staff ● Ensure the adoption and hiring of existing RSPU staffs as indicated in the IRR or guidelines in hiring staff for the program.
<ul style="list-style-type: none"> ● HR concerns: <ul style="list-style-type: none"> ○ Limited number of staff implementing the programs for senior citizens (Social 	<ul style="list-style-type: none"> ● Hiring of additional staff 	<ul style="list-style-type: none"> ● Appeal to the management to provide additional space for the program

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<p>Pension, RA 10868 and the SC Sector) especially during cash payout</p> <ul style="list-style-type: none"> ○ Difficulty to hire new PDOs considering the office space, especially during this time of pandemic. Also, there was no approved Authority to Hire for the year. ○ Limited manpower to do all the tasks and responsibilities to achieve the target e.g. payout, tagging, encoding, validation; No M&E staff. ○ No permanent Disbursement Officer to process cash advance for the cash incentives of the centenarian beneficiaries 	<ul style="list-style-type: none"> ● Requested fund from CO and was given the authority to hire 	<p>to accommodate the number of staff</p> <ul style="list-style-type: none"> ● Provision of Additional workforce
<ul style="list-style-type: none"> ● Issues on the Social Pension Information System (SPIS): <ul style="list-style-type: none"> ○ The program has no uniform Information System as database for all beneficiaries, resulting to staff devising their own database. ○ No reliable and stable SPIS for the program to detect the double entries and pensioners from other insurance services ○ SPIS is not yet fully deputized. Some of the IT equipment of the program is not anymore fully functional and causes delay in the printing of the payrolls, cross matching and other related activities. ○ Non-existence of an Information System for easier access/cross-matching of centenarian applicants nationwide 	<ul style="list-style-type: none"> ● Staffs are currently devising an Information System to be used as database. ● Already coordinated with the ICTMS to device a system following the SPIS which can be fully utilized both by the program and the LGUs. Inclusion of capital outlay in the WFP 2022 for the purchase of the IT equipment 	<ul style="list-style-type: none"> ● System Enhancement, Fund adjustment ● ICTMS to device a system for online registry of centenarians
<ul style="list-style-type: none"> ● Payout concerns: <ul style="list-style-type: none"> ○ Schedule of cash payouts are being postponed due to 	<ul style="list-style-type: none"> ● The unit strategizes its payout schedules with 	<ul style="list-style-type: none"> ● Prioritize the GIDA and anticipate the weather

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<p>weather disturbances, especially in Geographically Isolated and Disadvantaged Areas (GIDA); and surge of COVID cases</p> <ul style="list-style-type: none"> Some SDOs are not able to comply with the daily target of 500 beneficiaries for payout, thus resulting to complaints from LGUs and clients Limited SDOs and existing unliquidated cash advances resulting in the non - obligation of funds allotted for the 1st quarter Slow turn-around time of downloading of data results. There were submitted data from March until September which are not yet downloaded to the FO. If there will be no data results, fund utilization of the program will be affected. 	<p>the help of the LSWDOs.</p> <ul style="list-style-type: none"> Abided re-setting of schedule with the LGU and maintained close coordination regarding program implementation Coordinated with Accounting to process fidelity bonds of new SDOs 	<p>disturbances; strategize payout</p> <ul style="list-style-type: none"> Strengthen the monitoring and validation of the unpaid beneficiaries. Continue the fund transfer scheme or explore modified schemes such as engagement with financial service providers of digital payment method to expedite the distribution of stipend to beneficiaries NPMO to have unified guidelines on the minimum and maximum clients to be served based on a time and motion study For the FMD to establish a business process to fast track liquidation Provide orientation to the SDOs on their responsibilities based on accounting and COA rules
<ul style="list-style-type: none"> Implementation issues with partner LGUs: <ul style="list-style-type: none"> Demands of Local Chief Executives and Lower House Representatives such as requests for more than thousands of additional beneficiaries and expedition of conduct of payouts in their respective areas with limited capacity of the FO (particularly direct payout of SDO). Some LGUs forward incomplete centenarians documents for application Lack or documents with discrepancies in support to the validation of the eligibility of the centenarian applicants 	<ul style="list-style-type: none"> The unit stands its ground in implementing the program based on SOPs and with fairness to all LGUs Continuous provision of technical assistance to MSWDOs/OSCA and BASCA Provided technical assistance to the relatives of the beneficiary in terms of the documents that are accepted as proof of age Coordinated with the counterpart to the 	<ul style="list-style-type: none"> Augmentation support from other ODS Additional funding for waitlisted beneficiaries of the program For PMB/SocPen National Management Office to provide guidelines and technical assistance to the Field Office on the documents that may be used as an alternative means of verifications Establish coordination to FSCAP President for the validation of LGU reports in order to avoid errors

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ○ Late submission of list from the LGUs that resulted to non-allocation of funds and delayed payment ○ Absence of a master list in some LGUs that serves as reference in the allocation per city/municipality ○ Despite the continuous validations in the field, there are senior citizens who failed to come to the venue to be validated. ○ Incorrect report of delisted from LGUs. There are reports of delisted which are erroneous (e.g. declared as deceased but still living). 	<p>Central Office regarding alternative documents that can be use as a proof or means of verifications</p> <ul style="list-style-type: none"> ● Provided advanced information on the schedule of validation; provided list of not validated old pensioners ● Sent official written communication to LGUs with errors on data reporting 	
<ul style="list-style-type: none"> ● Need for better communication of program guidelines: <ul style="list-style-type: none"> ○ There are still senior citizens who have difficulty understanding the guidelines e.g. not all persons who are already 60 years old will automatically be included in the program given the limited funding and slot. ○ Vague eligibility criteria of the program. 	<ul style="list-style-type: none"> ● Already wrote a clarification/request letter to Central Office regarding some provisions of the guidelines that need review e.g. income of some senior citizens who are still working on a regular basis but the said amount is only meager 	

ALTERNATIVE FAMILY CARE PROGRAM

OVERALL CONTEXT

Semestral target for children issued with CDCLAA was not met. The non-achievement of the target could be attributed to the prevailing community quarantines in some areas causing mobility restrictions to secure pertinent documents for CDCLAA. Also, Field Offices had difficulty obtaining documents from LGUs due to shift in focus on the implementation of the Social Amelioration Program.

Target number of placement of children in foster care was not reached. Ninety-six (96) or 84% of the semestral target of 114 children are placed in foster care. To bridge this gap, there is a need to intensify the provision of technical assistance to residential care facilities to assess children under their care if they are eligible for foster care placement.

A high number of foster children are provided with subsidies. The Department also provided subsidies to 692 foster families to whom foster children were placed to augment in their foster child's daily needs.

Children endorsed for inter-country adoption exceeded semestral target. The Department was able to clear and endorse 131 children for inter-country adoption or 149% of the semestral target of 88 children.

STRENGTHS

- Deployment of Online Application System for PAPs
- Targets are also cascaded to SWAD social workers
- Consistent monitoring and provision of technical assistance by the PMB-ARRS; ALL adoption social workers are also handling CDCLAA cases; One on one coaching and TA provided by the ARRS Focal to the ARRS SWs, LSWDO and RSCC; Technical support from the section Head and Division Chief, fast turn-around movement of CDCLAA cases in RSCC.
- Consistent and close monitoring of the foster care social worker for children provided with subsidy; Budgetary expenses are submitted to the SW every month; old and new cases can be accommodated for subsidy so long as it is provided in the assessment of the SW and approved by DC.
- LSWDO also develops and submits applications for prospective foster parents
- Active involvement of LSWDO in filing petition or application of CDCLAA cases
- LSWDO also assess and recommends foster children for subsidy

CHALLENGES, ACTIONS TAKEN AND RECOMMENDATIONS

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> • Issues on issuance of Certification Declaring a Child Legally Available for Adoption (CDCLAA): <ul style="list-style-type: none"> ○ Delayed submission and compliance of documentary requirements needed for the issuance of CDCLAA and Inter-Country Adoption (ICA) ○ Pending CDCLAA of the LGUs and Child Caring Agencies (CCAs) who cannot facilitate the dossier of the children due to heavy workload brought by pandemic and other factors ○ Difficulty in facilitating tri-media and psychological evaluation. Since the pandemic, limited slots were offered by publication and clinics ○ Movement of many CDCLAA cases is continuously limited or delayed due to persisting limitations and difficulties encountered by CCA/CPA/ LGU/ RCF social workers due to (a) continuous transaction limitation in many concerned offices; (b) continuous movement restrictions; (c) recurring quarantines for social 	<ul style="list-style-type: none"> • Continuous coordination and provision of technical assistance with CCAs and LGUs who are facilitating CDCLAA by conducting monitoring/ case conferences to manage their cases • Consultation with the Central Office regarding the cause of delays in complying the complete requirement for CDCLAA and to help the LGU/ CCA to strategize on how to facilitate the cases in this time of pandemic 	<ul style="list-style-type: none"> • To strengthen technical assistance with CCAs and LGUs by conducting case conference/ monitoring visit and providing seminars/ trainings for capacity building • To assist the LGUs/ CCAs to strategize on how to facilitate the cases of the children in this time of pandemic by maximizing the use of technology such as emails, social media to coordinate with other agencies with significant role in the implementation of AFCP • To consider minor errors on the issuance of CDCLAA to ensure permanent placement of children.

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<p>workers after tested positive of COVID or exposure to a person positive of COVID; (d) mobilization of LGU social workers in the implementation of SAP-ESP.</p> <ul style="list-style-type: none"> ○ CDCLAA issuance turn-around period not attained which affected the number of issuances 		
<ul style="list-style-type: none"> ● HR concerns: <ul style="list-style-type: none"> ○ Unfilled positions which affect the expected deliverables given the bulk of cases received by the section ○ Lack of regular monitoring of cases due to workload and augmentation to other programs. ○ Still need continuous capability building or learning and development interventions given the demands of work in ARRS ○ Delay in the hiring process for vacant positions and transitions which affected the efficiency of handling cases which resulted to under achievement of targets ○ Swift turnover of ARRS staff since they prefer regular or contractual positions if available. Hence, case management is affected ○ Lack of developmental pediatricians in delays the processing of cases of children for ICA 	<ul style="list-style-type: none"> ● Workload of unfilled positions are divided to existing staff ● SWs to regularly send official letter to follow up all the pending cases and to regularly submit the monthly caseload inventory to monitor the movement of each case ● Required staff to regularly assess the individual's capacity and needs through the Individual Development Plan ● Coordinate or create partnership with private hospitals/clinics ● Orientations done over and over again especially in the facilitation or processing of children's cases 	<ul style="list-style-type: none"> ● Immediate hiring of unfilled positions /staff to manage work demands ● HRMDD to conduct continuous orientation on Integrity Management and RA 6713 (Code of Conduct and Ethical Standards among public officials and Employees); and Institutionalize the IMP implementation and review ● HRMDD to institutionalize the review and assessment of the staff Individual Development Plan as the basis of LDI, and as reference of the supervisors for improved performance of staff towards effective service delivery, following the Ease of Doing Business protocols ● PMB to provide technical assistance to social worker handling RA 11222 cases ● PMB to assess possible financial provision for linking with developmental paediatricians ● CO should contractualize positions of MOA workers especially now that the administrative adoption is already due for approval.

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ● Implementation issues with partners: <ul style="list-style-type: none"> ○ Some LGUs cannot prioritize the implementation of Alternative Family Care Program (AFCP) since their municipalities has priority services/programs other than AFCP ○ Inadequate LGU budget to hire additional staff to handle Alternative Family Care (AFC) and to provide subsidy to foster children or honorarium for foster families as provided in RA 8552 and MC 21 of the foster care program. ○ Inconsistent monitoring of Child Caring Agencies (CCA) that facilitates children placed under Adoption/Foster Care 	<ul style="list-style-type: none"> ● Regular coordination and follow up referrals and returned cases for compliance; and conducted case conferences ● Program orientation to LGUs and reiteration of their compliance to RA 8552 and MC 21 during meetings and other activities where MSWDOs are involved such as PIR, consultation dialogue, technical writing, and AFC forum. 	<ul style="list-style-type: none"> ● To strengthen partnership and coordination with LGUs by regular provision of technical assistance and invitation to attend training related to AFCP for additional knowledge in handling AFCP cases. ● For the Standards Bureau to encourage the CCAs to process the children's placement ● For the Standards Bureau to create collaborative efforts/partnership with ARRS in Monitoring CCAs and SWDAs ● Lobby with LCEs for budget appropriation since AFC is included in the LSWDO service delivery program. ● Continue providing technical assistance on AFC to LGUs
<ul style="list-style-type: none"> ● Lack of office space: <ul style="list-style-type: none"> ● The current office space in the FO could not accommodate total number of staff; There is no proper ventilation; Not enough available tables and chairs for all staff ● Additional office space especially for Clientele Confidentiality; Clients could not be offered a safe zone/environment to discuss sensitive matters. ● Absence of an interview room or receiving area for the conduct of interview to clients inquiring adoption or conduct of interview to PAPs or birth parents 	<ul style="list-style-type: none"> ● Usually, interviews are done at ARDA's receiving area. However, principles of confidentiality will no longer be observed due to the presence of other staff along this area. 	<ul style="list-style-type: none"> ● Identify an area at FO where interviews can be conducted in coordination with other involved divisions.

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ● Various issues caused by the pandemic: <ul style="list-style-type: none"> ○ Conduct of home visits are hampered which limits the social worker to properly assess their eligibility as prospective adoptive parents ○ COVID-19 pandemic caused the delay of information dissemination and implementation of the new law, Republic Act 11222, An Act Allowing the Rectification of Simulated Birth Records and Prescribing Administrative Adoption Proceedings for the purpose ○ Inability to conduct face-to-face Adoption Forum due to COVID-19 restrictions 	<ul style="list-style-type: none"> ● Conducted virtual orientation with applicants ● Conducted virtual interviews and follow-ups with PAPs 	<ul style="list-style-type: none"> ● PMB to provide uniform channel and format for virtual orientations ● PMB to provide uniform channel and format for virtual interviews and follow ups
<ul style="list-style-type: none"> ● Insufficient information dissemination on pertinent laws: <ul style="list-style-type: none"> ○ Partner agencies have insufficient knowledge on facilitating the RA 11222 or the Simulated Birth Rectification Act and RA9523 or the Certification Declaring the Child Legally Available for Adoption ○ Some citizens are not aware on the right process of legal adoption and foster care which lead to illegal Independent Placement of the child to a family/person ○ LGUs and CCAs are still confused on how to implement RA 11222 or Rectification of Simulated Birth Records Law since it is a new law. Sometimes, they misled applicants on the right administrative process 	<ul style="list-style-type: none"> ● Continuous technical assistance to LGUs and CCAs on how to implement RA 11222 and RA9523 ● Conducted Alternative Family Care Forum to applicants and partner agencies ● Applicants are assisted and LGUs are oriented 	<ul style="list-style-type: none"> ● ARRS to conduct orientation on RA 11222 and other laws related to AFCP to partner agencies (LGUs, CCAs, CPAs and Court Social Workers) ● Intensify advocacy activities through social media platforms; Provide capability building activities to FO, CCAs, CPAs and LGUs ● Intensify legal adoption awareness through media and advocacy (compendium of success stories, advocacy kit with leaflets, protective jacket to be used during home visit) ● Adoption Consciousness Celebration with the following activities: <ol style="list-style-type: none"> 1.Regional kick-off celebration 2. Adoption Help Desk 3. To conduct forum to field office staff and partner agencies

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
		<ul style="list-style-type: none"> Continuous funding and other support for the celebration of Adoption Consciousness Month Strengthen the orientation on new policies by conducting orientation on the laws and omnibus guidelines on the course of action of LGUs as one of the implementers
<ul style="list-style-type: none"> Non-achievement of targets: <ul style="list-style-type: none"> Low utilization of the subsidy under Foster Care The high physical target on the CDCLAA and the children issued with Regional Adoption Clearance (RAC) should be “as the need arises” considering the limited number of children issued with CDCLAA which is matched locally as well as limitations due to pandemic 	<ul style="list-style-type: none"> Requested to lower the targets for children issued with CDCLAA and revise to “ANA” the target for Regional Adoption Clearance 	<ul style="list-style-type: none"> Use baseline data for previous years’ accomplishments as a basis for realistic and achievable targets PMB to reduce the targets set for FO re legal adoption cases PMB to consider that the target of children cleared for intercountry adoption be changed to ANA.
<ul style="list-style-type: none"> Issues with adoptive parents/families: <ul style="list-style-type: none"> Some adoptive parents would offer gifts to the staff for their service that may pose risks along integrity of staff and the Department as well. Due to Pandemic, there are adoptive families who lost their job and it affected their financial stability on facilitating the judicial process of adoption Some CCAs are not open/in favor for LGBTQIA+ adoptive parents Interested couples/PAPs are discouraged to apply for adoption because of the high cost of lawyer’s fee upon filing of petition. Difficulty of Prospective Adoptive Parents (PAPs) to comply with adoption 	<ul style="list-style-type: none"> To always remind the staff that accepting gifts is prohibited and strictly implemented Seeking legal counsel who can handle adoption cases with lesser fee Gender and Development Forum was conducted to CCAs/ CPAs Policies and Guidelines were also discussed to CCAs/CPAs as the FO do not discriminate applicants based on their gender as long as they were assessed qualified Conducted consultation-dialogue with PAPs and Child Welfare Specialist Group (CWSG) 	<ul style="list-style-type: none"> To continuously advocate fair treatment to all applicants regardless of their gender as long as they were assessed qualified to adopt/ foster a child Advocacy Support PMB to re-assess the case turn-around for Independent Placement (IP) cases if it is applicable to applicants

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
requirements particularly for Independent Placement <ul style="list-style-type: none"> ○ Delay of filing of petition in court following matching at the local matching conference due to financial difficulty of applicants particularly of IP cases 	<ul style="list-style-type: none"> ● Advised PAPs to comply with application requirements along with the documents of the child for issuance of CDCLAA. Once issued, adoption matching will be facilitated immediately. 	
<ul style="list-style-type: none"> ● ICT-related issues: <ul style="list-style-type: none"> ○ Limited access to necessary equipment and unstable internet connection which affects the online activity such as Adoption and Foster Care Forums, Local Matching Conference and Attendance to trainings ○ Complete data banking of all ARRS services is not fully in place (control no. per case category) hence, there is difficulty to retrieve and to trace incoming and outgoing data 	<ul style="list-style-type: none"> ● Coordinated with the SMU and ICTMU on installation of the system/ for stable internet connection ● ARRS already indicating control no. per case category such as for CDCLAA, foster care and RA 11222 cases and currently consolidating all Regular Adoptive Parents developed during the previous years so as to monitor and be informed on the current status of their cases. 	<ul style="list-style-type: none"> ● Purchase of ICT equipment and upgrade the internet connections. (Microphones and camera for desktop) ● To coordinate with the ICTMS to develop/ design a data banking system for effective data management of all ARRS services to easily retrieve and trace incoming and outgoing cases through unique control no. designated per case ● To update/review the AFCP Information System which was deferred by the Central Office

SUPPLEMENTARY FEEDING PROGRAM

OVERALL CONTEXT

For the 10th cycle of the SFP implementation, the program has served 1,734,113 children from the CDCs and 52,634 children under the SNPs with a total of 1,786,747 or 94.94%, out of the 1,881,979 target beneficiaries with an unserved of 95,232 or 5.06% in the 1,303 Local Government Units (LGUs) nationwide. Despite the imposition of community quarantine, SFP has continued the implementation with the issuance of Memorandum Circular No. 12 series of 2020 or the Guidelines in the Implementation of the Supplementary Feeding Program during the Community Quarantine Period or Other Similar Emergencies.

The SFP was able to fully achieve the target improvement in the nutritional status of the beneficiaries corresponding to 88.34% improvement of the Underweight to Normal and 90.34% of the Severely Underweight to Underweight as of the end of June 2021

STRENGTHS

- Augmentation support on the inspection of procured goods from other division (C/MAT)
- Strong collaboration and coordination with the stakeholders towards the attainment of the program objectives

- Regular updates and or daily updates on the status of the program implementation per LGU/province
- Continuous provision of TA thru social media platforms (FB messenger, zoom, GC, etc)
- Periodic conduct of monitoring visit and continuous provision of technical assistance to LGU implementers
- The roles and responsibilities of each staff are clearly defined based on their specific job description and in the approved IPC
- Issuance of the memorandum from the office of the president allowing the Field Office to Transfer Funds to LGUs for the 11th cycle implementation

CHALLENGES, ACTIONS TAKEN AND RECOMMENDATIONS

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> • No clear guidelines for the continuous implementation of SFP during devolution: staff, targets and implementation 	<ul style="list-style-type: none"> • Conducted Orientation to LGUs on Devolution Transition Plan; attended the regular meetings of Inter-agency or the Devolution Committee 	<ul style="list-style-type: none"> • Continuous updating of the Devolution Transition Plan of the Department; • Regular provision of technical assistance; • Continuous provision of technical assistance and implementation of the TARA Plan
<ul style="list-style-type: none"> • Insufficient/ inadequate per capita allotment to respond to the nutritional status of children in CDC and SNP: <ul style="list-style-type: none"> ○ The P15.00 budget for SFP does not warrant getting 1/3 required energy intake (RENI) of the child for to improve the nutritional status especially with the current situation we are facing in right now. ○ Current Inflation rate due to pandemic; quality and quantity of food commodities might be affected due to the increasing price of food commodities ○ Low per capita cost for Milk Feeding Program (P19/child/day); increase in prices of perishable goods and higher consumption of electricity for storage of milk ○ No administrative cost for the logistics 	<ul style="list-style-type: none"> • Evaluated Cycle menu, recommended the purchase of the main ingredients (meat and poultry) while the other ingredients can be thru harvested vegetables. Establishment of nutrition gardens are recommended to aid in the feeding program. • Augmentation support from NGOs and counterpart of LGUs/ parents on operational cost and through bio intensive gardening • Use of a food grade plastic pouch as packaging instead of bottles and tetra packs as 	<ul style="list-style-type: none"> • Continuous capacity building to LGUs on the sustainability of nutrition gardens / bio intensive gardening • Review the SFP existing guidelines for policy enhancements given the current situation, including the increase of per capita cost from P15 to P18-P20 • Increase per capita cost from P19 to P22 per 200ml fresh milk • Consider the prevailing price in stating the budget parameter in crafting / revising guidelines of the SFP 12th Cycle.

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
	<p>to not compromise the quantity of fresh milk.</p> <ul style="list-style-type: none"> Regularly communicated the concern to SFP-NPMO 	
<ul style="list-style-type: none"> Implementation issues with partner LGUs: <ul style="list-style-type: none"> Some LGUs (City/Municipal/Barangay level) have limited budget intended for transportation expenses for the delivery of meals during house-to house distribution for the implementation of the Supplementary Feeding Program. Different interpretation of MOA/MOU of partner LGUs especially the respective state auditor which may cause confusion and inaccurate data among others Political influence which delay the issuance of SB resolution for signing of MOA for SFP implementation Unfavorable action of partner LGUs when it comes to logistic support. Issues were raised by their MSWDOs/CDWs having lack of logistical provisions and support from their LCEs. Continuity of the conducted trainings were not visibly seen to some LGUs due to: <ul style="list-style-type: none"> transfer of trained staff to other work knowledge transfer or re-echoing were not sustained due to lack of fund lack of time and interest to adapt due to other priority programs in the LGU Non-compliance of LGUs on the adoption of nutrient dense food alternative as part of their cycle menu due to other preference There were few LGUs requesting to waive their SFP implementation completely due to non-compliance and disparity of views in adapting the recommended cycle menus which is a combination of hot meals and ready to eat foods accredited by DOST-FNRI 	<ul style="list-style-type: none"> Augmentation support for the transportation expenses of LGUs through reimbursement prioritizing GIDA areas Utilization of regional vehicles for the monitoring and technical assistance if available. Provision of TA to all partner stakeholders through conduct of actual monitoring visits, consultation dialogues, capability trainings and others Provided augmentation support for the transportation expenses of LGUs through reimbursement Conducted actual monitoring visits and provision of technical assistance to LGUs; stakeholders are educated on the importance of feeding program as 	<ul style="list-style-type: none"> Increase fund to cater all the request for reimbursement of transportation expenses of LGUs with GIDAs and island municipalities Continuous provision of technical assistance to all partner stakeholders through conduct of actual monitoring visits, consultation dialogues, capability trainings and others ensuring effective and efficient implementation of the program based on the approved guidelines set by the Department ; Reiteration and activation of the Local Nutrition Council in every LGU for the further improvement of nutrition services thru the DILG Lobbying to LGUs the importance of local nutritionist-dietitian in the development of nutrition services in collaboration to other offices for the benefit of children and other clientele (Central Office); and Support through the national

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ○ Different interpretation of SFP Guidelines of COA state auditors, and LGUs may lead to confusion and misunderstanding on the SFP implementation ○ Delay on the signing of Memorandum of Agreement (MOA) of LGUs for SFP implementation due to different legal concerns and comments 	<p>a national policy and its benefits to the incident of malnutrition to their locality</p> <ul style="list-style-type: none"> ● Issuance of recommended cycle menu to LGUs consisting combination of hot meals and nutrient dense food alternative such as nutri-bun and nutri-packs in the SFP cycle menu meeting the required 1/3 Recommended Energy Intake (REI) based on the Philippine Dietary Reference Intake (PDRI) of children 3-5 years old ● Provision of technical assistance on the amended guidelines of SFP implementation during pandemic and negotiate with LGUs taking consideration on their suggestions and preferences; Best and Good SFP implementers are awarded to selected Local Government Units (LGUs) as recognition to their exemplary efforts, innovations and unwavering 	<p>inter-agency committees/structures</p> <ul style="list-style-type: none"> ● Continuous technical assistance and advocacy to LGUs on the utilization of nutrient dense food alternative such as nutri-bun and nutri-packs in the SFP cycle menu in exchange to hot meals meeting the required 1/3 Recommended Energy Intake (REI) based on the Philippine Dietary Reference Intake (PDRI) of children 3-5 years old*nutrient dense food alternative is ready to eat/cook supplies distributed as dry ration as part of safety measures during this pandemic ● Conduct of consultation dialogues and information drive with LGUs on the new technologies of nutrient dense food developed by DOST-FNRI emphasizing the importance and advantages of adapting these technologies in alleviating hunger and malnutrition among children anchored with the new normal; Continuous recognition to Model LGUs for SFP implementation for their support and proactive involvement in the program that lead to the effective

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
	<p>support in the implementation of Supplementary Feeding Program and compliance to recent guidelines in adapting the recommended cycle menus with nutrient dense foods adapted from DOST-FNRI technology. Tokens that can be useful and valuable to their office are also distributed to the awardees.</p> <ul style="list-style-type: none"> Coordinated with C.O. on the ongoing crafting of Standard Operating Procedures for SFP by the DSWD Central Office before the devolution of programs to LGUs Consulted Central Office on the concerns of LGUs regarding MOA and immediately coordinated with LGUs the updates to hasten the signing of MOA (e.g., trust account solely for SFP) 	<p>and efficient delivery of nutrition services to all child beneficiaries</p> <ul style="list-style-type: none"> Finalization of SOP before full devolution of SFP to LGUs Flexibility on the minor provisions indicated in the MOA per consultation with Central Office
<ul style="list-style-type: none"> HR concerns: <ul style="list-style-type: none"> Workforce available is insufficient to complement the organizational structure of Supplementary Feeding Program. Limited staff that are plantilla positions 	<ul style="list-style-type: none"> Multi-tasking of staff to complement the demands of the program. Installation of dividers and re- 	<ul style="list-style-type: none"> Rationalization of SFP structure <ul style="list-style-type: none"> *hiring of additional staff *upgrading of existing staff based on function to contractual/ plantilla

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ○ Limited staff (workforce complement/lack of key positions) for SFP regional procurement; ○ Small workspace for staff which affect the mobility and somehow the productivity of staff, and staff are vulnerable to spread of COVID virus ○ Assigned inspectorate team prioritizing the inspection of SFP food commodities resulting to some adjustments of the regular activities and functions ○ Skills Enhancement to DSWD workforce is not continuously practiced/availed of due to other priority programs and other deliverables of the program/process implementers 	<p>arrangement of table positions for ease of access/mobility, and adopted the work from home arrangements</p>	<p>items in preparation to devolution focusing on the provision of TARA.</p> <ul style="list-style-type: none"> ● Additional budget for infrastructures and renovation of offices and storage areas ● Harmonize ratio of workforce to work demands and other deliverables ● Continuous capacity building, skills development to all DSWD workforce as part also of the learning and development interventions of the Department. Institutionalize the review and implementation of the Individual Development Plan ● To retain NDs and PDOs for SFP monitoring and to provide TA for the upcoming cycle implementation ● To have an exemption on the hiring of programs' Nutritionist-Dietitians considering that applicants for those positions were very limited and also, only few can pass the written exam based on years of observation.
<ul style="list-style-type: none"> ● ICT-related issues: <ul style="list-style-type: none"> ○ No available equipment of SFP for virtual set up ○ Landline is limited to short distance calls only for Supplementary Feeding Program 	<ul style="list-style-type: none"> ● Allocated budget under semi-expandable for the procurement of digital technologies for the new normal 	<ul style="list-style-type: none"> ● Invest and upgrade computer equipment and digital technologies for virtual conference based on the new normal setup

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<p>as some of the partner agencies and NGOs are using landlines</p> <ul style="list-style-type: none"> Some staff needed assistance on trouble shooting on virtual setting No functional equipment such as laptop and PC No sufficient equipment to adapt in the normal setup most specially during virtual meetings/conferences for SFP implementation Unstable internet connection of LGUs 	<p>set-up (cameras, microphone, speaker, etc.)</p> <ul style="list-style-type: none"> Available workforce assists on the trouble shooting on digital concern 	<ul style="list-style-type: none"> Continuous training/assistance to adapt in the current digital demands FO to advocate to LGUs to invest and upgrade computer equipment and digital technologies for virtual conference to adapt to the new normal
<ul style="list-style-type: none"> Procurement issues: <ul style="list-style-type: none"> Multiple failure of bidding due to limited supplier of goods in the municipality/provincial level Procurement of Goods under SFP was not included in the memorandum for emergency purchases which contributed to the delay in the procurement process. Extended Procurement of SFP due to twice failed bidding under the Public Bidding and extensive process and requirements under the RA 9184 or the Procurement Law Service providers could not provide technical specifications of some food items due to bulk delivery and unavailability of stocks (ex. 40ml cooking oil, 100g banana catsup). Directions of partnership with SF program with CBOs (through EPHAP) for the procurement of goods 	<ul style="list-style-type: none"> All failed biddings were turned into negotiated procurement and small value procurement to facilitate and complete the procurement process of SFP food commodities. Findings report/ incident reports were made and deliberated with the supplier to improve their service delivery Suggested to LGUs the provision of transportation/ budget allocation for the CDWs Technical specifications adjusted in coordination with procurement unit, for amendment of contract; requested approval from the Regional Director 	<ul style="list-style-type: none"> Immediate action on the service providers with lacking documents to be facilitated by procurement section. Review the requirements being requested if necessary and have a clear timeframe on the awarding of contract. For succeeding cycles, if regional procurement, it is recommended that LGUs with fund allocation less than 1 million will be through Small Value Procurement (SVP) instead of bidding to readily implement the program
<ul style="list-style-type: none"> Disbursement/liquidation issues: 	<ul style="list-style-type: none"> Issuance of follow-up letters to LGUs 	

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ○ Late submission of liquidation report on SFP fund transfer due to problems on the required documents of Commission of Audit 	<p>on the submission of liquidation.</p> <p>Provision of technical assistance to LGUs having difficulty on liquidation</p>	
<ul style="list-style-type: none"> ● Various issues caused by the pandemic: <ul style="list-style-type: none"> ○ Unable to conduct trainings and seminars with partner NGOs and NGAs due to pandemic and quarantine restrictions ○ Increase of positive COVID-19 cases and imposition of strict community quarantine in the region as one of the most affected due to pandemic restrict the movement of LGUs and CDWs for the SFP implementation which resulted in the delay/canceled deliveries of food commodities ○ Delayed submission of SFP data by the LGUs due to mandatory home quarantine of concerned LSWDO staff ○ NDs and PDOs could not stay longer in their area for monitoring due to LGU health precautionary measures and unavailability of transportation in the area 	<ul style="list-style-type: none"> ● Re-scheduling of deliveries per discretion of LGUs. Delivery schedule of perishables, groceries and dry rations are done every two weeks. ● Meals and dry ration goods are distributed by CDWs to children in once a week or every two-week basis to lessen face-to-face and comply with IATF protocols. Monitoring is done through pictures sent daily in group chats. ● Utilization of cycle menu consisting of combination of Hot Meals and Ready-to-eat/cook foods (Nutri-Packs, Nutri-Bun, Dry cereal blend and Processed Food items) to be distributed as dry ration to lessen mass gathering and to comply with IATF protocols. ● Coordinated with the SFP Focal and Service Provider to 	<ul style="list-style-type: none"> ● Utilization of nutrient dense food alternative are ready to eat/cook supplies distributed as dry ration as part of safety measures during this pandemic ● Agreements between the supplier and the end user should be strictly followed. Suppliers should comply promptly and send proper communication to the end user for approval, with goods and delivery concerns

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
	<p>hold the deliveries. Food allocation was delivered to nearby LGU to consume the food commodities purchased.</p> <ul style="list-style-type: none"> • Conducting virtual meetings with supplier representatives, along with the logistics representatives, to discuss issues related to the delivery of goods. Reports are prepared and documented for untimely delivery schedule of the suppliers. • Provided TA and emphasized that unweighed children must be visited for weighing after the period of quarantine 	
<ul style="list-style-type: none"> • Changes in the modality (from Transfer of Fund to Regional Procurement) that resulted to mixed implementation of SFP cycles 		<ul style="list-style-type: none"> • To carry over the Transfer of Fund for 2022
<ul style="list-style-type: none"> • Other logistical issues: <ul style="list-style-type: none"> ○ Late implementation of Milk Feeding due to documents and milk manufacturing related concerns ○ Spoiled goods due to improper storage from the LGU implementers ○ Limited storage space for SFP advocacy materials ○ Limited partner local dairy farmers that would cater GIDA areas for SFP implementation 	<ul style="list-style-type: none"> • Provision of technical assistance to LGUs through capacity building activities on World Health Organization - Child Growth Standards, assessment of nutritional status reports facilitated 	<ul style="list-style-type: none"> • Continuous engagement with PCC to check potential cooperatives/farmers interested in the establishment of dairy milk industry especially to GIDA areas (specifically Quezon province island municipalities and Bondoc Peninsula)

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ○ Improper use of measuring tools may lead to wrong measurement of nutritional status for implementation of the Supplementary Feeding Program ○ Delayed arrival of Nutripack Food Products caused delays in the completion of SFP implementation ○ Implementation of services are differently interpreted by other platforms (social media, etc.) which tends to be untrue ○ LGUs needing immediate assistance are not visited due to the pending Purchase Request on the hiring of vehicle ○ Data submitted by the LGUs may be subject to error if not addressed such as: <ul style="list-style-type: none"> ▪ Inaccurate assessment or computation of NS to children ▪ Measuring tools are not calibrated 	<ul style="list-style-type: none"> by FO nutritionist-dietitians and others ● Partner LGUs for the milk feeding program will be based on the prevalence of malnutrition and the presence of nearby local dairy farmers cooperative for the delivery of milk supplies to prevent spoilage ● Informed the LGU implementers regarding proper of storage of goods, and may have an alternate person to facilitate distribution of the goods, in the absence of the designated person 	<p>where prevalence of malnutrition is increasing</p> <ul style="list-style-type: none"> ● Re-evaluation of the cycle menu for the next feeding cycle implementation, as well as proper information drive with the cycle menu

ASSISTANCE TO INDIVIDUALS IN CRISIS SITUATION (AICS)

OVERALL CONTEXT

Number of beneficiaries served through AICS exceeded its semestral target. For the first semester of CY 2021, the Department was able to serve 1,178,611 beneficiaries through AICS or 165% of the semestral target of 712,340. Field Offices CAR, I, II, III, CaLaBaRZon, MiMaRoPa, VII, VIII, IX, X, XII, Caraga, and Central Office were able to exceed its semestral target.

Psychosocial assistance was the most provided type of assistance in AICS. Out of 1,881,083 total number of assistance provided through AICS, psychosocial assistance was the most provided with 701,743 or 37.31%.

Number of assistance in AICS provided was higher in 2021 than in 2019 and 2020. Due to the ongoing pandemic and economic crisis, more clients depended on government assistance to sustain their daily needs. Therefore, there is an upward trend in the number of assistance provided through AICS during the 1st semester of 2019 until 2021.

STRENGTHS

- Flexibility of staff in terms of task accomplishment.
- Regular staff meeting
- Provision of appropriate TA to clients seeking for possible financial assistance and documentary requirements
- Strong partnership with service providers and program partners with MOU
- Use of template forms used for different AICS transactions (e.g. acknowledgement receipts, feedback report template, etc.).
- Conduct of simultaneous daily and offsite payouts by the regional and SWAD officers.
- Creation of AICS database exclusive for field office operation (e.g. referrals tracking, guarantee letter database, CIU staff directory, updated LGU directory, etc.).
- Secure logbook for clients who successfully received assistance

CHALLENGES, ACTIONS TAKEN AND RECOMMENDATIONS

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> • Payout concerns: <ul style="list-style-type: none"> ○ Slow processing of liquidations affects the availability of SDOs to cash advance given that the provision of financial assistance to individuals were continuously provided ○ Lack of manpower during conduct of payout ○ Lack of available SDOs to Cash Advance from referral coming from partners ○ High security risk of SDOs/paymaster during encashment, transportation and disbursement of cash advance. ○ Change of policy for direct implementation or pay-outs which resulted to delayed implementation and complaints of clients. 	<ul style="list-style-type: none"> • Coordination with partners (LGU and district) use of RP and rented vehicle. • Provided regular technical assistance and coordination with partners (LGUs, district and other stakeholder) relative to strict compliance to MC 24 series of 2020 and EODB. • Increase bond of SDOs to catch up the fund utilization/disbursement. 	<ul style="list-style-type: none"> • Partnership with Landbank may be explored ; and continuous partnership with LGUs, district partners and other stakeholders; • Review existing guidelines particularly the mode of pay-outs. Implementation of cash card is recommended • Assign/request issuance of SO as approving officer and SDO at the same time to create additional teams from each of the provinces to augment in AICS payout • Purchase of vault and other devices use for payout.
<ul style="list-style-type: none"> • Issues on disbursement: <ul style="list-style-type: none"> ○ Given the huge amount of funds to be disbursed and limited staff to facilitate the liquidation, the timely submission of liquidation report is affected. ○ Bulk SAA downloaded with huge amounts to be disbursed. Preparation of liquidation reports is a challenge given a very limited staff support. Every SDO has to liquidate every after pay out so as 	<ul style="list-style-type: none"> • Coordinated and requested assistance from LGUs, district partners and other stakeholders. Staff rendered overtime services to complete the liquidation documents • FO continues lobbying effort with the various Congressional Office 	<ul style="list-style-type: none"> • Continuous partnership with LGUs, district partners and other stakeholders. Increase the fidelity bond of SDOs to facilitate the cash advance. • PMB-FMS to consider this factor as they can exert effort to discuss/lobby with the

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<p>to apply for renewal of their Cash Advance for the next schedule of pay out.</p> <ul style="list-style-type: none"> ○ Limited regular and MOA staff to facilitate simultaneous off-site serbisyo/payout ○ Regular submission of liquidation is not followed ○ Unliquidated Transfer of Funds of some LGUs 	<p>and OP to fully disburse the funds based on the cash programming set by CO.</p>	<p>concerned legislators as to the timeline set in the issuance of NTA to align with the cash program of the agency</p> <ul style="list-style-type: none"> ● Hiring of COS staff to function/address the function ● Acceptance of Electronic copy of medical records provided with physician through online (ie. Medical certificates, medicines prescription) ● For DSWD-PMB to release modified policy relative to requirements/attachment on availing social protection services
<ul style="list-style-type: none"> ● Non-compliance of guidelines of some partners: <ul style="list-style-type: none"> ○ Partners influence/interfere in the identification of clients/beneficiaries which affects the assessment and eligibility of clients for assistance. ○ Assessment/Professional judgment of social workers are no longer exercised ○ Office of the Legislators, Party List, and Senators indicate/suggest amount for the assistance to be provided ○ Lack of evaluation of partnership with regard to compliance to MOA. 		<ul style="list-style-type: none"> ● Conduct forum with service providers to monitor compliance and address other concerns
<ul style="list-style-type: none"> ● ICT-related issues: <ul style="list-style-type: none"> ○ Frequent system down of CrIMS database ○ Unstable Internet connection especially to POO/SWAD office ○ Some beneficiaries do not have access to internet connection or no network signal which sometimes leads to non-appearance during pay-outs. 	<ul style="list-style-type: none"> ● Initiated offline google spread sheet on clients served ● Close coordination with LGUs and district partners in reaching out to clients through home visits ● Usage of Offline CrIMS as an 	<ul style="list-style-type: none"> ● CO to allocate and download additional funds for logistical support needed for fast updating of offline database ● Provision of funds for internet connection

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ○ Online CRIMS is not fully implemented by DPEOs due to weak internet connection. ○ Unstable and sometimes lack of internet connection for encoding, validation/cross matching which pose a high risk of duplication of services provided to clients. ○ Recurrent outage of CriMS internet based information system which cause delay on the updating and encoding of clients served in a day thus, encounter duplication of service between CO, FO-NCR and other Region. ○ Complexity in the design of CIS-CriMS as a system prescribed in the guidelines, requiring 79 entries per client 	<p>alternative for encoding of served clients in order to avoid/minimize backlogs</p> <ul style="list-style-type: none"> ● Weekly submission of consolidated encoded offline CrIMS of clients served via email to DSWD-CO to be downloaded to the system. ● Developed 1 google drive as means of consolidating the daily served clients which are shared to assessment workers as mode of their verification prior providing assistance ● Coordinated with DSWD-CO Focal CrIMS and raised the current status of CrIMS 	<ul style="list-style-type: none"> ● Simplify/emhance the design of CIS/CrIMS to be user-friendly ● Use of Offline CriMS will be continued if necessary particularly if CrIMS outage occurs for a long period of time. ● Issue official feedback report to ICTMS citing the difficulties encountered. ● For CO-ICTMS to visit the Field Offices to directly check the current status of CrIMS
<ul style="list-style-type: none"> ● Lack of monitoring system: <ul style="list-style-type: none"> ○ Lack of tracking and feedbacking on cases referred by ODS to CIU to account the services provided to different sectors ○ Lack of monitoring system on actions taken to referrals. ○ Lack of monitoring system to ensure correctness and accurate disbursement. ○ Lack of integrated cash monitoring system between the Protective Services Division and FMD 	<ul style="list-style-type: none"> ● Initiated tracking system in CIU. ● Initiated tracking system of cash disbursement ● Provided input in the Guidelines on Cash Management 	<ul style="list-style-type: none"> ● Establish data monitoring system to measure the impact of the various programs and services to the clients ● Continuous implementation of google spreadsheet and for further actions/TA of RICTMU ● Establish and strengthen better tracking system in coordination and support of RICTMU ● Finalize the Guidelines on Centralized Cash Management
<ul style="list-style-type: none"> ● HR concerns: <ul style="list-style-type: none"> ○ Voluminous work vis-a-vis the limited work force of the program may result to dissatisfaction, burn 	<ul style="list-style-type: none"> ● Scout/secure SDOs from different divisions ● Docs for signing/approval are 	<ul style="list-style-type: none"> ● Complete the filling out of vacancies in CIS and SWAD offices.

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<p>out staff and resignation/transfer to other agencies/offices</p> <ul style="list-style-type: none"> ○ Simultaneous off-site and on-site payout resulting in insufficient manpower ○ Limited workspace to accommodate the staff, office equipment and documents ○ Lack of capability training along implementation of AICS (MC 24 series of 2020) and Malasakit Centers. ○ No Authority to Hire additional staff for Office of the President Referrals ○ Health threats to CIU employees ○ Limited SDO which resulted in a bulk of unliquidated documents ○ No hazard pay and no regular antigen/swab testing for employees ○ Employees learning and development activities are not prioritized for personal and professional growth ○ Most of the manpower of CIS are MOA and Jos ○ Unavailable hotline/grievance officer ○ The high incidence of COVID-19 cases affects mobility of staff and the smooth operation of the program 	<p>transported to the regional office</p> <ul style="list-style-type: none"> ● Undergo antigen/swab test once required by the LGU ● Provided with alcohol, face mask and face shield by the office ● Ongoing request for creation/conversion of staff work status to CO 	<ul style="list-style-type: none"> ● Follow-up request for an office space from the City and Provincial Government of Quezon, Laguna and Cavite provinces. ● CO to consult FOs for a unified or generic staffing requirement needed for the operations of CIS at the FOs ● CO to allocate funds based on the request of FO for additional fund for rental of office space for POOs ● Provide regular antigen/swab testing to ensure health safety of employees ● CO to provide creation/conversion of staff work status ● Provide workshops and seminars for the staff well-being ● Formulate policies and programs that will protect DSWD staff and clients from COVID 19. ● Request for immediate provision of health protection gears and equipment for CIS staff. ● Provision of hazard pay for AICS staff regardless of employment status.
<ul style="list-style-type: none"> ● Significant increase of clients seeking assistance: <ul style="list-style-type: none"> ○ Influx or overwhelming number clients during pay-outs which results to difficulty of LGUs to comply with the minimum health protocols. 	<ul style="list-style-type: none"> ● Continuous provision of cash assistance to clients ● Close coordination with partners in the management of pay-outs. 	<ul style="list-style-type: none"> ● Coordination and referrals to other DSWD programs and services and LGU for other support services. ● Strictly follow and comply to IATF

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ○ Limitation in terms of absorptive capacity of the Section given the IATF ruling against the expected number of clients to be served by the end of the year 	<ul style="list-style-type: none"> ● Conducted offsite payout in partnership with the Office of the President. ● Increased the number of clients being accommodated in the Onsite Office with observance to IATF Policy ● Accommodated request for payout from partner Agency and LGUs (TUPAD and TODA) ● Developed new strategies to ensure achievement of targets such as stub scheme and online interview in partnership with Service Providers 	<ul style="list-style-type: none"> ● guidelines on minimum health protocols and Standard Operating Procedures in the conduct of pay-outs. ● To review the request of Legislators and other stakeholders (LGU/ Councilors/Punong Barangay) based on the absorptive capacity of both Section.
<ul style="list-style-type: none"> ● Other concerns: <ul style="list-style-type: none"> ○ Limitations of Joint Administrative Order No. 2020, in the implementation of Malasakit Program in the part of DSWD in terms of tasks, functions, roles and limitations ○ No infomercial for AICS process (manual) field offices 	<ul style="list-style-type: none"> ● Drafted Regional Memorandum Order for the implementation of Malasakit Programs as basis for Operations while there is no existing DSWD guidelines for the said program since Assistance to Individuals in Crisis Situation (AICS) are the basis of Malasakit Program 	<ul style="list-style-type: none"> ● Fast track the formulation of DSWD Operation Guidelines particularly in the implementation of Malasakit Program to address specifically the main tasks and roles of DSWD in the Hospitals with Malasakit Centers. ● To have criteria/qualification standards in the provision of appropriate assistance ● Request CO for budget for creation/development of Infomercial as means to orient the client and lessen time for repetitive orientation

MINORS TRAVELLING ABROAD (MTA)

OVERALL CONTEXT

A total of 3,085 applications for minors travelling abroad were received for the period of January to June 2021. Of this, 2,470 or 80.06% were approved.

CHALLENGES, ACTIONS TAKEN AND RECOMMENDATIONS

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none">● No fund allocation intended exclusively for MTA for program implementation		
<ul style="list-style-type: none">● Non-conductive office space. The limited office space without air-conditioning/ proper ventilation has been a challenge for the program staff		
<ul style="list-style-type: none">● Other implementation issues:<ul style="list-style-type: none">○ there is confusion among applicants regarding processing of Passport and Travel Clearance○ One of the requirements under AO 12 and Standard Operating Procedure of the unaccompanied minor is a certificate from the airlines. Cannot provide the certification because there are policies on the minimum age allowed for an unaccompanied child. The Field Office with the recommendation of the Central Office issued Travel Clearance to the applicants even without the certification as long as there is a waiver from parents releasing DSWD from any liability in case of untoward incident during the travel of the minor.○ The standard form of the Affidavit of Support and Consent are not being followed by some Philippines Consulate Abroad	<ul style="list-style-type: none">● Provide clarification and guidance to the Field Office to ensure compliance to existing guidelines and policies on the issuance of travel clearance● Coordinate with Philippine Consulate Board	<ul style="list-style-type: none">● Revisit AO 12 for possible enhancement. Per the guidelines, the unaccompanied minor certificate from the airlines is separate requirement from the waiver of parents releasing DSWD from any liability in case of untoward incident during the travel of minor.● For the CO to cascade the said form to Philippine Consulate Board who notarized the Parent's Consent for uniformity.● Coordinate with the DFA Central Office to come-up with a clear guidance as to the requirement for passport application and renewal.

CHALLENGES	ACTIONS TAKEN	RECOMMENDATIONS
<ul style="list-style-type: none"> ○ Validity of affidavit of consent and support issued by the Philippine Embassy in the respective country is not coherent to the prescribed DSWD template ○ MTA Travel Clearance Certificate as a requirement for passport application and renewal as requested by the DFA. 		

DISASTER RESPONSE MANAGEMENT GROUP

ACCOUNTABLE OFFICE:
DISASTER RESPONSE MANAGEMENT BUREAU (DRMB)

KEY RESULT AREAS

1. Develop policies and plans to support the implementation of all programs that assist victims of disaster and calamities
2. Provide Technical Assistance and Resource Augmentation to all DSWD Offices in the implementation of all related disaster response programs, projects, and services
3. Implement a disaster response information management system that provides information for decision support to disaster response operations
4. Provide leadership in the coordination and collaboration of all clusters in the NDRRMC Response Pillar
5. Implement support systems to sustain and continually improve the Departmental disaster response

OVERALL CONTEXT

A. Output Level Indicators

- The intermittent easing of and reverting to stricter quarantine measures did not stop the DSWD in providing of food and non-food items (FNI) and Cash-for-Work (CFW) to 132,157 internally displaced households (IDHs) during the major disasters in the first semester.
- As the nation eased into the “new normal”, slightly lesser requests for augmentation were received this time (972 LGUs) compared to when the quarantine first started last year (1,047 LGUs).
- Eight hundred twenty-two (822) QRT members were trained in the first half of 2021. This is 5.08% below the initially planned 866 QRT members, as some Field Offices did not include this in their semestral targets due to realigned budgets.
- Provision of Cash-for-Work (CFW) for Climate Change Adaptation and Mitigation (CCAM) was almost 100%
- There is no doubt that the Department continuously performs its mandate on disaster response as evidenced by the number of clients it has served (whether LGUs or affected households/individuals). Seeing as the Department has been responding to disasters for the past decade, yearly targets (i.e. yearly average of HHs served) should be identifiable.

B. Outcome Level Indicators

- All 146,329 households (100%) reached by the Department have been assisted to early recovery stage. Though commendable, especially in a pandemic, the Department can still aim to expand its targets as only a fraction of the total number of affected families are reached by its services.

STRENGTHS

1. Strengthened capacity building through utilizing virtual learning platforms/materials that are responsive to the needs brought by the pandemic.
2. Close coordination and established partnerships among DSWD offices/units and with other stakeholders (e.g. LGUs, NGAs, private organizations); Maximized the social media resources such as provision of updates via Group Chat/Messenger.

3. Continuous improvement of templates, systems, and mechanisms relative to the coordination, validation and monitoring of all disaster-related efforts. This also includes the preparation and dissemination of disaster risk reduction and management (DRRM) reports.
4. Flexibility and dedication of the DRMB/DRMD staff which enabled the Bureau/Section to maintain close to normal operations despite the intermittent quarantine levels
5. Some Field Offices (IV-B) hired additional personnel to carry out specific tasks and delegate some workload:
 - a. Information Officer – handles media-related activities, including advisories and production of IEC materials on the Disaster Management Protocols and other advocacies
 - b. Project Development Officer (Report Writer) – supports in the real time DROMIC, COVID-19, and HPMES report generation
 - c. Financial Management Professional – not only limited to facilitating financial transactions but also analyzes and strategically allocates the funds directed to its proper recipients for a cost-efficient and effective program implementation
6. Enhanced indicators/reporting templates relative to the provision of early recovery services as indicated in the SULONG Recovery Plan 2021-2022
7. DRMB/DRMD's adeptness in shifting priorities following the development/enhancement of policies and manuals based on new directives

CHALLENGES and ACTIONS TAKEN

Office	Issues and Concerns	Actions Taken
FO IV-B	<p>Provincial/City/Municipal Quick Response Teams are finding it difficult to render duty during disaster response due to the following reasons:</p> <ol style="list-style-type: none"> 1. They are in the quarantine facilities 2. Non-availability of communication equipment such as computer/ laptop, internet 3. Conflict of schedule with other equally important activities 	<p>Activated the DSWD MIMAROPA Virtual Emergency Operation Center (EOC) via Google Meet video conferencing joined by QRT personnel on duty per province for monitoring of Disaster Incidents</p> <p>Assigned a focal person per province to assist in the gathering, collation and consolidation of reports;</p> <p>Continuous coordination to LGUs thru the SWADTs and P/C/M QRTs for validated data on affected families for provision of relief assistance.</p>
FO IV-A, IV-B	<p>Uncleaned/Inaccurate list of disaster affected families/ households submitted by the LGUs/Barangays; There are missing/unidentified names submitted that resulted to confusion to the validators</p> <p>Late/Non-submission of the LGUs/Barangays of the list affected families/households resulted in the high volume of inquiries received from the allegedly affected families/household with damaged houses who are not included in the validated data</p>	<p>Ensured smooth implementation of the program and assigned staff to immediately address the concerns of the partner beneficiaries during the conduct of validation and payouts</p> <p>Assisted the LGUs during the conduct of social preparation and ensured that the partner beneficiaries are well-informed on the upcoming payouts</p>

	Limitation of bonded officials to Cash advance that affects the entire program implementation and accomplishments	
FO IV-A, X, XII, Central Office (DRMB)	<p>Issues on the implementation of the Risk Resiliency Program for Climate Change Adaptation and Mitigation (RRP-CCAM):</p> <ol style="list-style-type: none"> 1. PPAs identified for the RRP CCAM is not aligned with the Provincial LGUs' Annual Investment Program (AIP) impedes the sustainability of the program 2. Lack of alignment of PPAs from other agency/sector of the government 3. Different implementation of COA rules and policies per FO 4. Changing priority PPAs and workforce due to changing administrations 5. Political intervention in terms of targeting/ identifying beneficiaries 6. Limited movement due to LGU restrictions for surging of COVID-19 cases (Delta Variant) 7. Limited Number of SDO and no available vault 8. Late or non-compliance with deadlines and deliverables relative to the 3-year Operation Cycle 9. Lack of important details in submission of success stories and HD photos 10. Impacts of Covid-19 in mobility, processing of documents, and manpower 	<ol style="list-style-type: none"> 1. By 2022 onwards, all PPAs shall be aligned with the priority programs the PLGUs identified in their AIP, CLUP, etc; Orientation on the program mechanism and MC No.4 s.2021 was already provided to PLGUs 2. Lobbied to RDRRMC as policy recommendation the alignment of agency mandate and PPAs 3. Recommended to DRMB CO to craft a policy guideline on the other alternative method for the receipt of assistance or other authorize representative in lieu of the relatives 4. Lobbied to include the PPAs in the DSWD Thrust and Priorities 5. Requested an assessment of the master list of beneficiaries 6. Compliance to the needed health protocols. 7. Tapping of SDOs from other divisions/units 8. Submitted request for additional SDO 9. Adjusted deadlines; Provided additional TA 10. Prepared a more detailed guide question and use of stock photos 11. Preparation of supplementary guidance to address Covid-19 12. Digitalization of assistance thru FSPs and 4Ps top-up
FO CAR, IV-A, IV-B, X	<p>Issues on FNI-LGU Augmentation:</p> <ol style="list-style-type: none"> 1. Some government officials and legislators are unaware of 	<ol style="list-style-type: none"> 1. Provision of TA and orientation to SWAD and LGUs

	<p>the function of DSWD during response as augmentation</p> <ol style="list-style-type: none"> 2. Duplication of request on relief augmentation from P/LGUs, NGOs and Legislators 3. COVID 19 restrictions in terms of request and delivery of resources to DRMB/LGU 4. Replenishment of FFP component from the requesting LGUs <p><u>On the submission of distribution sheets/reports:</u></p> <ol style="list-style-type: none"> 5. Difficulty of LGUs to submit the Relief Distribution Sheet (RDS) 6. Slow rate of submission of signed Relief Distribution Sheet (RDS) from LGUs with augmented FFPs and Non-Food Items 7. Inconsistent/ inaccurate data gathered from affected LGUs vs. the result of validation in times of disasters. 	<ol style="list-style-type: none"> 2. Crossmatching of beneficiaries to prevent duplication of services 3. Coordination with other line agencies to deliver services (special travel permits from the OCD) 4. The requesting LGUs shall be required to submit a Distribution Plan to the DRMD when the number for relief augmentation reaches at least 100 families <p><u>On the submission of distribution sheets/reports:</u></p> <ol style="list-style-type: none"> 5. Recommend the LGUs to conduct the distribution of Relief Items within 7 days upon the receipt of the relief items and submit the accomplished RDS within the month (As indicated in AO 02, Series 2021 "FNI Guidelines and Logistics Management) 6. Close monitoring with the provinces/LGUs with slow rate of submission of reports and documents needed during disaster operations 7. Continuous coordination with the concerned LGUs with Non/delayed submission of RDS thru follow up letters 8. Continuous provision of Technical Assistance to SWADTs pertaining to disaster response operation and program implementation through virtual platform and communication letters compliance to MC20 s2019 and AO2 s2021
FO CAR, FO X, FO XII	<p>Issues on the Recovery and Rehabilitation Projects, Programs and Activities Implementation Monitoring:</p> <ol style="list-style-type: none"> 1. ESA beneficiaries also availed in housing program of NHA 2. Presence of COVID 19 may result to the delay of the operations 	<ol style="list-style-type: none"> 1. Crossmatching of master list with NHA 2. Continuous implementation of the skeletal work arrangement as needed, with strict adherence to health protocols
FO NCR, IV-A, Central Office (DRMB)	<p>Issues on disaster incident monitoring and report development:</p>	

	<ol style="list-style-type: none"> 1. Delayed or Non-receipt of reports from GIDAs/far-flung/hardly hit areas 2. No designated focal person for the reporting of disaster incidents 3. Non-utilization of the prescribed DROMIC reporting tools 4. Lack of storage space (Hard and Soft copies of documents) 5. Outdated database tools 6. Poor wi-fi connection in the Field Offices and no additional allowance for internet subscription 7. Unavailability of Licensed Software for infographics and audio-visual presentations. 8. Inconsistency on the inclusion of photos on DROMIC Reports due to limited submission of DSWD-Field Offices 9. Mainstreaming of Information Officers to DSWD Social Marketing Service since DRR IOs roles and responsibilities go beyond social media management 	<ol style="list-style-type: none"> 1. Coordination with Partners from Counter Parts and DSWD Provincial Offices who are assigned in the area or near the area to access and gather information 2. Continuous reminders and advocacy on the significance of assigning focal persons 3. Conduct of TA session with the LGUs and Province 4. Utilization of Google Drive and other free online storage 5. Purchase of Database system already included in the Structure of Emergency Operations Center (EOC) Plan 6. Requested for additional routers and increased bandwidth per division 7. Usage of available free software online and resource generation from UN/international organizations such as UNFAO 8. Ensured close coordination with DSWD Field Office DRR/regional information officers and provided technical assistance on standard capturing of photos
FO IV-A, IV-B	<p>Issues on disaster database management:</p> <ol style="list-style-type: none"> 1. Unavailability of Capital Outlay to fund the ICT required ICT equipment 2. Personnel lack of training and expertise in developing advanced electronic systems for data banking 	<ol style="list-style-type: none"> 1. Coordinated with the Admin Division for the allocation of ICT equipment for each staff in the DRMD
FO NCR, IV-A, VII	<p>Lack of funds for key activities:</p> <ol style="list-style-type: none"> 1. The repair of trucks for relief operations has been postponed for many times due to lack of funds 2. Unavailability of fund to purchase of zoom account for large meetings in adapting to new normal set up 3. Depletion of budget for logistics delaying the shipment of stockpiled FFPs to requesting LGUs 	<ol style="list-style-type: none"> 1. Postponement of repair schedules while waiting for budget request approval 2. Coordination with other partner agency to utilize their account when there is large number of participants 3. Tap disaster response cluster member agencies for logistical support 4. Continuous follow-up and consultation with Finance and

	<ol style="list-style-type: none"> 4. Delayed downloading of Sub-Allotment Advice (SAA) to fund PPAs 5. Late approval and downloading of ESA funds 	<p>Management Division. Vouchers were already facilitated by FMD</p> <ol style="list-style-type: none"> 5. Constant follow-up through call and official letter to concerned LGUs
NCR, CAR, FO-I, FO-III, FO-IV-A, FO-IV-B, FO-V	<p>Issues on Human Resources/ Personnel Management:</p> <ol style="list-style-type: none"> 1. Limited permanent staff to: <ol style="list-style-type: none"> a. handle accountabilities during disaster operations (SDOs, Pay-out) b. serve as Focal Persons as well as designations c. Manage the DROMIC Information System (i.e., IT staff) d. No assigned Section Head to monitor and provide instructions for the DRIMS Staff e. Late Hiring of DRMB Staff to complement the workforce requirement for DRRS and DRIMS (RRP-CCAM Personnel, etc) f. Non availability of professionals (Developmental pediatrician, speech pathologist) within the region 2. Neglect on the functions and welfare of the staff especially for staff in close contact or infected by COVID 19 virus 3. Overlapping workload of staff due to 1) low worker - client ratio; 2) overlapping targets and deliverables from other programs. 	<ol style="list-style-type: none"> 1. Actions taken in relation to the limited staff complement: <ol style="list-style-type: none"> a. Contract of Service (COS) and Job Order (JO) workers were assigned to perform crucial roles and responsibilities during disaster operations b. Close Coordination with FMD for the availability of SDOs (mobilization of and support from other Division staff as SDOs) c. COS and JO workers were designate as Focal Persons of Programs as well as designations. d. Posted hiring of IT staff for the DROMIC-IS e. OIC-Division Chief was assigned as concurrent Section Head f. Coordinated with HRMDD on the new process and fast track the hiring of additional staff 2. Actions taken in relation to the personnel welfare: <ol style="list-style-type: none"> a. Conducted counseling and peer to peer approach among co-workers b. Sharing and reflection during division meeting c. Kamustahan sessions via group chats d. Establishment of Occupational Safety and Health Committee e. Coordination with LGU GMA Cavite to assist the volunteers for vaccination f. Availability of PPE and orientation about the pandemic

		g. Minimized staff reporting at FO, prepared work plan for WFH staff
FO-IV-A, FO-IV-B, FO-IX	<p>Slow procurement process of FNIs and other raw materials</p> <p>Procurement of Pre-Packed Family Food Packs for declared granular locked down from LGUs</p>	<p>Regular consultation with BAC members on DRMD procurement</p> <p>Regular follow-up to Supply Unit to fast track procurements process of raw materials</p>
FO IX	No estimated time/day of deliveries of raw materials since the mode of procurement is Public Bidding	Coordination to National Resource and Logistics Management Bureau for request of augmentation on Non-Food Items
Central Office (DRMB)	<p>Issues on capacity building:</p> <ol style="list-style-type: none"> 1. Delay on the submission of reports due to frequent turnover of IDCB focals in relation to resignations and reassignments 2. Limited capacity of Premium Zoom Accounts for the conduct of blended and virtual learning activities 3. Cancellation and postponement of LDIs needing face-to-face activities due to immediate changes in provisions for mass gathering pursuant to IATF Resolutions 4. Lack of face-to-face simulations and drills due to restrictions in accordance with COVID Protocols 5. Overlapping schedules due to limitations on trained resource persons vis-a-vis request for TA 	<ol style="list-style-type: none"> 1. Request for updated IDCB focals and technical assistance to newly designated focals 2. Use of existing premium Zoom accounts 3. Strategic reallocation of budget to avoid unutilized funds 4. Prioritization and delegation of virtual activities to be conducted 5. Tap other divisions with trained resource persons and maximize RPs at the FOs
Central Office (DRMB)	<p>Issues on policy development:</p> <ol style="list-style-type: none"> 1. Tedious process prescribed by the Department on the approval of new and revised/enhanced of Policies 2. Delay in the provision of comments coming from different offices - all FOs, OBSUs, ManCom and ExeCom Members 3. Slow action and review of the Department of Education in the development of the Joint Memorandum Circular on Camp Coordination and Camp Management (CCCM) 	<ol style="list-style-type: none"> 1. Identification and institutionalization of an Institutional Development Section in the Bureau 2. Diligent follow-up with counterpart staff 3. To include in 2022 Budget the re-printing of CEPC MOP

	<ol style="list-style-type: none"> Limited budget to reproduce more hard copies of the enhanced Comprehensive Emergency Program for Children (CEPC) Manual of Operations Simultaneous activities of agency focal persons delayed the provision of inputs in the Enhancement of Philippine National Implementation Guidelines for Child Friendly Spaces in Emergencies Enhancement of Women-Friendly Spaces Manual of Operation in the COVID-19 context 	
Central Office (DRMB)	<p>Issues on emergency response preparedness:</p> <ol style="list-style-type: none"> Confusion on the submission of documentary requirements needed for the replenishment of Standby Funds Lack of Manpower to attend to NDRRMC meetings and to convene agency level Pre-Disaster Risk Assessment (PDRA) 	<ol style="list-style-type: none"> Continuous provision of technical assistance to Field Offices Continuous coordination and participation to NDRRMC updates and requests for Pre-Disaster Risk Assessment Meetings
Central Office (DRMB)	<p>Issues on the Predictive Analytics for Humanitarian Response for Slow-Onset Disasters:</p> <ol style="list-style-type: none"> Lack of available spatial data for geoprocessing from Field Offices Lack of high specification hardware for processing large volumes of data in mapping. Limited number of slots/participants per Batch allowed to undergo Rapid Earthquake Damage Assessment System (REDAS) Training (i.e., prioritizing those who meet the minimum required skill set) Delay of the signing of data sharing agreement for PHILAWARE due to clarifications from concerned offices within the Department 	<ol style="list-style-type: none"> Close coordination with Field Office GIS Specialist counterparts Close coordination with ICTMS on the prioritization of procuring high specification laptop/desktop Continuous coordination with the agencies to facilitate the finalization of the signed data sharing agreement
Central Office (DRMB)	Compliance with the reporting systems:	

	<ol style="list-style-type: none"> 1. Performance Governance System <ol style="list-style-type: none"> a. Late submission of disaster data and information by FOs which causes delay in the submission of concerned divisions b. Changes in the committed activities in the SCIP 2. Harmonized Planning, Monitoring and Evaluation System <ol style="list-style-type: none"> a. Discrepancy in data reported by FO and CO (FO OPCR) 3. DSWD Strategic Performance Management System <ol style="list-style-type: none"> a. Weak system of organizing and filing of Division documents which causes delays in submission of MOVs b. The changing guidance of the management on the crafting of the OPC c. Delayed submission of FO self-rating causes delay in consolidating the FO scorecard d. Unutilized existing monitoring tools which may help in collecting real time data from the FOs to support DRMB ratings in the scorecard 	<ol style="list-style-type: none"> 1. Performance Governance System <ol style="list-style-type: none"> a. Careful and thorough planning for the identification of SCs and development of SCIP considering all the issues and challenges identified 2. Harmonized Planning, Monitoring and Evaluation System <ol style="list-style-type: none"> a. To convene with DRMB Planning focals to enhance HPMES templates to include FO accomplishments per indicator and a summary sheet 3. DSWD Strategic Performance Management System <ol style="list-style-type: none"> a. All Division to establish and/or strengthen system of monitoring and organizing of MOVs b. Revisions of the OPC according to the guidance of the management c. Enforce use of existing monitoring tools such as FNI LGU Augmentation Monitoring Matrix which may ease the collection of MOVs from FOs during rating period
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RECOMMENDATIONS and ACTIONS TAKEN

- **As the Department continues to be at the forefront of disaster response no matter the scale, its systems must be amped up/continually improved:**

- a. **Upgrade the database/DROMIC reporting systems and reiterate LGU submissions -**
While there are existing reporting/database mechanisms and tools, there are still opportunities to strengthen these systems. Part of the strategies for such is the continuous provision of technical assistance as needed to the LGUs that need to be capacitated in the accurate reporting of damaged houses, crossmatching the ESA master list with the NHA and other concerned agencies, and close monitoring of Social Welfare and Development Teams (SWADTs) with slow submission rates of reports, data and other required documents.

Moving forward, DRMG could reiterate and include in the memo/guidelines to communication letters to LGUs the submission of RDS as part of the liquidation process. Another strategy is

to incentivize LGUs who are compliant to DSWD TARA system flow and/or incorporate it as part of the criteria for the DILG Seal of Good Governance.

In terms of disaster incident monitoring and report development, the following improvements must be undertaken and fast-tracked:

1. Enhancement of the DROMIC Reporting Guidelines incorporating the new DROMIC Situational Report template
2. Development and establishment of the DROMIC Reporting System or DROMIC Report Processing Enhancement
3. Implementation of the harmonized Disaster Reporting Templates and timelines based on the approved and enhanced DROMIC Reporting Guidelines
4. Utilization of other means of sending reports (such as but not limited to email, SMS, messenger, Viber etc.) based on validated data from the FOs and LGUs
5. Capacity Building on information and communication materials preparation (basic photography, uploading and dissemination of photos, graphics editing and social media management) for DSWD-Field Offices Disaster Response Information Officers

b. Streamline the process of procuring FNI raw materials to avoid depletion of stockpile –

Currently, some Field Offices are resorting to the advance submission of their Annual Procurement Plans (APP) and Project Procurement Management Plans (PPMP) to get ahead of the procurement requirements for the following year. However, unexpected events/disasters could occur without warning, hence, a sufficient volume of stockpile must be prepared at any given time. Streamlining the procurement process may be the solution, but it must be within the bounds of RA 9184

- **Issues on the implementation of the RRP-CCAM must be addressed to ensure 100% accomplishment from here onwards –** Usually, the variance of RRP-CCAM accomplishments are only minimal, however, addressing the concerns may even take the program to greater heights:
 1. Conduct a policy/program review to ensure alignment of PPAs to the LGUs' AIPs, CLUPs and other sectoral/agency plans
 2. Revisit COA guidelines and issue one standardized policy that is applicable to all the divisions, particularly in the receipt of assistance either financial and relief goods during the pandemic
 3. Reiterate the program guidelines to the LGUs through a formal communication and explore strategies to minimize/eradicate politicizing of the program
 4. Ensure timely downloading of SAA for PAPs
- **Strengthen information dissemination on the delineation of roles and responsibilities among the DSWD and other line agencies, legislators, and LGUs –** Until now, there appears to be government officials/legislators who are unaware of the function of the DSWD during disaster response (i.e., mainly augmentation of FNIs). Thus, strengthening the information dissemination on this matter is highly recommended. This could be done through information caravans, advocacy materials, etc.
- **Ensure technologies and ICT infrastructure supporting key activities for disaster response are in place:**
 - a. Coordinate with ICTMS regarding improving the internet connectivity of the Field Offices, especially during trainings/workshops/meetings.
 - b. Explore procurement of and subscription to other video-teleconferencing apps (e.g. Zoom, Microsoft Teams, Skype for Business, etc.), other licensed software (e.g. STATA, MS Visio, geo-processing/GIS software, photo/graphics illustration software etc.), and unlimited online/cloud storage (e.g. Google Drive).
- **Funds must be readily available and downloaded timely for key processes/activities –** Presently, the strong partnership the DSWD has built with government and private organizations,

has helped fill in the gaps. Disaster response logistics/activities (e.g., dispatch trucks, ICT soft and hardware requirements, RRP-CCAM PPAs) must be funded sufficiently.

- **Human resource concerns (e.g., lack of manpower, heavy workload, safety and welfare of field workers, etc.) still continue to plague the DRMB and its Field Office counterparts and must be addressed as soon as possible:**

1. Fast-track the finalization of DRMD's organizational structure and hiring of the required staff complement (including specific professions such as drivers, IT specialists, information officers, etc.)
2. Explore how all COS and JO workers can be converted to contractual and/or Plantilla Positions
3. Strengthen the capacity of LGU focals to conduct regular monitoring and submit report to the FO
4. Start piloting the cashless/other modes of payout (e.g., fund transfer, FSPs, etc.) to lessen the need for SDOs
5. Development of physical and mental, as well as welfare programs especially for field workers who are exposed to the pandemic

ACCOUNTABLE OFFICE:

NATIONAL RESOURCE AND LOGISTICS MANAGEMENT BUREAU (NRLMB)

KEY RESULT AREAS:

1. Logistics Management
2. Resource Management (Donations Facilitation, Volunteers Management, and Partnership Development)
3. Quality Management
4. Procurement and Fund Management

OVERALL CONTEXT**A. Output Level Indicators**

- Majority (85.56%) of food and non-food items (FNI) augmentation requests were delivered based on approved RIS and dispatch/delivery plan within the timeline set, in the first semester of CY 2021.
- FNI delivery services were satisfactorily provided, judging from the average customer satisfaction rating of 4.729 out of 5, across DSWD offices.
- Almost all (99.34%) family food packs (FFPs) were also produced based on approved production plan last semester, save for the small incidences of rice weevil infestation and insufficient raw materials like coffee, tuna, etc.
- Percentage of spoilage was kept at a minimum at 0.17% and within the acceptable rate (less than 2%).
- There were four (4) incidences of monthly mandated stockpile level falling before 75%, which is more than the semestral target of one (1) incident. The variance was due to the unavailability of NFA rice caused by the non-approval of MOA with the NFA pertaining to the acquisition of rice through fund transfer method (COA Circular 94-013).

B. Outcome Level Indicators

- All (100%) of the Field Offices' request for augmentation of funds for warehouse operations were acted upon.

STRENGTHS

- Delineation of functions between DRMB and NRLMB, all requests for fund augmentations of FOs, including those for warehouse operations were already received and processed by DRMB as the fund controller for Disaster Fund.
- NFA Rice supply issues are slowly being ironed out through consultations with the Cooperative Development Authority and Government Procurement Policy Board (GPPB) to explore alternative of source for rice commodity. There was also coordination meetings held with NFA and DSWD Legal Service regarding concerns related to agency-to-agency procurement process hindering the supply to DSWD from NFA.

CHALLENGES and ACTIONS TAKEN

Office	Issues and Concerns	Actions Taken
FO I, IV-A, XI	Infestation of rice supplies which may cause delays of repacking activities since disinfestation of it takes place before repacking	<ol style="list-style-type: none">1. Deployed community volunteers and requested additional manpower from RDRRMC 1 to conduct disinfestation of rice. This would help expedite the disinfestation and repacking activities2. Conducted of weekly inventory and monitoring on the status of quality of rice and other raw materials3. Replacement of the Infested rice4. Sought Technical Assistance from the NFA to avoid/lessen the proliferation of Weevil5. Informed budget unit for fund allocation for rice fumigation in CY 2022
FO I, IV-A, IV-B, VII, IX	Challenges in responding to voluminous requests for FNI augmentation due to lack of supplies of rice and other raw materials	<ol style="list-style-type: none">1. Close coordination with Visayas Disaster Response Center (VDRC) and NFA to strategize the timely availability of rice supply2. Continued provision of technical assistance to SWADTs pertaining to disaster response operation and program implementation through virtual platform and communication letters compliance to Memorandum Circular No. 20 s. 2019 and Administrative Order No. 2 s. 20213. Ensure the on-time delivery of the procured welfare goods/raw materials hence to respond accordingly based on need of the requesting LGUs

		<ol style="list-style-type: none"> 4. Coordination with the National Resource and Logistics Management Bureau regarding requests for augmentation on Non-Food Items 5. Regular consultation with BAC members on DRMD procurement Regular follow-up to 6. Supply Unit to fast-track procurement process of raw materials
FO I, IV-A, XI	Need for additional funding for acquisition/repair/maintenance of equipment (e.g., forklift, rice milling machines, vacuum sealers) in warehouses	Field Offices already requested the CO DRMG for funding for the Regional Resource Operations Section (RROS) operations and needed warehouse equipment, in various platforms such as meetings and consultations.
FO VII, XI	<p>Inadequate staff complement:</p> <ol style="list-style-type: none"> 1. Lack of human resource during the production of Family Food Packs (FO VII) 2. Additional security guard for evening duty (FO XI) 	<ol style="list-style-type: none"> 1. Coordinated with OCD and other NGAs for additional manpower during repacking of FFPs 2. To be shared with management
FO VII, XI	Insufficient storage space for raw materials	<ol style="list-style-type: none"> 1. Coordinated with NFA for the rental of the latter's warehouse from September-December 2021 2. Utilized the vertical height of the warehouse using "Racking System" 3. Informed the Central Office on this matter during meetings and consultation dialogues

RECOMMENDATIONS and ACTIONS TAKEN

- **Strengthen efforts to minimize/completely eradicate rice weevil infestation and spoilage of other FFP raw materials.** Apart from regular fumigations, weekly inventory of the stockpile of rice and raw materials, and other preservation methods such as "Sun Drying" and "*Pagbibistay*", the Department must intensify its efforts to mitigate infestation and spoilage. This could be done first through a regular operations planning session between the FOs and the RROS to harmonize activities related to the procurement,

production, and deployment of FNI assistance since knowing specific seasons within the year (low and peak seasons) will lessen the overstocking of rice that are prone to weevil infestation. The Department may also partner with NFA for transfer of knowledge/technology on the processes and techniques in extending shelf life of FFP raw materials.

- **Availability of supply for FFPs is the backbone of the Department's disaster response program, hence, timely procurement of goods is crucial and must be ensured.** Procurement strategies such as compliance with the Framework Agreement, and establishing partnerships with suppliers like the NFA, acquisition of pre-packed FFPs, and may be continued. However, the Central Office must also provide technical assistance to the FOs on using historical data (3-5 years of augmentation) to derive annual raw material requirements, as well as risk profiling and regional capacity projections.

Strategies specific to acquisition and maintenance of rice supply would include changes in the policy/guidelines such a waiver from NFA and to source rice elsewhere as needed. An amendment of the EO No. 51, s. 1998 to include the Agricultural Cooperatives as additional source of rice, must also be pursued, in order to ensure availability of rice supply.

- **Management to act upon the various concerns (e.g. funding for new/additional equipment, storage space, staff complement) of the Field Offices:**
 - a. Fast-track the results of the Logistics Capacity Assessment and act upon the gaps and recommendations on storage/warehouse concerns. In the meantime, the Central Office shall continue providing technical assistance on the rental of warehouses
 - b. CO to transfer knowledge and skills on volunteer management, while FOs may request for the database of volunteers from the VDRC, if augmentation is needed. For positions that need to go through hiring (e.g. security guard), the NRLMB shall assist the FOs in crafting project proposals and including the requested security detail in the WFP
 - c. Sourcing of funds for equipment/capital outlay to be conducted by NRLMB since the 2021 projected NEP for the bureau does not include provision of funds for Capital Outlay

SUPPORT TO OPERATIONS GROUP

ACCOUNTABLE OFFICE:**STANDARDS BUREAU****KRA**

1. Registration, Licensing, and Accreditation of SWDAs
2. Accreditation of Service Providers
3. Accreditation of CSOs that would implement projects and programs using public funds
4. Standards development, compliance monitoring and enforcement
5. Monitoring and evaluation of Field Offices' implementation of regulatory services
6. Regulation of National Fund Drives
7. Facilitation of Duty-Free Entry of Foreign Donations to SWDAs

OVERALL CONTEXT**A. Output Level Indicators**

- The Department exhibited a better performance in CY 2021 versus when the pandemic and community quarantines started last year, as the targets were generally exceeded (some even surpassing their annual goals):
 - Registration, licensing, and accreditation of SWAs and SWDAs (+53% 1st Semester variance)
 - Accreditation of Beneficiary Partner CSOs (+345.16% 1st Semester variance)
 - Accreditation of Service Providers (+3.17% 1st Semester variance)
- On the other hand, accreditation of Child Development Workers (ECCD Services) still needs to keep up as it was 18.45% below its intended numbers for last semester.
- Timeliness also improved compared to last year. All (100%) SWDAs have been issued RLA certificates within 30 working days upon receipt of compliant application. This is a welcome improvement from last year's first semester (54.71%) and annual (73%) performance.

B. Outcome Level Indicators

- The percentages of monitored SWAs and SWDAs with sustained compliance to SWD standards have already surpassed yearly targets, but the Department can still aim higher.
- Reporting of accomplishments along the outcome indicators must be improved. To be able to accurately gauge the overall performance of the Department, uniform reporting of the outcome indicators must be ensured.

STRENGTHS

- Institutionalization of the use of alternative platforms (i.e. online/virtual) for various crucial activities in the implementation of regulatory functions, through official advisories from the Secretary (see Advisory on Compliance to Regulatory Standards of SWDAs, SWMCCs and CSOs signed December 2, 2020, updated July 1, 2021). Further, the use of digital platforms also helped reach more stakeholders in enhancing policy documents and monitoring of SWDAs' compliance to set standards. Hiring of applicants for vacant positions has also become cost-effective as it is done online.
- Strong collaboration and close coordination with the Central Office Review Committee (CORC) and ABSNET representatives. Frequent follow-ups/reminders to CORC members and early provision of case backgrounds and other relevant documents helped facilitate deliberations/meetings.

- Strong partnership between CO and FO counterparts (SB and SS).
- Dedication, flexibility and teamwork of SB/SS staff to adjust to the continued challenges brought by the pandemic and ensure delivery of regulatory services.
- Consultative approach in policy development/enhancement helped solicit quality inputs from various stakeholders – management, licensors, accreditors, CORC members and ABSNET representatives.
- Field validation of the draft guidelines strengthened the processes placed in the policy document.
- Constant and relentless follow-ups and provision of technical assistance to SWAs/SWDAs and service providers.

CHALLENGES and ACTIONS TAKEN

Field Office	Issues/Challenges of the FOs	Actions Taken
FO V, VI, XII, CARAGA	The current manpower complement of the FO-Standards Section is already inadequate to handle the current workload, more so with the decentralization of the accreditation of CSO-Beneficiaries of Public Funds and Pre-Marriage Counselors (MC No. 1, s. 2020)	On-going inventory of SS staff; to be used for recommendatory action to the Management. For SS to continue advocating as FO level regarding the increase of manpower for SS.
FO VII	Fast turnover of SDS staff	Additional LGUs and SWDAs were assigned to the remaining staff to catch up with the OPC targets
FO V, VI	No regular funds for MOA workers; Authority to hire of the COS-MOA (SWO I and PDO I) under Standards Section is only until December 22, 2022, the abovementioned staff are handling critical roles in the delivery of regulatory services of the Field Offices, such as RLA of SWDAs, accreditation of CSOs and Pre-Marriage Counselors	SWO 2 will be funded by SB in 2022
FO III, IV-A, IV-B, IX, X, XI, CAR	Varied issues concerning the COVID-19 pandemic: <ol style="list-style-type: none"> 1. Inability to fully carry out accreditation assessments due to limited travels 2. Non-achievement of targets due to non-compliance of Registered, Licensed and Accredited SWDAs with center-based programs to sustain the set standards 	<ol style="list-style-type: none"> 1. Continuous adherence to the current advisory of the Department while the Council enhances the Guidelines. ECCD-TWG have issued advisory on virtual accreditation. SB to draft a memo to FO to share the advisory relative to virtual assessment of ECCD/CDC/CDW 2. Directive for FO to strengthen the provision of TA to SWDAs to comply with the requirements since targets cannot be lowered because it is GAA funded.

	<p>particularly in securing requirements from other agencies such as safety certificates (Water, Fire and Annual Building) because of the COVID-19 restrictions</p> <ol style="list-style-type: none"> MSWDOs are hesitant to request for accreditation of DCCs and DCWs due to pandemic Insufficient funds for travel expense of staff to conduct the accreditation assessment during pandemic Still no accomplishment for this indicator due to COVID-19 restrictions and insufficient number of available deputized accreditors Inability of other ABSNET clusters to assist the Standards Section along monitoring and regulatory functions due to pandemic and there are no transportation expenses provided to them All staff could not report to office every day at the same time due to small space to observe social distancing and protocols brought about by the pandemic 	<ol style="list-style-type: none"> For the CY 2022 Budget, SB included in the WFP the following as CMF: Fund augmentation to Regional ABSNET meetings, capacity building of ABSNET members/CDWs, monitoring of SWDAs; Van rental for additional travel expense; Office supplies augmentation <p>The SB provided the FOs with the parameters for 2022 under the Standards Setting, Licensing, Accreditation and Monitoring programs</p> <ol style="list-style-type: none"> Conduct of virtual assessments; Augmentation of the other Standards Section Staff to achieve the deliverable this 4th quarter To include the transportation expenses for ABSNET Clusters in the SS WFP for 2022
FO NCR, IV-B	Inconsistencies between SB and ECCD's guidelines	The Guidelines is being enhanced/revised by the Council Secretariat. To clarify that the DSWD advisory issued by then USec. Gudmalin is still standing wherein the CDC/W may opt to be assessed using either of the Guidelines (ECCD-Council issued and DSWD AO 15 s. 2011)
FO VII	LGUs are hesitant to apply for LGU center/SWMCC and PMC accreditation.	Continue to encourage LGUs to have their centers/SWMCCs/PMCs accredited; ongoing enhancement of the SWMCC guidelines
FO IX	SWDAs are not submitting their annual accomplishment and financial report	Drafting of communication letter to remind or submit their annual accomplishment and financial report
FO IV-A, XI, VI	<p>Budget-related issues:</p> <ol style="list-style-type: none"> There's a low utilization/disbursement of SS funds as the downloaded funds for the CO-SB 	<ol style="list-style-type: none"> The Bureau endorses FOs' request for reallocation if there are any, however, a

	<p>Capacity Building/Training activities were conducted through virtual platforms. Thus, it was not utilized</p> <ol style="list-style-type: none"> 2. There's a limited budget allocation for the subsidy in the accreditation of DCCs/DCWs. For the past 3 years, the Field Office has been requesting for additional fund allocation, however, there has been no increase in the budget for the subsidy. 3. Lack of funds for the transportation expenses of ABSNET members when they conduct validation visits to the SWADAs in their area of jurisdiction 4. Unavailability of Centrally Managed Funds (CMF) to fund the regulatory programs/services of the Field Office 	<p>deadline was set by FMS last October 30, 2021 that they will not process further similar requests</p> <ol style="list-style-type: none"> 2. Since the budget for 2022 is already set in place following the same budget allocation for 2021, the opportunity to amend and set the targets with ample allocation is for the 2023 budget. 3. There is already an allocation of Php 50,000.00 (travelling/capacity building) for ABSNET in 2022 but this is for FOs only. ABSNET members can join but at their own expense. SB to consult/clarify with Finance as to the provision of travelling expenses for monitoring/TA to SWDAs 4. To include in the CY 2022 WFP
SB (Central Office)	Difficulty convening the CORC members due to their non-harmonized schedules. It affects compliance to the timeline in the handling of complaints	Persistent emails and follow-ups to the CORC members
SB (Central Office)	<p>Turnaround of crucial documents had issues such as:</p> <ol style="list-style-type: none"> 1. Delayed endorsement of the draft guidelines on the Registration and Licensing of Social Welfare and Development Agencies (SWD) and Accreditation of SWD Programs and Services to MANCOM awaiting the Manual on the Risk Impact Assessment (RIA) from ARTA and their conduct of RIA training 2. Delayed transmittal of signed communications to SWDAs, hence, non-compliance to EODB 3. As to the number of signatories whether to be coursed through the Office of Assec. Macalalad or not as per new guidelines and as per ARTA 4. Records Outgoing/Filing Numerous return of mail and records sent out to Records due to no zip code, not workflow and contact number of sendee (as required by the Courier) Backlogs in outgoing and filing of records 	<ol style="list-style-type: none"> 1. Justification on the non-submission for the guidelines: <ol style="list-style-type: none"> a. CART Minutes of the Meeting Feb. 23, 2021 b. Request of the List of Participants on RIA Pilot Implementation Training (RIA Training to be conducted from June 10 - Sept. 9, 2021 by ARTA) 2. Reshuffled of job assignments of admin staff to match their skills and ability to perform specific task/duty and installed a tracking system where each admin staff encodes the status of documents received and sent out. However, due to the added step of scanning documents in light of the pandemic work arrangement, EODB timelines are still affected 3. Usec. Sulit to discuss with ARTA on the policy about reduction of signatories since the function is regulatory, not ministerial 4. All SB Administrative staff have to physically report to the office to address the concerns (returns and backlogs in

	5. Late dissemination of controlled copies of ISO Documented Information that needs to be indicated in the Masterlist of Documented Information; Frequent changes in the instructions and guidance of the QMT Secretariat and ODC	the files); Will be allowed to render overtime and weekend duty 5. ISO-related concerns were relayed to the Quality Management Team Secretariat and shall be raised in the SCBG Management Review
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RECOMMENDATIONS and ACTIONS TAKEN

- **Continuous implementation of virtual assessments until travel restrictions are fully eased and health risks are completely eradicated.** Interim memoranda/guidelines on the conduct of virtual assessments have been issued awaiting the enhanced policy on RLA which incorporates alternative platforms for assessment and accreditation. As we are still in the middle of the pandemic, the management may consider extending the current memorandum signed by the Secretary which expires on December 31, 2021.
- **Review the staffing structure and complement in the Field Offices vis-à-vis the requirements of the full implementation of MC 1, s. 2020 (Decentralization of Accreditation Functions), and act upon the identified gaps.** The inventory of SS staff is currently ongoing and shall be used for recommendatory action to the management and consideration in the impending restructuring. Nevertheless, the Field Offices must never cease advocating for the increase of manpower for the Standards Section, and explore interim strategies that can distribute the workload (e.g. mobilizing ABSNET clusters for accreditation, staff augmentation to SS, etc.)
- **Pandemic-related issues and concerns such as should have been addressed by now, as the Department is slowly easing into the “new normal”:**
 - a. **Achievement of targets** – It has already been established and reiterated by the Standards Bureau to the Field Offices that the targets cannot be lowered as they are funded by the GAA. SB and SS must continue to implement and explore strategies to ensure achievement of OPC targets, such as conducting virtual assessments per interim guidelines, regular monitoring of action/catch up plans, tapping the ABSNET for assistance in the accreditation, partnering with other organizations/institutions for some logistical needs (e.g. vehicle/transportation services)
 - b. **Enhancement of the guidelines** - Hasten the finalization and dissemination of the new guidelines and assessment tool for Early Childhood Care and Development (ECCD) service providers, and address the inconsistencies between the ECCD Council-issued policy and the DSWD AO 15, s. 2011. While the DSWD Advisory from then Usec. Gudmalin where child development centers/workers may opt to be assessed by either of the aforementioned guidelines, a final and harmonized policy is still needed to guide future accreditations. Thus, it must be fast tracked.
 - c. **Compliance to the RLA requirements by SWDAs** – Field Offices to strengthen technical assistance to SWDAs on the compliance to RLA requirements, along with intensified follow-ups. Otherwise, justification/elaboration on the SWDAs' request for another extension since an initial one-year extension had already been granted during the height of the pandemic, and restrictions are now easing up.
 - d. **Need for funds to support transportation expenses of ABSNET members when conducting validation visits** – Van rental expenses have been included by SB as part of the

centrally managed funds (CMF) for 2022, along with fund augmentation for Regional ABSNET meetings and capacity building activities.

- **Delays in turnaround of crucial RLA documents, which affect the Department's compliance to the Ease of Doing Business Act must be addressed, given the legal ramifications of non-compliance with the said law..** In spite of several actions taken by the Bureau, gaps that lead to non-compliance to the EODB timeline is still observed. Contributory factor to this is the current work from home arrangement due to the pandemic, as the scanning of documents adds to the task of the admin staff. Hence, hiring of additional admin staff is being recommended as the current composition is not sufficient.

Moreover, the issue on streamlining the RLA process and further reducing the signatories (as required by the EODB Law) must be immediately clarified with the ARTA. A strong justification on the significance of all sub-processes and signatories in regulating the SWAs and SWDAs applying for RLA. In the meantime, streamlining may be started with reducing redundant steps, standardization of processes (CO and FOs) and digitalization.

ACCOUNTABLE OFFICE

Social Welfare Institutional Development Bureau (SWIDB)

KRA/PROGRAM

Technical Assistance and Resource Augmentation (TARA) Program

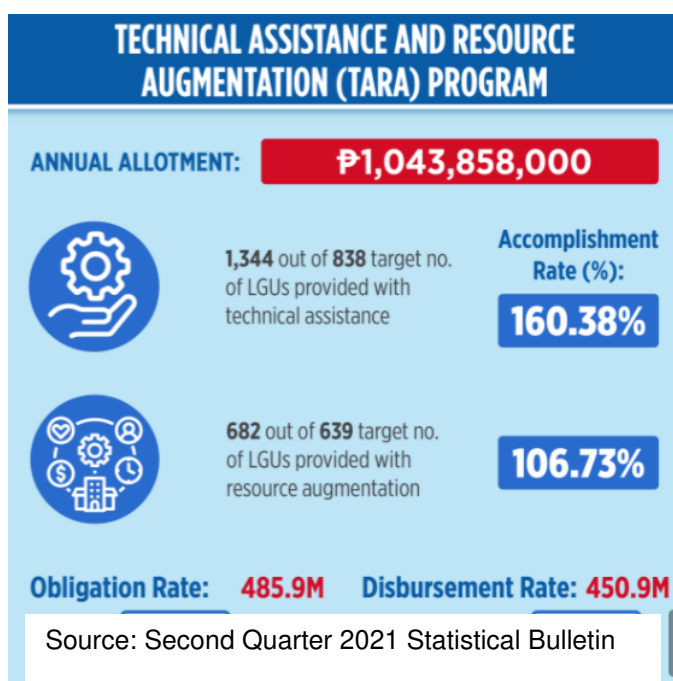
OVERALL CONTEXT

The Local Social Welfare and Development Offices (LSWDOs) are crucial in the delivery of social welfare services and programs at the Local Government Unit (LGU) level as mandated in the Local Government Code. The DSWD is required to offer technical assistance and resource augmentation to enable LGUs, NGOs, other NGAs, POs, and other members of the civil society to undertake social welfare and development initiatives, including disaster management, under Executive Order no. 221 series of 2003. Hence, the Department has continually committed as its strategic goal under Organizational Outcome 5 (OO5) to assist LGUs specifically LSWDOs in improving the delivery of social services and programs.

¹The New Normal has open Opportunities to Maximize the Technology for Delivery of Programs, Projects and Activities. Many of the program, activities and projects (PAPs) have to be delivered and some to be converted to online/virtual platforms such as training and other learning interventions. This was proven to cover a wider reach of target participants/recipients of TA interventions but has its own downside as well.

Provision of technical assistance and resource augmentation to LSWDO exceeded the semestral target for 2021.

Majority of LSWDO are in level 1 of service delivery. For the 1st semester 2021, 180 or 63.60% of the 283 target LGUs were able to get the baseline information. The Department were able to obtained 1,142 LGUs (or 67% of 1715 total LGUs nationwide) with baseline information on their level of service delivery.



STRENGTHS

Success of the Department's approach was because of collective action and shared responsibility between and among the OBSUs and the Field Offices. The Department implementing the whole-of-government approach in providing assistance to its client. This will further assist the Department to mitigate the impact of pandemic to health, economic, social, physical and psychosocial well-being of the most vulnerable sectors.

¹ <https://pdpb.dswd.gov.ph/>

The DSWD is adaptable in the new normal. The Covid-19 epidemic has had a significant impact on the provision of technical support to LGUs. In fact, this epidemic will necessitate more work than previous pandemics. This position, on the other hand, makes the Department further utilize technology for online delivery of programs, initiatives, and activities. Many of the programs, activities, and projects (PAPs) must be delivered, and some of them, such as training and other learning interventions, must be transferred to online/virtual platforms. This has been shown to cover a larger number of target participants/recipients of TA interventions.

Flexibility and Adaptability of the DSWD Staff. The Pandemic further challenged the DSWD employees to think out of the box to explore strategies given the limited physical interaction on the provision of services.

CHALLENGES AND ACTIONS TAKEN

Issues and Challenges	Actions Taken
Field Office	
Some LGUs has no baseline assessment of LGUs Service Delivery due to community quarantine restriction (FOs III, VII, XII)	<p>Strengthened involvement of Regional Monitoring Team in the conduct of the Service Delivery Capacity and Competency (SDCCA) assessment (FO VII). To fasten the conduct of the SDCCA assessment, FOs provided technical assistance before the schedule of assessment (FO XII)</p> <p>To reduce risk of being infected for COVID-19 virus, the FO has facilitated the approval of the procurement of vehicle rental (FO III)</p> <p>Established good relationships with LGU partners also helped the FO to provide necessary technical assistance (FO VII). Coordination with the LCE were conducted to resolve internal conflict among LSWDOs on the schedule of validation assessment activity (FO XII)</p>
Program handling Technical Assistance and Resource Augmentation (TARA) experienced inadequate staffing (FOs III, NCR, IV-A, VII)	<p>The FO requested staff augmentation from other unit ensure TA provision (FO III).</p> <p>While for NCR case, they requested additional MOA position to SWIDB that will handle TA to LGUs.</p>
TARA is a regular program but employment status of assigned worker is Cost of Service (FO XI)	Proposed upgrading of the employment status of the Contract of Service workers were requested by FO XI.
FO personnel are not yet inform on the DSWD plan for staff that will be affected by the Devolution (FO NCR)	The FO incorporated the recommendation from the DSWD to consider absorbing FO workers during the Devolution plan orientation with LGUs (FO NCR).

Issues and Challenges	Actions Taken
<p>Devolution Transition Plan (DTP) template commonly requested by local government units (LGUs) but is currently unavailable.</p> <p>No approved Devolution Transition Plan (FOs NCR, XI)</p>	<p>Proceeded with the provision of TA even in the absence of the DTP template. The existing draft DTP was used to serve as guide of LGUs in crafting their own DTP (FO XI).</p> <p>The DSWD CO to provide template as reference for LGU compliance (FO NCR).</p>
<p>There is a lack of a mechanism to assess the long-term impact of CBAs on partners and intermediaries (FO IV-A)</p>	<p>The FO drafted impact assessment tool and subject for finalization. The tool will serve as basis for crafting of Capacity Building Agenda.</p>
<p>Lack of space for online activities (FO IV-A)</p>	<p>Currently, the FO to utilize the RLRC as a designated area /space for online activities, however the RLRC are frequently being used by different offices.</p>
<p>Lack of information system for data banking of Capacity Building Activities (CBAs) conducted and LSWDOs training attended (FO IV-A)</p>	<p>Installation of the existing Capability Building Information system (CBIS).</p>
<p>Few LSWDOs have submitted their evaluation or feedback report to FOs (FO VII, MIMAROPA)</p>	<p>Distributed the Evaluation / feedback report right after the conduct of the activity. Continuous follow-up was conducted to the participants who had not yet submitted the evaluation.</p>
<p>Low fund utilization as a result from shifting to face-to-face to virtual activities, which need a smaller budget (FOs IV-A, X, XI)</p>	<p>The unutilized fund was augmented to support admin concerns of the division.</p> <p>Fast track the implementation of remaining activities.</p>
<p>Unstable internet connectivity (FOs IV-A, VII, IX, XII)</p>	<p>Provision of TA using messenger, telephone, cellphone and other electronic devices to ensure continuous provision.</p>
<p>Lack of official zoom account that can be used to accommodate big number of participants (FO IV-A)</p>	<p>Currently, the FO Staff mobilize the personal zoom account.</p>
<p>Virtual activities somehow limit the transfer of learnings to the participants (e.g. simulation, roleplay, skills demonstration and workshops) (FO IV-A).</p>	<p>Conducted limited face to face activities with the approval of OSH protocol and IATF protocols.</p>
<p>Multiple participation in online meetings and training (FO VII)</p>	
<p>CBS received and reviewed a low number of KP or knowledge products in the region due to inadequate full documentation/packaging of KPs. Also, some programs are not aware on the OPC Must Indicator on the KPs (MIMAROPA).</p>	<p>CBS reviewed KPs according to the set guidelines and template, expediting the process by coordinating closely with the proponent and SWIDB. CBS shared CBS OG so that programs may send online their KPs for review</p> <p>Since submission of KP per Program is indicated in the OPC Must have Indicator, it is recommended to provide or to copy furnished CBS to all KPs submitted to program's mother bureau to promote regional KPs to Central or national office as part of accomplishment.</p>

Issues and Challenges	Actions Taken
Non familiarization of programs regarding activities that can be considered as Big KSS (PREW, Forum etc) (MIMAROPA).	Conducted technical assistance on the nature of KSS. For CBS to draft internal memorandum to all Divisions and Programs to comply on the 80-100% submission of Evaluation Forms.
Postponement of schedule of activities against the IDCB/ Project Proposal Timeline due to COVID 19 and other issues (FO VII)	<p>Encouraged participants who are vaccinated and strict implementation of IATF Protocols in the venue.</p> <p>Plotting of schedule ahead of time and communicate with other Program Focal Persons to ensure no conflict on schedules.</p> <p>Maximized use of online platforms to conduct the activities on its schedule.</p> <p>The Training Team immediately took health precautionary measures like contact tracing. Further, strict observance of health protocols was implemented in all face-to-face activities. Constant disinfection of microphones during interactive discussion.</p>
Continuous provision of technical assistance hindered due to community mobility restriction (FO XII)	<p>LDI/Capacity building activities as part of TA were conducted face to face (at most 50% of the participants to ensure social distancing and various health protocol and by batches of capacity building).</p> <p>Provided technical assistance utilizing digital platforms were implemented.</p>
Central Office	
No approved DTPs that will be used as reference for crafting FOs DTP and LGU/LSWDOs DTP.	DSWD strategy for devolution is already final per directive of the Secretary and awaiting the approval of the DBM. The updated DTPs can already be used as a basis for developing FOs DTPs and can be shared to LGUs as long as the FOs can clearly communicate the strategies.
What are expectations from FOs on the DTPs?	<p>FOs to prioritize budget for scaling down and phasing out of programs for devolution as reflected in the new guidelines adapted from the NMDC;</p> <p>FOs to guide the LGUs in allocating budget for these programs being scaled down and phased out. Likewise, to attend to discussions related to structure and finalization of capacity development agenda.</p> <p>Budget for the CapBuild/TA on the DTPs of devolved programs will be funded by concerned offices through their Centrally Managed Funds (CMFs).</p>

Issues and Challenges	Actions Taken
How FOs shall proceed in providing TA to LGUs to ensure alignment of their own DTPs with DSWD Capacity Development Agenda?	A cascading session on DTPs with RDs and FO Focal Persons, it was recommended that FOs will coordinate to the DILG on the preparation of DTP for LGUs. The CapDev Agenda will also be forwarded to FOs for reference.
Specific to the organizational structure, what can FOs recommend to LGUs?	Proposed LSWDO Structure will be provided to the LGUs once finalized by the Sub-Committee on Reorganization.
What will happen to the COS/JO staff who will be affected by devolution?	The Sub-Committee on Workforce Engagement will work on the plan for affected personnel. EO 138 provides available options for affected personnel.
Budget parameters for devolved programs e.g.how much of the assistive device shall be allocated in the program	PMB has targets per FO. Likewise, they can also provide targets per FO on the proposed allocation for PWDs per LGUs as well as other programs.
What is the status on the operations manuals and final implementing guidelines of the services to be devolved in 2022? (SFP, Assistance to PWDs, Compre)?	Manuals are being finalized by respective program owners and will be printed thereafter.
What will be the basis of the FOs to propose additional staff and positions necessary for the TARA Program?	SWIDB will send memo to the FO of the proposed/recommended structure and staff complements.
Some FO are concerned where to charge payment for additional staff since the 50% for MOOE is already exhausted	The FO were advised to note what items will not be funded by the 50% ceiling of TARA MOOE funds.
Considering the proposed structure and staff complements, there is a need to clarify communication and authority lines between CBS Unit head and the TARA Focal Person who are both under the CBS Unit/Section. Will there be a Job Matrix to be developed? Is there a move to convert the position of TARA focal person to contractual?	<p>The concept on this is still being reviewed. There is a proposal to set up a separate unit for TARA. HR's advise was to have a clear organizational structure first to determine the offices/sections/units under such org. structure.</p> <p>This is pending until an organizational structure is finalized and approved through the Sub-Committee on Restructuring.</p>
Since the program includes both provisions of TARA, what is the guidance in providing Resource Augmentation (RA)?	Resource augmentation provided by DRMB is considered as RA. A meeting with DILG and LGA is to be done to identify and discuss possible TA and RA that are needed by LGUs.
One of the pillars of the Capacity Development Framework is Information System Installation.	This is not allowed but DSWD/OBS can provide training on how to set up the system. Resources will

Issues and Challenges	Actions Taken
<p>Will equipment and infrastructure for the LGUs be allowed? e.g. setting up facilities such as training centers and dormitories?</p>	<p>be generated by the FO. SWIDB can only recommend the structures and requirements needed. A sub-committee on Capacity Building for LGUs where forms of TA and areas for RA will be tackled.</p>
<p>Will the following be charged under the TARA Fund with the proposed AO?</p> <ul style="list-style-type: none"> a. Regional Directors' extraordinary expenses b. Subsidies for Accreditors of LGUs c. Rewards and Incentives d. IEC materials and internal meetings 	<p>These will not be charged under the TARA fund since expenses under TARA and those under administrative support are different and separate. While there is a supporting guideline for subsidies for accreditors, this has to be charged as travel expense not as subsidy if it means providing transportation allowances. This is still in the planning stage and on status quo until such time that there will be a policy that is hopefully be considered in 2022.</p> <p>On the subsidies for accreditors of LGUs, these have to be part of the RGASS or 50% operating expense.</p>
<p>PPAs seem to be similar for all levels of LGU's capacity based on the SDCCA results. Majority of the presentation include advocacy and lobbying as an intervention to the Capacity Areas and activities appears to be led by the FOs.</p>	<p>PPAs need to be done by the LGU not by the FO. Though in most cases LSWDOs rely on the facilitation and influence of the Regional Office on their behalf for the propositions, hence, the LGUs proposal for these interventions.</p>
<p>There are similar PPAs/intervention/activities with different indicators</p>	<p>FOs to plan strategic interventions that can address several indicators. The TARA Plan will serve as the base document for utilizing the budget allocation per approved NEP. The PPAs to address SDCCA indicators will be charged to Direct Release Funds for TARA while DTPs to be charged to CMF.</p>
<p>Physical targets of FOs are not aligned on the commitment with DBM at 85-100% of their total target LGUs</p>	<p>For 2022, FOs to work towards functionality of LSWDOs based on the 2019 baseline results as there will be re-assessment to be done by 3rd quarter of the same year. Thus, intervention must be backtracked from September to have lead time for results of the intervention provided. While the focus are the LGUs who were assessed in 2019, FO are encouraged to provide interventions/TA to LGUs assessed last 2020 and 2021. This is especially if the NEP share is not yet exhausted for TARA activities and if that is within the absorptive capacity of the FOs.</p>
<p>Activities that can no longer be funded by direct release funds on TARA can be sourced out from partners?</p>	<p>This is a laudable effort, however, it has to be covered by MOA to be more binding, hence, realization of the</p>

Issues and Challenges	Actions Taken
	said PPAs.

RECOMMENDATIONS AND ACTIONS TAKEN

Recommendation of the FOs to OBS

Recommendations	Response from OBS
On the Devolution Transition Plan (DTP) template as commonly requested by local government units (LGUs), the Central Office is requested to provide template as reference for LGU compliance (NCR)	The DTP Template of the LGUs is provided by the Department of Interior and Local Government (DILG). SWIDB do not have a copy of the DTP Templates for the LGUs.
On the possible effect of devolution to DSWD internal officer, the FOs included in the orientation with LGUs the proposal considering absorbing FO personnel (NCR)	The DSWD Central Office has a similar plan to provide orientation to the LGUs on the devolution, the proposed plan will be shared to FO once the plans by the SWIDB have been approved by the Department.
To finalize and hasten the approval of the DTP with proposed LSWDO organizational structure (FO III, XI)	SWIDB to follow up with Policy Development and Planning Bureau (PDPB) on the copy of the approved DTP and organizational structure for LSWDOs.
Field Office lobbied the request for additional staff with SWIDB	On October 1, 2021, SWIDB sent a memo to the office of the Assistant Secretary for General Administration and Support Services Group (GASSG), who is also the chairperson of the sub-committee on Field Office (FO) Reorganization. Aside from that, the SWIDB sent a memo to all FOs on November 16, 2021, advising them to utilize Option A or the creation of a technical assistance Division with Capacity Building Section and TARA unit based on the suggested FO structure when creating a post that must be approved by the Regional Director.
On the capacity building information system, to further enhance the installed data base system and utilization of CBIS (FO IV-A)	SWIDB and ICTMS will develop IS for IDCB. For the meantime, the TA portal will be maximized to ensure report submission.
On the limitation of the Google meet, the FO to purchase/procure official zoom account (FO IV-A)	The request for Zoom subscription was included in the SWIDB ISSP, however, each FOs is requested to include also on their separate ISSP.
The Central Office to request/revisit the current target in consideration of mobility restriction (FO X)	FOs to consider other possible TA interventions aside from conduct of training. They may utilize the funds for consultancy services that will support the projects for the TARA Program.

Recommendation of the OBS to Execom

1. To provide update on the approval of the Devolution Transition Plan and proposed LSWDO Structure. Timelines of activities for CY 2022 to be provided to OBS and FOs.
2. On the Field Office request for additional staff for TARA Program, the Assistant Secretary for GASSG as the chairperson of the sub-committee on the Field Office Reorganization to provide updates on the matter.
3. To facilitate the finalization of the operations manual of respective programs to be devolved.

ACCOUNTABLE OFFICE

Social Technology Bureau (STB)

KRA / PROGRAM

Social Technology

OVERALL CONTEXT

The target number of social technologies formulated this year was fully achieved despite the modifications in the commitments and deliverables brought by the pandemic. In contrast, the target for the enhancement of SWD programs and services, was not achieved since most of the accomplishments of the Bureau focused on enhancement and development of policies, manuals, and materials, along the key deliverables in the DSWD Response and Recovery Plan (RRP) and Performance Governance System (PGS). The minor deviation in the percentage of intermediaries adopting completed social technologies can be attributed to the continuous support of the intermediaries on the social technologies of the Department. However, there was still no data available on the number of intermediaries replicating completed social technologies since the Bureau is still focusing their efforts on reaching out and providing orientation to pilot intermediaries on the completed social technologies through different social marketing means.

STRENGTHS

- Presence of good teamwork among staff
- The ability to adjust to the new normal particularly in regard to use of virtual technology,
- Strong collaboration and coordination among the three divisions, central office, field offices and LGUs and other partners in the field
- Support of the LSWDOs in the social marketing of completed social technology projects
- Inter-LGUs support of the other sections in social marketing activities and capacity building of LGUs along social technology projects
- Responsiveness and commitment of the bureau staff, and the continuous leadership and guidance of the bureau and cluster level management;
- The bureau was able to quickly adapt to the alternative working arrangement and utilize available platforms for collaboration to deliver targets;
- The training on digitalization and use of online systems and platforms greatly helped the bureau in achieving its targets, despite the current limitations brought about by the covid-19 pandemic

CHALLENGES and ACTIONS TAKEN

Challenges	Action Taken
From OBS	
Multi-tasking; overlapping and competing tasks.	Determined the criteria for prioritization of programs, activities, and projects (PAPs)
Poor internet connectivity during conduct of online activities	Requested Technical Assistance from ICTMS
Physical limitation for team interaction and establishing helping relationship with the clients.	Promote Team approach in implementing programs, activities and projects Formation of internal support group; coaching and mentoring between and among staff and exercise open communication
Re-scheduling of activities due to National Health Emergencies.	Identified critical steps on prioritization, and that it must be flexible, interrupt low-priority tasks for urgent tasks.

Majority of Desktop and Laptop Computers already outdated. Office-issued laptops are limited and staff are still using personal laptops.	Submitted request to the ICTMS for the new ICT equipment for the Bureau.
Technical/skills limitation in the development of IEC materials for social technology projects.	Capacity Building on the use of digital technology and other needed skills.
Low utilization of funds due to the restrictions in movement brought about by the COVID-19 pandemic, physical activities had to be cancelled or shifted to other modes of implementation (i.e. virtual). The restriction also caused delays in the procurement activities of the Bureau.	Monitoring of budget obligation and fund utilization. List of activities/items with budget not utilized /obligated to be submitted; Catch up plan prepared.
From FOs	
Concerns on the Implementation of Devolution of Comprehensive Program to LGUs on 2022 and Limited absorptive capacity and readiness of LGUs to implement COMPRE program (NCR, IVA)	Recommended the Compre staff to LGUs and other stakeholders/ partners for possible employment Continuous provision of technical assistance and capacity building activities.
Technical issues with the WiSupport Web Portal (NCR)	Elevated the concerns to STB and recommended possible actions such as having monthly consultation on the project implementation
Limited start-up funds especially for capability building and livelihood assistance along anti-drug abuse program (FO 7)	Started advocating for utilization of LGU anti-drug abuse program funds and coordination with internal partners (SLP and CIS) for support services
MDR Tool of Yakap Bayan Program not yet available at CO level (highly needed in the assessment of RPWUDs, families, and communities; monitoring; and reporting accomplishments) (FO 7)	Elevated the concerns to STB and recommended possible actions such as provision of continuous status update on the tool
Lack of aftercare or reintegration programs to RPUWDs (some LGUs only adopted the MIOP/CBDRP of DOH and no aftercare/ reintegration program for RPWUDs) (FO 7)	Continuous provision of technical assistance from the Field Office and representation during RICAD by project staff
Few intermediaries institutionalizing completed STs. LGUs are hesitant given the limited staff complementation and budgetary restrictions at the local level (FO 1)	Partnership with RDC to pass a resolution supporting the institutionalization of completed STs in the Region. Conduct of orientation on completed STs to Sangguniang Bayan Members LGUs/LSWDOs replicating completed STs are tapped as partners/advocates in promoting STs
Lack of technical staff that will focus on the promotion and status of MOA on other completed ST projects. (FO IVB)	Followed up LSWDOs regarding the pending MOA on completed social technology projects. Partnership with ARRU regarding the promotion of SHIELD program
Social Technology program is not the priority project of the LCE (FO 3)	The program focal helped other LSWDOs in lobbying the social technology project/program to the Councils and LCE.

	Crafting of expression of interest, resolutions and MOAs which contributed to the fast actions from the LGUs.
No temporary shelter for the Locally Stranded Individuals (LSI) and no available vehicle for travel going back to the hometown (FO 11)	Referral to BLGU and LGU for the vehicle request through the coordination of our hired street facilitators and partner LGU based center (Ugnayan and QRTCC).
RECOMMENDATIONS and ACTIONS TAKEN	
Recommendations from FOs <ul style="list-style-type: none"> • Consolidate and endorse the issues and challenges in the replication and institutionalization of completed social technologies to Social Technology Bureau • Relative to the implementation of devolution of programs, it is recommended to absorb the staff in other vacant positions in DSWD or recommend to LGUs for possible absorption based on experiences & qualifications • DOH should harmonize their programs for RPWUDs with YBP Framework, while LGUs should include YBP activities/interventions in their budget for anti-drug abuse programs • Institutionalize conduct of regularly TA sessions to resolve issues and concerns in the implementation of completed STs and share good practices • Continuous coordination with LSWDOs with pending MOA and to those who have signed expression of interest forms on completed social technology projects. 	
Other recommendations from STB <ul style="list-style-type: none"> • Enhancement of social technology development guidelines and agenda • Redefining of Bureau Monitoring and Evaluation Committee (BMEC) functions to do research and evaluation • Continuation of digitalization journey • Creation/Development of STB Portfolio • Updating of social marketing database • Strengthen and continuous provision of technical assistance to STU in order to fast track implementation of activities and disbursement of funds • Continuous capacity building of the staff to cope with the demands of the new normal must also be done by attending online capacity building activities, webinars, and other online training • Continuous use of online platforms and the popularization and management of the Bureau's website to further streamline its processes by making available the often-requested information and materials through the website 	

ACCOUNTABLE OFFICE

Policy Development and Planning Bureau

KRA / PROGRAM

Policy and Plan Development

OVERALL CONTEXT

This year, in the light of the implementation of the Mandanas Ruling the PDPB focused its efforts along social welfare and development issuances on the development and processing of the Guidelines on the Full Devolution of Social Welfare Service, which aims to provide clear guidance to the Department, LGUs, and affected implementers in the process of full devolution of social welfare services. The PDPB has also continuously monitored the development and approval of agency policies as well as review and provide inputs/comments. The PDPB was also able to review, consolidate, formulate, update and disseminate annual plans. In terms of research and evaluation, the PDPB has conducted several in-house and joint studies, and continuously facilitated research requests that undertake or did not undertake the research protocol.

STRENGTHS

- Maximized online platforms to deliver timely and responsive outputs
- Provision of technical support to a considerable number of the policy-making bodies served as an opportunity to align initiatives, create collaboration, and harmonize efforts for better delivery of services to its customer and stakeholders.
- Used different events, activities and meetings to disseminate SWD policies
- Hard work and team synergy to ensure that reports and other deliverables are accomplished

CHALLENGES and ACTIONS TAKEN

<i>Challenges</i>	<i>Action Taken</i>
From OBS	
Intervening tasks due to voluminous meeting and input requests from other agencies and DSWD Offices	Multi-tasked and proper prioritization of deliverables
Volume of administrative tasks for the committees or technical working groups that the PDPB provides secretariat support	Strengthened coordination with members of the TWGs to gather support and easier handling of secretariat tasks
Continuous updating of devolution plans based on comments/inputs provided by concerned offices	Comply with comments/inputs
Lack of comprehensive Reporting for SWD Laws Compliances and Low Compliance of LGUs to the Online LGU Compliance Monitoring Report due to the simultaneous activities being conducted	Extended deadline of submissions
Adjustments on methodology and timelines of the studies due to mobility restrictions	Requested for timeline adjustments and maximized online platforms for data collection

Delayed submission of inputs and reports from OBS and FOs on various requirements	Continuous follow up and provision of TA to concerned Offices
From FOs	
Fatigue of respondent-clients due to numerous researches and research topics are not aligned with the DSWD Research and Evaluation Agenda	<ul style="list-style-type: none"> • Required under-graduate students to have licensed professionals to assist in developing and administering data gathering tools • Allowed only graduate students to study on sensitive topics and conduct data gathering activities in centers with center staff
Late submission or incomplete and inaccurate reports from different offices, divisions and section (ODS)	<ul style="list-style-type: none"> • Maximized available resources like Google Suite and use of communication platforms to reach out to focals • Recognized prompt submission of reports and awarded tokens • Followed up with all ODS to provide needed reports • Set early date of submission to be able to comply with the agreed timeline
Short notice on submission of reports	<ul style="list-style-type: none"> • Multi-tasked and assisted other staff to ensure that reports and other deliverables are accomplished • Updated calendar of activities based on the agreements during the quarterly and special meetings
Prevailing culture of compliance in FOs for deliverables	<ul style="list-style-type: none"> • Participated in convergence meetings • Regional Planning, Monitoring and Evaluation Technical Team (RPMETT) used as avenue for re/ orientations on monitoring of deliverables and accomplishments of FOs
Difficulty of LGUs to submit the SWD laws monitoring report using the Kobo toolbox, and do the Survey on Shock-Responsive Social Protection, due to simultaneous conduct of activities and lack of staff	<ul style="list-style-type: none"> • Provided technical assistance through communication platforms • Shared the guide to LGUs as reference • Coordinated with LGUs to accomplish the monitoring tool • Mobilized local social welfare and development officers and Provincial Links • Maximized use of communication platforms for reminders
Lack of human resource, fast turnover of staff, reassignment of focals to other ODS, and Central Office structure not mirrored at FOs	<ul style="list-style-type: none"> • Delegated task to other staff • Recommended the creation of additional positions • Submitted proposed structure of FOs, upgrading of positions and changing status of appointment from contract of service to permanent

RECOMMENDATIONS and ACTIONS TAKEN

Recommendation of FOs	Recommendation of the PDPB
<ul style="list-style-type: none"> • To update the guidelines on the conduct of research studies to limit approval of research proposals • To coordinate with colleges and universities on the conduct of research studies aligned with the DSWD Research and Evaluation Agenda • To create incentive mechanism for colleges and universities aligning studies of students with the DSWD Research and Evaluation Agenda 	<ul style="list-style-type: none"> • To review and update the DSWD Research and Evaluation Agenda in 2022 • To include colleges and universities in the stakeholders to be invited to consultations and workshops • To continue coordination and cascading of the DSWD Research and Evaluation Agenda to colleges and universities • To ensure that representatives from the academe will be invited and consulted in the updating of the DSWD Research and Evaluation Agenda slated for 2022
<ul style="list-style-type: none"> • To institutionalize performance management through commitment setting and enhance performance assessment • To further advocate to counterparts in FOs the use of HPMES • To harmonize the reporting systems developed by the Central Office and provide viewing access for report generation and submission 	
<ul style="list-style-type: none"> • To provide sufficient time for FOs to prepare reports • To review monitoring and reporting templates of Central Office OBS and develop a harmonized template • To review information systems developed in coordination with the ICTMS and ensure that sectoral data can be extracted • To observe the agreement that all Central Office activities will be conducted in the last two (2) weeks of the month and activities of FOs be conducted in the first two (2) weeks of the month • To have a consolidated calendar of activities of the Central Office OBS and FOs to be updated regularly 	<ul style="list-style-type: none"> • To maintain a database of SWD and DSWD data/ information that is accessible should data requests arise • To determine what type of information are requested from FOs that would take time to produce • To provide an indicative calendar of activities to FOs during the start of the year and provide regular updates to counterparts • To prioritize activities that are related to core functions • To initiate a team work approach in activities/outputs with other ODS
<ul style="list-style-type: none"> • To conduct consultation meetings/ sharing sessions on actual experiences of LGU as basis for redesigning the tool • To provide assessment findings on the result of pilot testing • To continuously provide technical assistance to LGUs and provide status of submissions to encourage their compliance 	

<ul style="list-style-type: none"> • To provide status of the enhanced Social Protection Framework and Social Protection Vulnerability Assessment Manual 	
<ul style="list-style-type: none"> • To consider the existing staff complement of FOs in the reorganization of the DSWD • To mirror the number of divisions and sections of the Central Office at FOs • To consider the upgrading of contract of service positions in time for the devolution and reorganization due to the Mandanas-Garcia Ruling 	<ul style="list-style-type: none"> • To review planning officer positions in FOs and assignments • To identify only specific functions that should be performed by planning officers of FOs • To ensure that planning officers of FOs perform their core functions

Other Recommendations from PDPB

- To initiate the inclusion of regular reportorial requirements in the OPC/DPC of ODS of FOs
- Maximize information technology solutions and online means of communication with support from ICTMS;
- Help guarantee and monitor vertical and horizontal alignments of pandemic responsive plans and policies subscribing to regional commitments, social protection operational framework and rights-based approach paradigm in the implementation of national and local policies;
- Establish and/or strengthen mechanisms for information sharing, coordination and communication with relevant partners in order to keep each other abreast with all the developments in the sector;
- Harmonization of different monitoring tools to lessen the workload of LGU functionaries particularly the LSWDOs and FO focal persons;
- Continue strengthen the role of Interagency committees as platform for advocacy and institutionalization of different processes and policies to further equip the Agencies in the devolution process;
- Finalize the PDPB Operations Manual
- Strengthen and improve dynamics by clearly delineating roles, allocating shared liability, integrating resources, and sharing best practices

ACCOUNTABLE OFFICE

Department Legislative Liaison Office

KRA / PROGRAM

Policy and Plan Development

OVERALL CONTEXT

There is a decline in the number of position papers prepared and submitted to concerned Committees in the House of Representatives, Senate of the Philippines, and the Presidential Legislative Liaison Office, which may be attributed to the decrease in proposed legislations for vulnerable sectors. Nonetheless, the DLLO has continuously led in liaison, networking, and monitoring of Priority Legislation and DSWD-led SWD legislations, with their attendance to public hearings, briefings, and Technical Working Group (TWG) meetings.

STRENGTHS

- Submission of Feedback Reports to the Office of the Secretary and concerned OBS within 3 days after the hearings
- Executive Summaries of Bills/Resolutions were submitted to the Office of the Secretary
- Compendium of position papers were shared to all Execom and Mancom members
- Assignment of DSWD Representative or Resource Person during Legislative Hearings
- Assignment of lead representative/spokesperson for hearings with multiple RPs

CHALLENGES and ACTIONS TAKEN

<i>Challenges</i>	<i>Action Taken</i>
<i>From OBS</i>	
The DLLO is undermanned, needing additional administrative and technical staff (MOA/COS) to do their enormous tasks	Designation and re-assignment of staff to handle different administrative processes/concerns Crafting of DLLO's Citizens Charter on Preparation of DSWD's Position Papers, Process Flow on the Processing of Financial Documents and Admin Concerns
Late notice of legislative hearing invitations	Secure hearing schedules of the Congress and Senate the week prior and send invitation immediately Organize preparatory meetings with concerned RPs, focals of the OBS prior to scheduled meetings
Absence of official DSWD position paper during the actual conduct of legislative hearings	In cases where the Department has not yet issues a position paper, previously approved or submitted position paper shall be shared for reference. While for new bills/resolutions, the DLLO shall draft the position paper.

RECOMMENDATIONS and ACTIONS TAKEN

- Amendment of the AO No. 06, series of 2014 or “The DSWD Legislative Liaison System” to reflect the enhancements in the processes involved Prior, During, and After Legislative Hearings, Meetings, and Briefings
- Institutionalization of the approved business process
- Fast track on the hiring of permanent and cos vacant positions and increase the DLLO budget to cover the payment of salary of COS positions that are currently drawn from the GASS funds
- Pro-active monitoring of SWD related laws or draft bills particularly for those with commitments or involvement of DSWD programs, projects and services

GENERAL
ADMINISTRATIVE AND
SUPPORT SERVICES
GROUP

ACCOUNTABLE OFFICE

Administrative Service (AS)

KRA / PROGRAM

1. Property Management
2. Asset Management
3. Records and Archives Management
4. Facility Improvement and Maintenance
5. Transportation, Communication, Utility, Janitorial, and Security Services Supervision and Operation

OVERALL CONTEXT

- As of first semester 2021, there were minor deviations for all indicators except for the number of facilities repaired/renovated which is already beyond target.
- The accomplishment for number of facilities repaired/renovated may be attributed to setting of “ANA” as target for this indicator in the Central Office.

STRENGTHS

- Use of online platforms for inter-agency meetings and land survey to fast track the application of DSWD real properties.
- Vehicle preventive maintenance was imposed to ensure a flexible transport system to all officials and to secure a more cost-effective repairs.
- Utilization of Document Management System for digitization and faster retrieval of files.
- Available facility for housing records awaiting disposal.

CHALLENGES and ACTIONS TAKEN

Issues/Challenges of FOs	Actions Taken by FOs
PREMIS not 100% utilized. Hence, low percentage of accomplishment encoded in the system. <i>(FO I)</i>	<ul style="list-style-type: none">• 100% utilized in 1 module and ongoing utilization of other modules.• Five (5) modules are already functional.• Conducted training for supply/ property custodians to increase.
On provision of vehicles: <ul style="list-style-type: none">• Limited number of Red Plate Vehicles that can cater all logistics and vehicle requests. Also, most of the RP vehicles have already exhausted their useful lives.• DBM's 15-day restriction on the rental of motor vehicles. <i>(FO III)</i>	On August 12, 2021, the FO wrote to DBM Region III to seek for clarification regarding the counting of the “15 continuous days”. On August 17, 2021, DBM Region III responded by stating that our query was forwarded to Budget and Management Bureau-B of DBM. To date, the FO is yet to receive a response from BMB-B. In addition, on September 9, 2021 the FO requested to DBM for an authorization to rent motor vehicles for more than 15 continuous days. However, on September 22, 2021 the DBM Central Office denied the request.
On records disposal: <ul style="list-style-type: none">• Inadequate current records storage space and premises for permanent files• Non-continuity/no proper turnover of files managed due to resignation of custodians <i>(FO III)</i>	Identified other secure areas for storage of files. Continuous provision of technical assistance records custodians.
Separation of staff/ seek greener pastures due to inflation rate and additional expenses brought by the COVID-19 pandemic that may result to unmet performance targets/ commitments of the section. <i>(FO IV-A)</i>	

Issues/Challenges of FOs	Actions Taken by FOs
Absence of a unified and integrated system (FO V)	
Limited budget for the needed repairs and maintenance. (FO XII)	<ul style="list-style-type: none"> • Strict implementation of policy on two (2) days advance request. • Prepare PRs for the required repairs and maintenance while lobbying for allocation of budget. • Disapproval of unnecessary travels and implementing on a first come first served basis.
The absence of E-DTMS in the FO. (FO XII)	Submitted request letter for the cascading of E-DTMS to the Field Office.
The PREMIS (Property Records for Equipment and Management Inventory System) requires a high and stable internet connection. (FO XII)	Requested assistance from the ICTMS for a possible remedy regarding the internet connectivity loss during the usage of PREMIS.

RECOMMENDATIONS and ACTIONS TAKEN

Recommendations to AS	Actions Taken by AS
<ul style="list-style-type: none"> • Provide fund for the hiring of COSW to handle PREMIS. Designation of trained focal person on PREMIS. • Provide access to designated supply and property custodians of all OBSUs. (FO I)	<ul style="list-style-type: none"> • PSAMD coordinated with FMS for the needed information. • Generated property number from PREMIS is already in accordance with COA Circular No. 2020-06 per coordination with FMS.
<ul style="list-style-type: none"> • Appeal with DBM to provide clarification regarding the 15-day ruling of DBM. • Sub allot funds to resolve documents storage issues and concerns. (FO III)	<ul style="list-style-type: none"> • AS prepared the follow-up letter to DBM but the document was not approved because of the instruction that each FO should be the one to submit their appeal directly to DBM.
Propose for the upgrading of plantilla positions based on the organizational structure of the Field Offices. (FO IV-A)	No actions taken yet.
Develop Admin Integrated System. (FO V)	No actions taken yet.
<ul style="list-style-type: none"> • Provide FO additional RP vehicles or Capital Outlay funds for the procurement of vehicles. • Seek approval and schedule for the cascading of the E-DTMS for FO use. • Separate the network of the PREMIS among other systems of the agency, because of its high bandwidth demand resulting to unstable usage of the system, as have mentioned by the Central Office during the conference. (FO XII)	<ul style="list-style-type: none"> • A Fleet Replacement Plan has been submitted to the FMS for funding for CY 2021-2023 which includes additional vehicles to FOs.

ACCOUNTABLE OFFICE

Human Resource Management and Development Service (HRMDS)

KRA / PROGRAM

1. Workforce Planning
2. Human Resource Needs Assessment
3. Recruitment, Selection and Placement
4. Performance Management
5. Career Management and Development
6. Employee Welfare and Relations
7. Personnel Administration

OVERALL CONTEXT

- As of first semester 2021, the accomplishment for percentage of positions filled-up within timeline is beyond target. However, this accomplishment may be attribute to the lack of target in the Central Office.
- The accomplishment for percentage of regular staff provided with at least one (1) learning and development intervention is also beyond target with +55.4% variance.

STRENGTHS

- Conduct of various in-house online LDIs for DSWD employees to help them adjust to remote work, prepare them towards digital transformation, and keep them abreast with OSH protocols.
- Continuous sourcing and dissemination of external specialized training, free webinars, and other online course offerings such as those on existing collaboration arrangements with the ICTMS through the free availment of LDIs on Google Workspace in partnership with iOne Resources, DSWD's Learning Service Provider, which allowed LDD to conduct Google Workspace Training at scale among DSWD Clusters of Offices, as an example.
- Buy-in and support of DSWD Management and/or supervisors.
- Centralized and adherence to the approved recruitment, selection and placement process based on MSP and CSC PRIME-HRM.
- Timely intervention in the management of COVID-19 related cases.

CHALLENGES and ACTIONS TAKEN

Issues/Challenges of FOs	Actions Taken
Ratio of Vacancies and Number of Applicants versus the Recruitment Staff causing the delay of preparation of Minutes and Resolution. <i>(FO NCR)</i>	Issue was already raised to CO to establish a standard ratio of HR Staff versus the number of total manpower. Draft a memorandum to CO to conduct a workshop to address said concern.
Standard percentile requirements for some positions that do not match the educational qualification required for the position as basis for Initial Shortlisting of applicants. Not reaching the 80% total score in the final shortlisting to be endorsed to the Appointing Authority which resulted in republication. <i>(FO NCR)</i>	Official communication to HRDS-CO was forwarded on October 5, 2021 to raise issues and concerns encountered by FO-NCR in the implementation of the Revised MSP and its implication in filling up of vacancies. Initiated meeting with HRMDS and raised said concerns with recommendations last September 13, 2021. Raised the said concerns during the GASGG meeting on October 7, 2021.
The Psychologist I vacancies remain unfilled despite its numerous republications because of its	For the position of the Psychologist I of HRPPMS, request for reclassification to AO II position was submitted to CO. Meeting was also conducted with

low salary in contrast to its high minimum qualification standards. <i>(FO NCR)</i>	PMB, ORCC and HRMDS re the said concerns and for possible reclassification of the Psych I position to AO II position but did not push through because of possible devolution of CRCF to LGUs.
Despite the continuous filling up of JO and COS vacancies, simultaneous filing up resignations or transfer to other agencies are apparent thus contributing to the further increase of vacant positions. <i>(FO NCR)</i>	Conversion of staff from JO/COS to contractual positions to ensure employment retention and reduce attrition rate of employees.
CO inability to mirror the issued MSP to ISO requirements, processes and templates vis-a-vis on FO's PRIME-HRM approved RSP Policy. <i>(FO III)</i>	Consistently abide to the approved RSP Policy.
Lack of available HR Information System. <i>(FO IV-A)</i>	Offline database (Excel) Update from CO regarding HRMIS deployment received last October 6, 2020 that only 2 of the 8 system modules are completed.
Changes in the COVID-19 database being required by Central Office. <i>(FO IV-B)</i>	Continuous submission of reports being requested by HRMDS.
Hard to fill in of the Psychologist Position. <i>(FO VII)</i>	Coordinated with CO HRMDS for possible reclassification of the position; Republish position.
No available isolation Facility for FO X staff infected with COVID-19 (if there will be another surge of cases and other related occurrences in the future). FO X coordinated with LGU- City Isolation Unit to cater staff positive with COVID-19. However, in most cases, isolation facilities in LGUs are full and cannot accommodate the referrals as soon as possible due to large influx of COVID-19 patients in the City. <i>(FO X)</i>	The confirmed COVID-19 staff were initially instructed for home quarantine while HR-welfare is coordinating with the LGUs. Meantime, HR Welfare will provide foods assistance and other psychological support to the personnel affected as well as their families.
Lack of IT specialist who will lead the set-up, regular maintenance, and operations monitoring of the newly introduced automated Financial Management System. <i>(FO XII)</i>	Coordinated with Central Office Budget Division for the hiring of COS.

RECOMMENDATIONS and ACTIONS TAKEN

FO recommendations to HRMDS

FO NCR

- Approve/consider the request of FO-NCR on the standard ratio of HR Staff versus the number of total manpower.
- Fast track the amendment of the guidelines in the implementation of the Initial Qualifying Test (IQT) particularly on the required Percentile Classification for each position and the overall total score of 80% in the final shortlisting.
- Review the position title, salary grade and the minimum qualification of the said position. Consider modification of Psychologist I to Administrative Officer II positions.
- Approval of CO and DBM on the request of FO-NCR for contractualization of COS and JO workers.

FO IV-A

- Deploy existing HRMIS being utilized by Central Office and other region; attendance of staff to training on Data Analytics/Data Organization for the upgrading of competencies.

FO IV-B

- Harmonize reporting template that will capture all the data needed for COVID-19 database.

FO VII

- Abolish and create new positions that is similar to the functions of Psychologist I.

FO X

- Explore the possibility of forging MOA with private entity for provision of isolation facility, i.e. pension house, etc.

FO XII

- Allocate budget for the hiring of IT Specialist.

FINANCE AND MANAGEMENT SERVICE

OVERALL CONTEXT

- The Department's allocated fund for the year is more likely to be utilized. Disbursement or utilization of the obligated funds is more than half in the 1st semester of the year. Several strategies were facilitated in order to ensure full utilization of funds such as conducting an assessment, review and evaluation of accomplishments vis-à-vis the planned activities with the involvement of the Field Offices counterparts.

STRENGTHS

- Conduct of Service Review and Evaluation Workshop (SPREW) as a venue to assess, review and evaluate their accomplishments vis-à-vis the planned activities in line with the DSWD Strategic Priorities.
- Continuous coordination and provision of technical assistance to facilitate digital payment scheme.

CHALLENGES / ACTIONS TAKEN AND RECOMMENDATIONS

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
NCR	Pantawid cash card replacement due to (1) new LBP system upgrade (rejected top-up due to wrong/purged account); and (2) new account number for every cash card replacement request.	Endorsed list of Pantawid beneficiaries for matching to FMS-CO.	To coordinate with LBP to fast track the cash card replacement.
	Lack of public comfort room for PWD clients in the center/residential care facilities.	Allowed clients and guest to use office comfort rooms.	To allocate funds for infrastructure of PWD comfort rooms.
	On financial management, system failure or unable to access URS file to post/encode monthly disbursement.	Collated data in other sources and conducted frequent follow up.	To raise the concern to DBM and recommend to set a schedule of encoding per Region.
	On knowledge management, participants of the learning and development interventions (LDIs) recommended provision of food and load allowances during the activity.	Coordination with the General Administrative Services Section and Finance Management Division concerns on the provision of food and load allowance to the participants of the LDIs.	To draft guidelines on the inclusion of load allowance and food provision to LDI participants.
CAR	In the conduct of Listahanan 3 activities, the SAA for the TEVs and for the resumption of the Listahanan 3 validation (encoding and verification) activities is not yet downloaded to the region.	As per NHTO updates as of 21 October 2021, the SAA is still with the FMS for processing.	FMS to lower the percentage of utilization target considering the current situation.
III	On financial management, lacking	This was already addressed by ICTMS. It	No recommendations identified.

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	heavy duty scanners and printers.	was included in their request for ICT Equipment. For the Field Office to facilitate the procurement of 3 heavy duty scanners and 2 printers needed for the record-keeping of the liquidation reports prior on submission to Resident COA Office.	
	Numerous for compliance liquidation folders of current year cash advances.	Constant issuance of follow up letter on the compliance of CAs. For the program owner and SDOs to facilitate the compliance of lacking documents and signatures especially those overdue cash advances. For the SAP-ESP provincial coordinators to closely monitor the implementation and submission of liquidation reports to the Regional Office.	
	Frequent delayed submission of TEs/non-compliance to the March 24, 2021 issued memorandum for the timely submission of TEs.	This is FAA of concerned. Concerned offices were already reminded re: frequent incorrect payee's name.	
	Wrong payees name in the Cash Assistance Payroll and Disbursement Vouchers which resulted to spoiled checks.	For all office concerned to ensure accuracy of payee's names in the CAP and DV.	
	Bulk of DVs were received and processed near or on the closing of books.	Issuance of memo on the reminder on the strict observance of cut-off period. Memo will be issued in November. All Division to strictly observe/follow the cutoff time on processing of DVs.	
	Slow-release of 2020 checks for premium, TEV, last salary, GSIS and HDMF contribution refund of resigned staff despite notifying	Issuance of Memorandum to concerned offices re: 2020 checks and regular follow up.	

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	concerned office regularly.	To pay last salary, refunds and other claims of resigned workers through LDDAP-ADA instead of check.	
	Some checks are still unclaimed despite several information and follow up to concerned offices/staff	Constant follow up on the timely claiming of checks.	
	Some checks are still unclaimed despite several information and follow up to concerned offices/staff	To continue the techniques that facilitates the release of check	
CALABARZON	Lack of workforce due to resignation/transfer of staff due to other division/office.	Augmentation of other staff to process daily transactions. Specially those trained in the cross learning within FMD.	To fast track hiring of vacant positions with coordination to HR Recruitment Section.
	The use of focal person can lead to uneven distribution of vouchers (bulk transactions and lapsing).		
	There can be a delay on processing of vouchers, we are dependent on the preparation/release of vouchers from the Program owners to Finance.		Issue constant reminder to all fund owners to religiously check all claims and monitor their program funds
	Minimal time for a detailed review of Liquidation Attachments. Liquidation reports submitted in bulk 2 days prior to Lapsing. Same day liquidation/request of Cash advance is inevitable.		
	Cash Monitoring will be unreliable when lapsing because some vouchers are forwarded directly to Cash section for faster utilization of funds.	Backtracking of vouchers that are already done from Cash Section, to be included in the Cash Monitoring and for signature the Regional Accountant.	Ensure that during lapsing period, all transactions must be recorded in the cash monitoring of Accounting Section before forwarding to cash section.
	Unstable internet connection.		Request for the ICTMS for separate connection of LAN instead of wireless connection.
	No available of internet connection to staff during their WFH.		Provision of load allowance for internet use.
	1 (One) Unfilled Vacant Position (SLP)		To fast track hiring of vacant positions with

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
			coordination to HR Recruitment Section.
	Have limited access on DTS or DSWD Tracking System. Only 2 Persons are allowed to access in accounting).		Request to ICTMS for issuance of additional access for Accounting Section to the Data Tracking System.
	End of Contract of COS staff.		
	Have limited access on DTS or DSWD Tracking System. Only 2 Persons are allowed to access in accounting).		Request to ICTMS for issuance of additional access for Accounting Section to the Data Tracking System.
	Unreliable Data/Tagging in DTS.		Inform the last Administrative Officer who inputted the data incorrectly.
	Backtracking of other remittances in preparation of the Various Accounting Certificate.	Locating of old remittances and included in the Digitization and Scanning of present remittances.	Certifying of the remittances affected by the fire incident in the Gastambide and request for possible list of records covering the years before incident to the concerned staff/section.
	Limited training available because of pandemic.		
	Most of the staff are not eligible, due to this, there is a limited opportunity for promotion.		Uneligible staff to take the CSC examination
	Availability of staff in the processing lane due to unforeseen event brought by COVID-19.		
	Under employment of accounting staff (profession is not aligned with current job).		
	Staff on skeletal duty are overloaded with current demand for work.	Staff on skeletal duty share in the current workload to immediately finish tasks at hand.	Prioritize tasks that are most needed.
	Absence of a staff would mean an overload to the staff who would assume his/her duties and responsibilities.	Continuously remind staff to avoid unnecessary absences. Staff on home quarantine are on work from home arrangement.	Issue memorandum to habitually absent staff.
	Limited officer level position to assume greater accountability.	With proposed organizational structure.	

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	There is limited office space that could reasonably accommodate the whole staff on an ideal set up of work stations.	Implementation of the Alternative Work Arrangement.	The management may opt of renting office space to avoid overcrowding in their respective offices.
	Positioning of the lights and air-conditioning units creates uncondusive working condition (poor ventilation and lighting system) to the staff.	Some staff brought their own electric fans.	For the General Services Section to conduct office rounds to ensure that the office is property lighted and/or ventilated. There might be busted bulb.
	Duties and Responsibilities of two staff whose positions are still vacant, 1 SWA position, regular and 1 AA III, LISTAHANAN Contractual are assumed by others, making them overburden and stressful.	Coordinated with HRMDD to fast track the filling of vacancies.	For the HR to create a plan for hiring in order that estimated time of filling up a vacancy can be determined.
	There are disbursement vouchers that were forwarded for check preparation even not yet processed nor approved especially for urgent and during lapsing of cash every end of the quarter.	Closed monitoring on the approval of the disbursement vouchers with checks already.	For the programs to regularly refer to their Work and Financial Plan and Cash Disbursement Plan to determine what needs to be done and pay for the period.
	Low internet connection created error in the Internal Server of the EMDS.	Constant coordination with the ICTMS for the stability of internet	For the ICTMS to propose upgrading of internet connection.
	Late remittances may incur penalties while the We Access feature of LBP do not accept payment if coming from the previous month.	Closed coordination with the HR-PAS to fast-track release of DVs for remittances to avoid delays.	For the HR - PAS to prepare remittances list simultaneous with the payroll.
	Not updating the Google Sheet and/or put some remarks like "claimed" or "cancelled" as the case maybe, will result to mis information to the process owners.	Reminded the concerned staff from time to time to update monitoring google sheets.	Include in the IPCs of the staff and reprimand when necessary.
	Error incurred in the encoding of a certain DV may affect everything included in the database created.	Concerned staff exercises diligence in encoding data from a DV to lessen errors.	Have a buddy system to check the encoded data before finalization
	Risk in acquiring the virus while in public transport in going to the office to finish work.	Obey health protocols, i, e., use of face masks and face shield. Sanitize hand every time when touching surfaces cannot be avoided.	

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
		Take vitamins and eat nutritious foods and have enough sleep to be healthy.	
	Staff cannot focus on their tasks due to the additional workload (i.e., augmentation).	Coordinated with HRMDD to fast track the filling of vacancies.	Immediate filling up of vacancies
	2 vacancies are not yet filled up, SWA Regular and AA III Listahananan.	Coordinated with HRMDD to fast track the filling of vacancies.	Fast track the hiring process. For the HRMDD to religiously follow business process map if there is one or create a hiring plan.
	Unstable internet connection system and some desktop computers are old enough and not capable for internet connectivity.	Occupy the vacant work stations.	For ICTMS to amend the ISSP, to include acquisition of new desktops.
	Limited opportunity for training due to pandemic.		Assist the HRMDD to scout for possible virtual trainings design needed.
	Possible change of priority programs which will determine the amount of cash that will be downloaded.		
	Mainstreamed staff may not get renewal of contract.		
	Low cash utilization rate due to devolution.		
	Some desktop computers are obsolete and are incapable of internet connectivity.	Secure technical assistance from the ICTMS to conduct routinary check-up of obsolete desktops for internet connectivity.	For ICTMS to amend the ISSP, to include acquisition of new desktops.
	Unstable internet connection.	Secure technical assistance from the ICTMS to conduct routinary check-up of obsolete desktops for internet connectivity.	For ICTMS to amend the ISSP, to include acquisition of new desktops.
	No proper coordination on the conduct of meetings. Most of the time meetings are conducted simultaneously.	Raised the concern to program focal persons for proper scheduling of virtual meetings. Assign another staffer to attend other meetings.	Inquire availability of staff for virtual meetings before scheduling
	Possibility that some vouchers/transactions are obligated even with insufficiencies (e.g., lack	Strict implementation of rules based on the standard operating procedures.	Reminder to program owner/division to ensure complete supporting

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	of signature or supporting document, transaction not included in WFP).	Technical assistance provided to the staff.	documents in every transaction
	Delayed processing of vouchers/claims due to incomplete attachments/signatories.	Available list of attachments issued by Accounting Section. Provided comment slip .	
	Preparation of SAOB per WFP indicating reasons for variance and other request for modifications to meet the deadlines, that should be done by the programs.	Frequent follow-up and TA.	Attend Division Meeting to discuss the concern.
	Deadlines of SAOB are not met by some focal persons especially during month-end because of some urgent/rush vouchers forwarded to the Section beyond 25th of the month.	Strict implementation of deadlines. Cut-off implementation.	
	Processing of documents even beyond the set deadline considering the available cash and utilization rate, and to support the overall financial performance of the FOs.	Continuous processing beyond cut-off	To follow the schedule earmarked in the WFP, Program Owner to adhere to the 2 weeks' facilitation of transactions for payment of procurement transaction. Avoid CA on the last day of the month. Attend Division Meeting to discuss the concern.
	Confused activities indicated in the continuing and current WFP due to front loading.	Strict monitoring of WFP	Submission of revised WFP of the programs based on the front loaded fund.
	ICT requirements for the WFH arrangement cannot be provided.	Initial implementation of continuity plan and preparation of PSCP. Cross-learning of staff within the division starting October.	
	Unforeseen activities not included in the submitted proposals and approved WFP	Request for the submission of revised, amended, supplemental WFP	Division/Program Owner to prepare and submit revised WFP before submission of proposal/PR for funding.
	Existing structure not aligned with the Central Office (Budget Planning, Budget Execution, Budget reporting). Limited officer positions to oversee the three sub sections.	With submitted proposed organizational structure to Central Office	

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	Limited officers position to take accountability.		
	No check and balance since the fund focal handles all the processes: WFP monitoring, obligation and reporting.	Review lodged only to the section head.	Implementation of sub sections (Budget Planning; Budget Execution, Budget Reporting).
	Manual preparation of report	Ensure accurate and on-time submission. Report prepared thru Excel.	Training on Advance Excel.
	Conduct/preparation of WFP not aligned in timeline indicated in the standard operating process.		Written justification to be approved by RD.
	No standard format in data encoding. No system-based application/not in used Intermittent internet connection Limited shared drives, insufficient database No proper archiving Outdated computer units for some staffs.	Augmentation of staffs with IT background to make a possible solution to automate some processes.	
	Process redundancy (RAOD, FMD Monitoring, Salary Monitoring, PMR, DTS).		Check areas for improvement/implementation of kaizen initiatives
	Limited information provided to the Section as to purpose of funding (NBC 580; specific SARO, SAP).	Provide information based on the available data Coordination with the program and Central Office.	
	Too many communications/guidelines resulted to misinterpretation/confusion in the deadline and data/output to be provided to the CO and other oversight agencies (Financial Management Guidelines, SAP Bayanihan 1 & 2, updating of google sheet report for SAP, EO 70, LAG, Covid Related Expense).	Coordination with CO/oversight agencies	
	Fear of change		
	Out of 14 employees, only 4 employees are regular/permanent. The rest are holding	With submitted proposed organizational structure to Central Office	Approval of the structure (CO/DBM level)

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	contractual and COS position, mainstreamed to the section from various programs. Limited opportunity for promotion. Risk in contacting COVID - going to the office of those staff scheduled for WFH, and not following the prescribed protocols of physical distancing just to finish and deliver their tasks/responsibilities.	Strict compliance on minimum health protocols and adoption of skeletal work	
	Staff not willing to be vaccinated.	Encourage staff and sharing of experiences	Staff to undergo counselling
	Limited opportunity for trainings in relation to Budgeting Process, Budget 101, Laws and Rules on Government Expenditures (LARGE), and GAM.	All Budget staff attended Budget 101 conducted by CO through virtual orientation Sharing of guidelines	
	Might lose focus by doing different activities at a time. Overlapping of tasks. Burned out that might cause physical or mental collapse due to stress/overwork.		
	7 out of 14 employees have no CSC eligibility.	Encourage staff to take CSC examination	
	Unable to strictly implement set strategies of cut-off in consideration of utilization rate, cash utilization, support to operations in processing claims and meet timelines.		
	Processes are restricted to the existing guidelines that limits innovation/strategies within the Section.	Observe COA guidelines	
	National timeline of submission of reports are not aligned resulting unavailability of data.	Submission based on the set deadline and available data	Alignment of timelines
	Available funds are restricted and limited to the approve purpose.	Request for modification of fund.	

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	<p>Possible Juggling of funds to augment unforeseen activities/transactions.</p> <p>Low utilization rate due to cancellation of activities particularly face to face meetings and trainings and implementation of safety protocols.</p> <p>Bureau/Program might not approved the request for modification.</p>	<p>Request for the recalibrated WFP and catch-up plan</p> <p>Submission of modification based on the deadline indicated in the issued FMS Guidelines to receive on time approved modification.</p>	
	Virtual meeting fatigue due to simultaneous/multiple meeting/back to back meeting.		
	COVID/health risks for employees reporting in the office - some safety guidelines/protocols were not in place/not followed.	Keep on reminding to follow safety guidelines/protocols	
	Hacking/Phishing risk/virus; unnecessary browsing/research.	Limit to work related site.	
	There are times of unstable internet connection to accomplish the report.	Allocate enough time, considering possible unstable connection.	
	Central Office issued memorandum suspending the implementation of BTMS that will result in the delay implementation of the said system in the FO IVA-FMD.	Maintain manual reporting.	Wait for further notice from CO.
	Non-functional e-Budget System, will lead to continuous manual processing of claims and preparation of reports.	Maintain manual reporting.	Wait for further notice from CO.
	<p>Possible Non-conformity with some provisions that may lead to non-compliance findings on audit.</p> <p>Issuance of Audit Observation Memorandum from COA due to non-conformity that will lead to disallowances of transactions.</p>	Observe COA guidelines.	Attendance to training (GAM, LARGE, training for non-accountants).

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	Limited workforce due to home quarantine/isolations cause by COVID 19.	Alternate fund focal. All skeleton work as generalist.	
V	<p>Have not reached 100% budget utilizations. As per financial management guidelines, series of 2021, the last day of obligation of 2020. 7 funded GAA is until June, 2021, except for the 2 programs who requested for extension - QRF and 4Ps. The rest of the program have not yet requested for extension.</p> <p>Negative balances or the programs who borrowed from the common funds, because either there were no funds downloaded to them or their fund was so meager.</p>	<p>Reminded the program owners to take note of their respective utilization rate and consider it in their catch up plans.</p> <p>Concerned programs to (with negative balances) to lobby with DSWD Central Office to download cash allocation for their program implementation.</p>	
VI	Delayed released of SAA for ESSI Cash for Work Program.	Raised the concern to the assigned FO 6 Regional Monitor. Reflected the concern in the Quarterly Report submitted to CO.	To hasten the process and ensure released of SAA in not more than 2- weeks after the submission of proposal documents.
	On Pantawid, lack of encoders resulting to delays in processing of BDM requests/encoding.	Mobilization of MLs/SWAs.	Hiring of additional encoders per POO per cluster.
	Obsolete/lack of IT equipment to cater large files.	Requested/borrowed IT equipment from other Units.	Additional fund for IT equipment especially high end laptops and printers.
	Salary grade of PME0 is not commensurate to the actual workload.	Raise the concern during NPMO meetings.	Raise the salary grade of PME0s from PDO I to PDO II.
	There is no system/database that would consolidate or integrate the reporting and tracking system within ABC that would link to the procurement service.	Submitted to ICTMS/HRMDS/FMS request for hiring of Programmer III under ICTMS MOA position to develop/complete the financial management system (ex. ePFITS).	Creation of MOA position.
	Most key positions in the Budget Section handling accountable workload are occupying AA III positions contractual (3), MOA (3), AA II regular (1) MOA (1) and AAide I JO (1).	Submitted to FMS/ADB Consultant proposed organizational structure with upgraded positions.	For consideration of ADB Consultant and approval of DBM.
	Late/unexpected downloading of funds	Provided technical assistance to	CO OBSUs to download funds once in full at the

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	under CMF that are not part of the FO WFP.	programs/offices for the catch-up plan.	beginning of the year after GAA is enacted.
	Lack of administrative and logistics support fund under RGASS (Fidelity Bond, Insurance, Security Services, Vehicle rental, PPEs, Hazard Pay, etc.).	Require big ticket program to augment funds for administrative and logistics support → Submit request fund augmentation (ex. Fidelity Bond, etc.) and/or modification of funds (ex. Security services, other prof services, PPEs, etc.) to COOBSUs.	Increase allocation of FO VI under RGASS in consideration of Devolution in 2022-2024.
	New 3 story building is not equipped with amenities such as elevator, and air-conditioning units.	Lobbied at the DSWD central Office (CO) regarding the provision of additional funding, capital outlay for the procurement of elevator and air-conditioning units.	To prioritize re-allocation of fund for the procurement of the proposed capital outlay.
VII	DVs to be processed are dependent on the submission by the different Programs/Offices resulting to limitation of utilization both obligation and disbursement.	Close coordination with various programs/offices to ensure immediate submission of their DVs with no lacking or deficient documents.	To issue a memo immediately as to the deadline of submission.
	Delay in the submission of liquidation documents by SDO resulting to time constraint in the review/assessment.	Close coordination of concerned SDO and programs and to constantly remind them on the timelines of the liquidation documents.	To continue and consistently issue reminders through memo which is also pursuant to CO directives.
	Limited storage area for various documents such as paid DVs and liquidation papers while still at accounting for final review prior submission to COA.	In coordination with Records and GS Sections, open spaces in the ground floor are temporarily maximized.	To closely coordinate with Records and GS Section to provide an area for temporary storage of various documents.
	ORS/BURS to be processed are also dependent on the submission by the different Programs/Offices resulting to low obligation rate of selected programs/offices.	Conduct bi-monthly Finance officers meeting to serve as the best avenue to constantly discuss and monitor with the Finance Officer/Focal Person of different PAPs for the pacing and implementation of their programs and activities.	To consistently maintain close coordination and monitoring with different program finance officers and program focal persons and to continue constant follow-up on the 100% utilization of all [program fund balances.
	Some programs have excess or shortage of funds.	Provided technical assistance to Program Finance Officers as to proper utilization of funds to address the issue of the excess or shortage of funds. Prepared WFP	To continuously provide technical assistance to all program finance officers and program focal persons on the proper utilization of funds through their approved WFP and MDP.

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
		variance analysis for possible request for withdrawal of funds for activities that can't be implemented anymore as scheduled due to pandemic and other valid reasons.	
	Difficulty in contacting External Creditors/Service Providers for releasing of checks resulting in a higher number of stale checks.	Closely coordinated with the procurement sections, CIS and other offices to get the contact numbers of the service providers, suppliers and other creditors.	To maintain an updated directory of suppliers, service providers and other creditors.
	Time constraint in the issuance of cash advances and encashment of the checks of SDOs due to sudden requests from legislators and other stakeholders despite the absence of some documentary requirements as attachment to DVs and the time given by the office to inform LandBank about the cash requirements, respectively.	Closely coordinated with the program focal persons and finance officers to ensure completeness of the documentary requirements and maintained good business relationship with LandBank to accommodate our request.	To consistently coordinate with the program and LandBank.
IX	<p>No proper filing of AOMs and references.</p> <p>Volume of transactions and heavy workload of the Accountant III.</p> <p>Inaction of concerned programs and divisions.</p> <p>Misrouting of AOMs by Management.</p> <p>Short timeline provided by COA Auditors for submission of response.</p>	<p>Personal coordination with the process owners / respondents concerned.</p> <p>Scheduled series of meetings in October 19, November 15 and December 2, 2021.</p> <p>Inclusion of compliance to AOMs as one the non-negotiable indicators in the DPC.</p>	<p>To recommend to Regional ExeCom to fully lodge this indicator with the Internal Audit Unit on the basis that the Accounting Section is just one of the process owners and respondents to these AOMs. The whole monitoring of all AOMs issued and compliance should be done by the IAU.</p>
	<p>No proper filing of copies of ORs, PRs etc.</p> <p>Unupdated List of Earmarked PRs.</p> <p>Isolated cases of failure in encoding actual obligations in the registry</p>	<p>Monitoring of balances and coordination with process owners.</p> <p>Provision of guidance and directives to all budget controllers.</p>	<p>Maximize the utilization of the existing FO IX Financial Information Management System (FIMS) by all process owners.</p> <p>For all process owners to regularly monitor their fund balances.</p>

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	thus understating the utilized allocation.	Presentation of balances during monthly RMANCOM Meetings.	Formulation of monthly action plan and status of program implementation.
	Lack of proper endorsement to the next team on skeletal duty for pending ORS and PRs for processing.	Provision of technical assistance/attendance during program meetings.	Clear designation of program monitor by each concerned program.
	Non-compliance of actual utilization to WFP and PPMP.		
	Incomplete supporting documents and mathematical error/inconsistencies in computations.		
	Additional tasks for EDOTs and uncapacitated process owners on EDOTs.		
	Power interruption by Zamcelco and or no internet connection by PLDT during processing of actual obligation.		
	Long period for approval of requests for modifications by CO		
	No copies of cancelled PRs returned to Budget Section for cancellation in the list of earmarked PRs.		
	Incomplete data on Consolidated Report	Assisted in the completion of data to complete the consolidated report	
	Incorrect obligations		
	No proper breakdown	Personal coordination with the program concerned	
	Lack of follow up by program persons to concerned OBS on downloading of funds	To include in the DPC of the program / project concerned on the monitoring of their MDP.	
	Poor internet connection by service provided Offline LBP EMDS Portal		
	Lack of capacity building and involvement of Budget Controllers during budget planning and lack of delegation of tasks in	Conduct of workshops	
		Provision of technical assistance	

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	monitoring compliance of process owners	Provision of technology and templates	
	Lack of proper planning by all concerned process owners and submission of outputs for mere compliance	For all process owners to acquire mastery of respective programs so that proper planning can be done	
	Late issuance of Financial Management Guidelines and Thrusts and Priorities by Central Office	Maximize the utilization of the existing FO IX Financial Information Management System (FIMS) by all process owners	
	Late issuance of regional breakdown of physical targets and regional budget allocations by CO OBS		
	Delay in review by the Accounting due to voluminous number of liquidation transactions and documents	Issuance of demand letters to accountable officers and employees	Formulation of monthly action plan and status of program implementation
	Failure of concerned SDOs and employees to submit liquidation within reglementary period	Conduct of a re-orientation and provision of technical assistance to accountable officers and employees	
	Delay in review by the Accounting due to voluminous number of liquidation transactions and documents	Issuance of demand letters to LGUs and Implementing Agencies for follow up	
	Delay in program implementation of LGUs and Implementing agencies, thus presence of unutilized funds	Retrieval of liquidation documents by Regional Office Staff during monitoring visits	
	Delay in submission of SORD even with 100% physical accomplishment		
	Unavailability of details of subsidiary ledgers as there are accounts were present prior to engas application		
	No action by COA on request for write off of accounts		
	Failure of FMD Staff to provide complete data for consolidation	Use of UPS for power outages and personal data for internet connection	
	Erroneous financial data		

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	<p>Unreconciled data with Central Office</p> <p>Power Outage by Zamcelco</p> <p>Unstable/Loss of internet connection by PLDT/Globe</p> <p>Offline DBM and LBP EMDS Portals</p>	<p>Close coordination among FMD Staff</p> <p>Prompt submission of reports</p>	
	Lack of time for write up and packaging of knowledge products due to volume of transaction and workload of FMD	Issuance of memo/advisory as MOV of knowledge product	
X	Low budget utilization rate as of end of September. Current fund is still at 66.44% (should be at least 75%) and continuing is at 95.77% (should be 100%).	<p>Regular transmittal of Fund Utilization Report to Program Managers/ Focal Persons</p> <p>Follow-up suppliers for the delivery of items.</p> <p>Provision of checklist of documentary requirements for BAC, Procurement and Supply already routed.</p>	<p>Fast tracking of procurement activities for eventual utilization</p> <p>BAC Sec to constantly monitor the flow of the procurement from Pre-bid activities to the issuance of NTP; ensure the minimum timeline is followed.</p> <p>Focal Persons to the adhere to the technical assistance provided by the PMD.</p>
	As of date, no documents for the request for write-off were received by the Accounting Unit	<p>Memo to the concerned Focals were already sent last March 2021, detailing the documents required to request for write-off.</p> <p>Demand Letters to be sent to the Focal Persons on their Compliance to the Memorandum within the week.</p> <p>Quarterly Demand Letters to LGUs sent regularly</p>	Compliance to the Memorandum; Issuance of Special Order for the Focal Persons to comply with the requirements at the field.
XI	Delayed endorsement of some financial claims to the Budget Unit which hampers achievement of target utilization rate of the program/center/section/unit	Constant follow ups and administered TA to various program/center/section/unit to expedite processing of said financial claims	
	Recurring issue on the completeness of necessary attachments in	Cascaded checklist for the required attachments	

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	support to a particular financial claim		
XII	Lack of available system for the immediate generation of rush reports requested by Central Office and other agency	Initiated the replication of available system in the other Field Office. Requested technical assistance on the installation and implementation of Project Power of Automated Financial Management System developed by Field Office V last October 19, 2021.	
CARAGA	Cannot be achieved the: <ul style="list-style-type: none"> • 100% of annual budget obligated (FMD-Budget) • 100% of budget utilized on the Actual obligations over Actual Allotment Incurred due to restrictions brought by the pandemic and limit the delivery of services and conduct of activities which affect the utilization. 	Provided regularly the fund utilization report per P/A/Ps for programs to analyze and immediately take action to address the issue. Issuance of regional memo in relation to fund utilization. Regularly presented and discussed during AMT Meetings	FMS to lower the percentage of utilization target considering the current situation.

PROCUREMENT MANAGEMENT SERVICE

OVERALL CONTEXT

- Most of the procurement projects were completed. Several strategies were employed to improve the completion of other projects such as continuous provision of technical assistance to ensure the smooth facilitation of procurement process.
- PMS also fully achieved the required reports for the 1st quarter of CY 2021. Similarly, provision of technical assistance was fully achieved. Technical assistance was continuously provided to the OBS which contributed to a smooth facilitation of procurement process and therefore achieving the target for the year. Lastly, 100% of the clients were satisfied with the services provided by PMS.

STRENGTHS

- Technical assistance was extended to the DSWD operating units on the procurement process to ensure efficient procurement management.
- Sustained coordination and collaboration with partners to ensure smooth procurement process.
- Trainings/workshops were also conducted.

CHALLENGES / ACTIONS TAKEN AND RECOMMENDATIONS

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
III	Market price changes and huge disparity between pricing set by PS – DBM and Bids offered (PS-DBM versus Bidders)	Dynamic pricing with regular update/adjustment. Price referencing with prevailing market price to avoid “bidding failure” if unavailable in PS – DBM.	RETAIN PRACTICE. In order to efficiently facilitate procurement via Priority Supplier PS-DBM (Mandatory) lest, resort to Shopping Sec 52(b) RA 9184.
CALABARZON	Preliminary activities in bidding process needs to follow the IATF protocols.	Explored the use of virtual platform in the conduct of preliminary activities in the bidding process.	To coordinate with the PS-DBM and CO-Procurement on the possible conduct of bidding through virtual platform.
	Non-existence of Contract Management Section as per Standard Operating Procedure (SOP).	Hiring of staff for Contract Management Section	Performed by the existing staff of Procurement and BAC Sec.
	No legal officer to review the contract and providing technical assistance with regards on the legal basis of the procurement process.	Hiring of legal officer	Hiring of legal officer
	No next in rank for officer position to facilitate the review of Purchase Request, RFQ and Purchase Order and other procurement concerns, in the absence of Procurement Head.		
	No next in rank for officer position to facilitate the review of Purchase Request, RFQ and Purchase Order	Hiring / designated office position.	Performed by Administrative Assistant II.

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
	and other procurement concerns, in the absence of Procurement Head.		
	No designated regular canvasser.	Hiring of COS/Contractual as full-time regular canvasser	Assigned canvassers from other section as an add-on to their main task
	Difficulty in posting to PhilGeps due to intermittent internet connection and simultaneous access of other agencies	Posting conducted at Home by the designated staff	Provision of separate bandwidth for BAC Secretariat
	Intermittent internet connection that sometimes lead to manual processing of communications in terms of updating in Procurement Monitoring System	Data usage of staff thru hotspot in their personal load.	ICTMS to upgrade their Wi-Fi connectivity to a higher MBps
	Committed to perform tasks with utmost integrity and with compassion to internal/external stakeholder		
	Non-compliance of end-user on timely submission of PR	Reminding / Issuance of memo with regards on the extension for the submission of PR.	Enhancement of the existing guidelines on the procurement process
	No next in rank for officer position to facilitate the review of Purchase Request, RFQ and Purchase Order and other procurement concerns, in the absence of Procurement Head.		Hiring / designating officer position
	No proper orientation on procurement process to those newly hired staff in the section.		Provide an orientation thru virtual for the familiarity in Procurement Process
	Lacking of Procurement trainings (like Webinar on Government Procurement under the New Normal, webinar on republic act no. 9184 and its 2016 revised implementing rules and regulations, etc...)		Provide trainings in connection to the procurement law (RA No. 9184 and its 2016 Revised IRR).
	Resignation / Transfer of staff for a better and higher salary and opportunities. - thru Mandanas Ruling		
	Inflation rate (frequent increase in prices of commodities due to low level of supply in the market) Ex. PPEs (High Demand vs. Low Supply)		
	Inadequate space for additional staff (No allocated capital outlay budget for expansion / construction of office)		
MIMAROPA	Longer turn-around time of procurement process due to restrictions on COVID-19 (e.g absence of the signatories, lack of staff from other division).	Close coordination with BAC and other signatories to expedite the processing of documents.	
	Lack /limited market study for the items to be procured. High requirements/specifications but with limited budget.	Issued Memo on the deadline of submission of PR.	End user should submit market study for the items to be procured as well as complete technical

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
			specifications. For the Procurement Section to develop template for the market study attachment and provide technical assistance on how to prepare the same.
	Late submission of PR		Ensure the availability of signatories and staff or alternate staff who will process the documents. Seek technical assistance to CO for request to DICT on the authority to use the digital signature. Ensure the order of succession and delegation of authority.
	COVID-19 pandemic limits to production of goods and services. Availability of items/goods/services in the market. Availability of stock in PS-DBM. Absence of PhilGEPS registered suppliers in the area. Mandatory procurement of supplies/items in the PS-DBM.		
VII	To maintain advance or on-time submission of reports.	Constant monitoring and reminders to assigned staff for the advance submission of reports.	
X	Major negative variance (-30.61%) on the HPMS indicator procurement projects completed due to supplier did not deliver on time resulting to significant delays in the project implementation.	Constant follow-up with the concerned suppliers thru written communication informing them of their undelivered items indicated in the PO.	
XI	Late submission of approved Purchase Requests (PRs) by end-users that contributed to procurement delays	Issued memorandum to end-users that Purchase Requests should be submitted 7 days before the conduct of the activity. To conduct orientation on Procurement Process Flow.	
XII	Integrity in Procurement	Encourage and promote online canvassing.	

Field Office	FO Level		OBS Level
	Issues / Challenges	Actions Taken	Recommendations
		<p>Requiring suppliers to envelope (signed and sealed) their bid quotations upon submission.</p> <p>Inviting all of the qualified and eligible suppliers for purposes of transparency, openness, and fairness.</p>	
	Poor Procurement Planning; problems/errors in technical specifications, late submission of PRs, and poor cost estimates.	<p>Assigned staff to thoroughly review the completeness of the documents and correctness of the specifications.</p> <p>Requiring the attachment of market study for PPMP and SPPMP preparation to ensure realistic budgeting.</p> <p>Advising end-users to submit their Purchase Requests in advance or at least a month prior the scheduled activity.</p>	
	Lack of Resources such as Technical Staff, office supplies and equipment.	Requesting for the additional staff, who are credible, competent, and has knowledge and ability to use computers and related technology efficiently.	

OFFICE OF THE SECRETARY GROUP

ACCOUNTABLE OFFICE

Information and Communications Technology Management Service (ICTMS)

KRA / PROGRAM

Information and Communications Technology Management

OVERALL CONTEXT

Overall, the ICTMS has achieved and even exceeded majority of its target accomplishments for 2021. Major deviations were on maintained databases and functional websites while minor deviations were on maintained computer networks and functional information systems, training on ICT applications, tools and products, and acted upon service support and technical assistance requests.

STRENGTHS

- Provision of continuous critical support services by maximizing the meaningful use of ICT in the implementation of the various programs, projects and services of the Department;
- Continued gain of learning and experience of staff given the increased demand from end-users

CHALLENGES and ACTIONS TAKEN

Challenges	Action Taken
From OBS	
Delays in the procurement of needed ICT services, relative to the approval of the DSWD Information Systems Strategic Plan (ISSP)	Fast Tracked procurement process upon approval of ISSP
In terms of ICT Business Solutions and Service Development, there were policy enhancements which led to redefinition of system requirements and movement in timelines.	Fast tracking of development of remaining modules, in terms of ICT Business Solutions and Service Development.
There is slow turn-around time for completion of requirements such as forms and templates, UAT results, and final feedback.	Continuous TA and collaboration with business owner
Slow procurement process for software and subscription tools	Continuous/regular follow-ups and assistance on the procurement process
From FOs	
Safety of the ICT equipment in the server room	Regularly conduct of preventive maintenance
Increasing demand for ICT services	Maximization of existing staff
Lack of Capital Outlay funding for the procurement of software licenses	Explore free open source alternatives
Lack/Obsolete Heavy-duty IT equipment	Submitted the ISSP for the ICT requirement to CO and temporarily utilized repaired / borrowed laptops from different offices
Pervasive internet connection issues, Maintenance of computer networks and Continuous power interruption;	Strengthen the security of ICT infrastructure of the region.

RECOMMENDATIONS and ACTIONS TAKEN

Recommendation of FOs	Recommendation / Response of ICTMS
Renovation and improvement of the building where the server room is located	Alternative - purchase a Container Van 10 to 20 footer and repurpose it to an interim data center.
For ICTMS to include in their WFP 2022 for the procurement of the latest SERVERS	Already included in the FY 2022 WFP. ICTMS will submit a request to DBM for fund modification from MOOE to Capital Outlay
For the Central Office to create permanent positions for the ICTMS since they are managing the data and internet connectivity of the region, as well as the Agency Operations Center (AOC)	Review the Key Result Areas; Functions of RICTMS to check details about system development functions; created positions as necessary
Upgrading the existing MOA positions in the Section to at least Contractual statuses; Management to assign different staff in the procurement process of ICT, to promote check and balance.	Procedure on the crafting of contractualization requests has been provided to all RICTMS
Proficiencies/Skills of the staff should be considered in the assignment of additional tasks	Review the Key Result Areas; Functions of RICTMS to check details about system development functions;
Additional fund for Capital Outlay on purchasing of Heavy-duty laptop for Fieldworkers/Technical staff or CO to provide additional laptop based on our requirement	Provision of Laptops and Desktops (ongoing laptops and desktops are being procured and are expected to be delivered in the first and second quarter of 2022);
Additional Internet connectivity for redundancy and backup solution to SWADs and Centers	Identify sites with VSAT installed; Coordinate with the existing service provider to provide more reliable connectivity; Backup connectivity may also be explored by the RICTMS using the funds downloaded to them
CO to approve the request for the contractualization of RICTMS MOA staff	Already included in the FY 2022 WFP. ICTMS will submit a request to DBM for fund modification from MOOE to Capital Outlay
CO must allocate a fund for Capital Outlay to procure a genuine software	Finance - all budget requests for software have been provided to all FOs and IMD to identify computers with unlicensed software installed based on AD record
Conduct users training on basic network troubleshooting.	Conduct user's basic network troubleshooting to RICTMS

Other Recommendations from ICTMS

- Submission of the required documents and immediate response by the Business Owner the soonest possible time:
- Provision of better logistical support and/or standard mechanism by the procurement personnel to coordinate procurement progress with the Procurement Service and the end-user/division so that corrective measures/actions can be done if needed
- Replacement of worn-out parts of servers, as well as Renovation and improvement of the building where the server room for ICT equipment are placed or purchasing of Container Van 10 to 20 footer and repurpose it to an interim data center to ensure safety of the ICT equipment.
- Create permanent positions for the ICTMS since they are managing the data and internet connectivity of the region, as well as the Agency Operations Center (AOC). Likewise, additional staff or upgrading of existing positions at the FO should be requested and processed, considering the different roles and responsibilities expected by the offices from ICTMS.
- Additional fund for Capital Outlay for Field Offices on purchasing of equipment

ACCOUNTABLE OFFICE

Social Marketing Service (SMS)

KRA / PROGRAM

1. Public Relations, Advocacy and Social Marketing
2. IEC Materials Development and Production
3. Communication Development and Research

OVERALL CONTEXT

- Advocacy campaigns on program updates were intensified due to the surge in the public's demand for information
- All output indicators on social marketing exceeded their respective targets for 2021 with major deviation as early as the first half of the year

STRENGTHS

- Maximization of digital platforms
- Availability of broadcast media and social media platforms
- Good relationship with local media partners
- Management direction and fast approval of press releases
- Motivation to spread positivity amid the pandemic through success stories

CHALLENGES and ACTIONS TAKEN

- Issues/Challenges of FOs elevated to SMS with corresponding actions taken from the FOs and SMS

Issues/Challenges of FOs	Actions Taken
Limited staff complement (both plantilla and non-plantilla positions) to handle high demand for promotion and advocacy campaigns, resolution of grievances, and other work assignments (<i>FOs CAR, III, IV-B, VI, XI, XII</i>)	Concerned FOs hired additional Social Marketing Unit (SMU) staff, delegated tasks to Information Officers (IOs) of other programs/units, provided technical assistance (TA) to other offices. SMS has already submitted to HRMDS a proposal to upgrade the regional IO positions from IO II to IO III.
Lack of necessary computer equipment with appropriate specifications and premium subscriptions for graphic design software packages (<i>FOs III, VI</i>)	SMU staff of FO III make use of the provided computer equipment despite its low specifications. They also work with free/unlicensed software applications to come up with advocacy materials. SMU staff of FO VI, on the other hand, borrows equipment from other units/programs. SMS included in its Information Systems Strategic Plan (ISSP) one (1) IT equipment per FO.

Issues/Challenges of FOs	Actions Taken
Delayed provision of guidelines/directives/materials on issues needing immediate action (FO CAR)	SMU staff of FO CAR released local/ regional guidelines/protocols/materials in the absence of directives from SMS. SMS conducted consultation meetings and TA sessions with regional IOs.
Burden of acting upon identical requests for reports/data/materials from various stakeholders (FO CAR)	SMU staff of FO CAR provided the requested reports/data/materials. SMS shall improve and update its vault files.
Low turn-out of submitted Daily Regional Highlights and activity reports (FO MIMAROPA)	FO MIMAROPA developed an information management system to monitor the Daily Regional Highlights. Also, consistent submission of activity reports was added in the Individual Performance Contract of the staff. Field staff from other units were also provided with TA on basic photography to allow them to submit photo documentations of disaster operations.

- Issues/Challenges of SMS with their corresponding actions taken

Issues/Challenges of SMS	Actions Taken
Challenges in the procurement and repair of ICT equipment	Implementation of market study and close coordination with PMS and ICTMS
Difficulty in the conduct of face-to-face press conferences, setting up physical exhibits, and implementation of communication research studies due to restrictions in local travel and mass gathering	Transition to the conduct of online advocacy and promotion campaigns through virtual platforms and remote data collection for communication research (i.e., online surveys/phone interviews)
Requests for interview and data with short notice	Close coordination with media partners to reschedule interview requests, as well as with concerned OBSUs to expedite the release of needed data. Also, vault files were used to easily access information.
Delayed production of information, education, and communication (IEC) materials on devolution caused by late finalization of <i>Angat Lokal</i> Communications Plan (National Communications Plan on the Devolution) and prolonged approval of the Department's Devolution Communications Plan by the Devolution Transition Committee (DTC) of DSWD	Developed Communications Plan and revised as needed after the approval of the <i>Angat Lokal</i> Communications Plan for external and internal stakeholders. The DTC was constantly followed up on the approval.
Majority of the OBSUs have no IOs to be mainstreamed to SMS	Constant consultation with OBSUs and development of Transition Plan based on the consultation meetings
Voluminous requests for IEC materials development	Creation of sub-teams to meet the stakeholders' demands on content creation, IEC design layout, branding, script writing, and video editing
Challenges in social media management (i.e., unexpected changes in the interface of the Facebook [FB] Platform, standardization of	Devised a procedure/tool to address the unexpected changes in the interface of FB Platform

Issues/Challenges of SMS	Actions Taken
responses and coordination of events/activities involving the Secretary of Social Welfare and Development [SSWD])	Developed reply scripts to address particular issues on comments and inbox Reposted/Shared on social media activities/events involving the SSWD

RECOMMENDATIONS and ACTIONS TAKEN

- Recommendations of the FOs to OBS and the response of concerned OBS

Recommendations of FOs	Response
Additional positions for IOs, as well as Grievance Officer and administrative staff, should be created and filled in with competent staff. Further, the contractualization/upgrading of IOs should be realized to warrant provision of benefits and better compensation to IOs (<i>FOs CAR, III, IV-B, VI, XI, XII</i>)	SMS shall continue coordinating with HRMDS for updates on the status of the proposal to upgrade regional IO positions.
Allocation of budget to procure high-end equipment (<i>FO III</i>)	SMS shall provide the specifications of IT equipment to FOs.
Fast track release of guidelines/directives/ materials and designate IOs to serve as coach/monitor for regional IOs (<i>FO CAR</i>)	SMS shall conduct a consultation meeting with other offices to level off and ensure that all documents are promptly acted upon. SMS shall also designate FO monitors who are tasked to organize quarterly meetings for the three (3) island clusters (i.e., Luzon, Visayas, and Mindanao).
Maximize existing reports and other means of monitoring and develop a data bank to avoid frequent requests to FOs (<i>FO CAR</i>)	SMS shall organize and update its vault files to promptly respond to identical requests without the need to coordinate with FOs repetitively.
Ensure that all IOs are provided with communication allowance (<i>FO CAR</i>)	FOs shall include in the FO WFP the allocation for communication allowance in coordination with concerned office.
Establish an information management system for end-users to conveniently report and contribute to the Daily Regional Highlights (<i>FO MIMAROPA</i>) Provide storage/drive where field staff can submit photo documentations of disaster operations (<i>FO MIMAROPA</i>)	For discussion with concerned office

- Recommendations of the SMS to FOs and EXECOM

Recommendations to FOs	Recommendations to the EXECOM
To address limited workforce, it is recommended to include the suggested position items in the FOs' workforce plan proposal To address the lack of ICT equipment and communication allowance, it is recommended to include allocation for such in the FOs' WFP.	For prompt provision of guidelines and directives to FOs, it is recommended to include concerned regional IOs/FO representatives during the Strategic Communication meetings

ACCOUNTABLE OFFICE

National Household Targeting Office (NHTO)

KRA / PROGRAM

1. Management of Database of Poor Households
2. Household Targeting System Management
3. Data Sharing

OVERALL CONTEXT

- Despite the various challenges encountered since 2020, the Data Collection and Analysis Phase of *Listahanan 3* was completed in the first semester of 2021. The total number of households assessed, accounting for 92% of the target number of households, had minor deviation. Additional households will be assessed during the Validation and Finalization Phase.
- The number of Memorandum of Agreement (MOA) on data sharing with intermediaries has no accomplishment yet, implying major deviation from the target.
- Given that the Validation and Finalization Phase is ongoing, the *Listahanan 3* database is not yet available for sharing.

STRENGTHS

- Frequent provision of technical assistance to regional counterparts through the series of Monitoring and Technical Assistance sessions and regular monthly meetings
- Enhancement of existing and development of new information technology systems and applications to automate the processes of encoding, validation, deduplication, analysis through proxy means test, monitoring, among others
- Mobilization of field staff to augment in household assessment, supervision and monitoring, as well as in encoding

CHALLENGES and ACTIONS TAKEN

- Issues/Challenges of FOs elevated to NHTO with corresponding actions taken from the FOs and NHTO

Issues/Challenges of FOs	Actions Taken
Lack of Fund Allotment for the continuation of remaining activities of <i>Listahanan 3</i> (FOs NCR, I, III, and IV-A, MIMAROPA, VIII, X, XI, XII)	FOs NCR, I, and IV-A requested for fund augmentation from NHTO; FO III modified Direct Release funds to augment funds; FO MIMAROPA included allocation in 2022 Work and Financial Plan (WFP) FOs I, III, VIII, and XI tapped other staff to augment in the household assessment, encoding, and deduplication
Delay in the approval and release of funds and authority to hire (FOs I, IV-A, and VII)	Constant follow up with NHTO; Utilized the project's fund under Direct Release, as well as funds from other programs, to pay the claims of field staff
Potential laying off of staff in line with the implementation of the Community Based	Provided inputs on the proposed organizational structure to ensure that there

Issues/Challenges of FOs	Actions Taken
Monitoring System (CBMS) Law (Republic Act 11315) (FO IV-A)	will be staff that will remain at the FO to monitor and facilitate the closing and post-program activities/requirements
Limitation of NHTS staff with contractual status of employment to request for cash advance for the salaries of field staff (FO IV-A)	Requested cash advance from other special disbursing officer (SDO)
Lack of secured space for storage or warehouse of documents and equipment (FO IV-A)	Secured the documents and laptops in the available areas
Slow hiring of vacant positions resulting to delays in the operations (FO IV-A)	Assisted in the re-contracting of staff, coordinated the submission of contract and requirements, and endorsed the documents to human resources.
Lack of administrative staff during <i>Listahanan</i> operations to expedite administrative requirements and Provincial Coordinator positions to monitor the operations (FO IV-A)	Assigned field staff positions to assist in the administrative processes and Area Supervisors to act as Provincial Coordinators

- Issues/Challenges of NHTO with their corresponding actions taken

Issues/Challenges of NHTO	Actions Taken
<i>(no documented issues/challenges given that NHTO has not submitted IPREW Executive Summary Report yet)</i>	<i>(no documented action taken on issues/challenges encountered given that NHTO has not submitted IPREW Executive Summary Report yet)</i>

RECOMMENDATIONS and ACTIONS TAKEN

- Recommendations of the FOs to NHTO and the response of concerned NHTO

Recommendations of FOs	Response
Provide final guidance re: continuation of <i>Listahanan</i> activities, resolution of grievances, and revised timeline (FOs NCR and III)	<i>(no documented response given that NHTO has not submitted IPREW Executive Summary Report yet)</i>
Facilitate downloading of funds and approval of authority to hire before operations (FOs CAR, III, and IV-A)	
Deduplication process must be allocated with funds during the preparation of the WFP for the next <i>Listahanan</i> (FO I)	
Consider maintaining a unit both at the FO and CO that will monitor and facilitate the closing and post-program activities/ requirements. (FO IV-A)	
Include the NHTS staff who are allowed to be SDO especially during <i>Listahanan</i> operations (FO IV-A)	
To install the available closed-circuit television (CCTV) systems in the areas where equipment are temporarily stored (FO IV-A)	

Recommendations of FOs	Response
Include administrative positions and Provincial Coordinators in the next <i>Listahanan</i> (FO IV-A)	

- Recommendations of the NHTO to FOs and EXECOM

Recommendations to FOs	Recommendations to the EXECOM
<i>(no documented recommendations to FOs given that NHTO has not submitted IPREW Executive Summary Report yet)</i>	<i>(no documented recommendations to EXECOM given that NHTO has not submitted IPREW Executive Summary Report yet)</i>

ACCOUNTABLE OFFICE

Agency Operations Center (AOC)

KRA / PROGRAM

1. Functional systems and databases
2. Accessibility of relevant data
3. Timely capture and processing of public feedbacks
4. Regular consultations on the preferred data or reports formats

OVERALL CONTEXT

- The AOC was established provisionally to provide a command facility for the Secretary to monitor and coordinate the Department's implementation of the Social Amelioration Program (SAP) or the Emergency Subsidy Program (ESP) to the most affected families and individuals of areas under community quarantine.
- The AOC played its role as a consolidator and provider of data on SAP as well as in addressing grievances on SAP.

STRENGTHS

- Pooling of staff from other offices as temporary workforce complement of AOC

CHALLENGES and ACTIONS TAKEN

- Issues/Challenges of FOs elevated to AOC with corresponding actions taken from the FOs and AOC

(No documented issues/challenges of FOs elevated to AOC given that AOC and its regional counterparts are not yet officially established)

- Issues/Challenges of AOC with their corresponding actions taken

Issues/Challenges of AOC	Actions Taken
Absence of Administrative Order (AO) establishing the AOC and lack of dedicated positions	Submitted the draft AO to the Office of the Secretary (OSEC) for evaluation and approval Commenced with the drafting of the Terms of Reference of each position indicated in the personnel requirement of the draft AO
No regular training offerings on psychosocial intervention	Initiated peer-to-peer engagement sessions for the transfer of knowledge, skills, and attitude on psychosocial intervention from those previously trained on the subject
Absence of unified grievance mechanism to operationalize the DSWD Grievance Hub	Ongoing drafting of the enhanced and unified Grievance Response System
Incomplete masterlist of SAP beneficiaries	Coordinated with the Finance and Management Service on the finalization of the 2 nd tranche of the SAP subsidy provided in line with the <i>Bayanihan</i> to Heal as One Act (RA 11469) Continuously coordinating with the concerned FOs for the complete list of beneficiaries

Issues/Challenges of AOC	Actions Taken
Unresolved 8888 grievances within the set deadline	Issued a memorandum to concerned OBSUs to expedite resolution of referred 8888 complaints, while AOC grievance officers were required to work overtime
Lack of proper monitoring system for Freedom of Information (FOI) requests forwarded to AOC	Created a monitoring sheet for all FOI requests forwarded to AOC with corresponding action taken

RECOMMENDATIONS and ACTIONS TAKEN

- Recommendations of the FOs to AOC and the response of AOC

(No documented recommendations of FOs to AOC given that AOC and its regional counterparts are not yet officially established)

- Recommendations of the AOC to FOs and EXECOM

Recommendations to FOs	Recommendations to the EXECOM
Complete the list of SAP beneficiaries to allow AOC to properly organize the database of the program	<i>(No recommendations to the EXECOM reported)</i>