

2022 INTEGRATED PERFORMANCE REVIEW & EVALUATION WORKSHOP MANAGEMENT REPORT

Table of Contents

Executive Summary	3
Introduction	5
Performance Review and Management Recommendations.....	6
Office of the Secretary Group (OSG)	6
Operations Group (OpG)	9
Standards and Capacity Building Group (SCBG)	25
General Administrative and Support Services Group (GASSG).....	28

I. Executive Summary

- 1) **Very satisfactory level performance expected.** The overall completion rate of Department targets shows that the Management is expected to show a very satisfactory level performance across clusters except for certain programs/activities/projects (PAPs) such as the utilization of intermediaries on the Listahanan results due to the pending completion of the reports generation and management phase; placement of children for domestic and intercountry adoption which barely reached half of the targets in the third quarter of the year.
- 2) **Performance exceeded programmed targets that compromised operational capacity, procedures, and controls.** Despite the Department achieving very high accomplishment rates for Assistance to Individuals in Crisis Situations (AICS) Malasakit Centers and Assistance in Communities in Need (ACN), the management must consider examining the agency capacity, procedures, and program controls. Reports show that the high accomplishment rate of 285% is a result of referrals from district representatives, local government units, and service providers, hand-in-hand with the mobilization of personnel from other operating units or offices to augment during payouts. However, reports show that respective operations of other operating units have also been disrupted and have to put these as an added work to their main deliverables. Similarly, support to operations services through the Social Marketing Service and its field office unit counterparts, for example, has displayed 200% to more than 400% accomplishment rates on their completed social marketing activities.
- 3) **Human Resource challenges remain the most critical concern.** Most pressing factors affecting the performance of offices are primarily on the employment status, high attrition rate of employees, and limited number of staff focused on the program itself to deliver the agency targets. Since programs and services are dependent on regular personnel who are only authorized to disburse funds especially on activities that directly releases cash (or similar means) to clients, offices resort into mobilizing personnel from various operating units which eventually disrupts their respective operations such as providing technical assistance to the local government units (LGUs), institutionalization of social technology projects, and monitoring of sub-projects.
- 4) **Workforce assessment needs to be prioritized.** in order to respond to the human and organizational capital needs of the Department. This is needed in the Integrated Cost of Service (ICOS) policy, proposals for plantilla positions, the agency's rightsizing measures, and the Devolution Transition Plan. The ICOS refers to a contract of services entered into between the hiring government agency and a private firm or non-governmental agency, through public bidding or negotiated contracts and subject to pertinent Commission on Audit (COA) rules and regulations¹.

¹ In an institutional contract of services, the contracted agency is engaged to provide personnel who shall perform lump sum work or service related to or incidental to the hiring agency's functions and operations, for a specific period of time not exceeding six (6) months. Provided, that such contract of services shall be entered into when it is impractical or more expensive for the hiring government agency to directly undertake such service.

- 5) **Information and communications technology (ICT) infrastructure support and investment continuously display an increasing demand especially for frontline services.** It follows the need for completing the streamlining efforts of various frontline services especially since programs and services remain at the Department level because finalization of the Devolution Transition Plan is on hold.
- 6) **Mobilizing and sustaining LGU participation needs to be strategized.** Programs that entail long periods of coordination and preparation such as the Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services (Kalahi-CIDSS) need management intervention in mobilizing support from other national agencies to make LGU participation attractive and sustainable for the completion and success of subprojects.

The personnel rendering the service remain the employees of the contracted agency and are precluded from entering into an employer-employee relationship with the hiring government agency. Source: COA-DBM Joint Circular No. 2, Series of 2020 https://www.coa.gov.ph/wp-content/uploads/ABC-Help/Various_Transaction/a33.htm

II. Introduction

An institutionalized process to ensure that performance issues and strategies are documented and responded to by accountable offices, especially the leadership, the **Integrated Performance Review, and Evaluation Workshop (IPREW) Management Report** provides the executive officers the means to apply the necessary interventions to help the Department reach its targets and address issues that would impede the agency achieve its intended results that are aligned to its Strategic Plan. The Management Report is a result of multi-level reviews and evaluation of different offices of the Department of its programs, systems, and processes, vis-à-vis its agency objectives.

This report outlines the actions taken and recommendations to the management that will help address performance issues based on the progress of operating units on their contributions to the DSWD Strategic Plan 2018-2022 Results Framework and its corresponding Strategic Position under the DSWD Strategy 2028. Hence, this document communicates the critical management actions and recommendations to the Secretary and Cluster Heads to drive and support the offices in achieving their targets.

Specifically, offices utilized their respective Office Performance Contracts (OPCs) and Annual Work and Financial Plans (AWFP) in assessing their unit performance. Both of these documents contain cascaded agency-level commitments along the DSWD Strategy and compliance with the Ease of Doing Business Act and the Department-Wide ISO 9001:2015 Certification Project.

For CY 2022², the report is limited to a total of nine (9) Central Office Bureaus, Offices, and Services (OBS)³ - primarily under the Office of the Secretary Group (OSG); Operations Group (OpG); Standards and Capacity Building Group (SCBG); General Administration and Support Services Group (GASSG); and its 15 Field Offices (FOs) that have both conducted and completed their documented results which have become the basis of the Report. It also reflected the status of the implementation of agency-level targets, and more importantly, the operational factors that affected such performance. The remaining offices have either not yet conducted their respective Performance Review and Evaluation Workshops (PREW), not yet resolved the concerns that have emerged in their own office, or responded to their Field Office counterpart, and/or fully documented its results, actions/recommendations.

² As of 10 December 2022

³ International Social Services Office (ISSO), Program Management Bureau (PMB), Social Technology Bureau (STB), Social Marketing Service (SMS), National Household Targeting Office (NHTO), Department Legislative Liaison Office (DLLO), Legal Service (LS), Targeted Cash Transfer Program National Program Management Office (TCT NPMO), and Office of the Assistant Secretary for Administration (OASA) only.

III. Performance Review and Management Recommendations

A. Office of the Secretary Group (OSG)

1. Social Marketing Service (SMS)

The Social Marketing Service (SMS) is responsible of formulating and implementing the DSWD communication and advocacy plans and policies to promote social change undertakes advocacy, social marketing and networking activities to promote social change with publics and stakeholders. Moreover, it provides technical assistance on social marketing to OBSUs and Field Offices to generate broader support.

a. Completion Rate

Outcome Level Indicator. The measurement of SMS outcome indicator is the conduct of Online Knowledge, Attitude, and Practice (KAP) Survey conducted by the Social Marketing Units of the DSWD Field Offices. The KAP survey concluded that 93% of the respondents aware of at least 2 DSWD programs, aside from 4Ps. Two (2) DSWD programs with high awareness rating are SLP with 54.95% awareness rating and AICS with 42.93% awareness rating.

Output Level Indicators. Based on the third quarter 2022 accomplishment of SMS, all output indicators of social marketing activities for CY 2022 exceeded the annual targets with major deviations. Positive deviations of output indicators were associated to the heightened advocacy on various social welfare and development concerns and programs updates.

Targets vs. Accomplishments (as of 3rd Quarter 2022)

Performance Indicator	Accomplishments	Targets	Variance
Outcome Indicator			
Percentage of respondents aware of at least two DSWD programs except 4Ps	93%	90%	3%
Output Indicators			
Number of social marketing activities conducted			
a. Information caravans On-Air	762	128	495 %
b. Press releases	1,699	432	293%
Number of IEC materials developed	4,590	712	545%

b. Review and Recommendations

Operational gaps and challenges on social marketing are manageable at the Division and Service level. Management shall expect that operational targets of the said office will remain fully achieved.

2. Legal Service (LS)

The Legal Service (LS) provides legal assistance and support to the DSWD, its various OBSUs and personnel by handling administrative and litigated cases involving the DSWD and its personnel, providing legal opinions and advice on matters involving the DSWD's mandate and exercise of its official powers and functions, and rendering related services. The Key Result Areas of LS are Legal Management and Legal Assistance.

a. Completion Rate

The Legal Service received a total of 321 complaints from the start of CY 2022.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Performance Indicator	Accomplishments	Targets	Variance
Percentage of disciplinary cases resolved within timeline	100% (3 cases)	100%	0%
Percentage of litigated cases resolved in favor of the Department	0% (0 of 13 pleadings filed)	100%	Inconclusive
Percentage of requests for legal assistance	100% (1,592 requests)	100%	0%

b. Review and Recommendations

Operational gaps and challenges on this service are manageable at the Service and Field Office level. Management shall expect that operational targets of the said office will be fully achieved.

3. National Household Targeting Office (NHTO)

The NHTO ensures the development and adoption of relevant unified criteria to identify poor households who would be beneficiaries of social protection programs. It aims to improve access to, the utility of, the national database of poor households of and to various social protection stakeholders.

The Key Results Area of the NHTO are the (1) Management of the Database of Poor Households, (2) Household Targeting System Management, and (3) Data Sharing.

a. Completion Rate

The Listahanan 3 database was launched on 23 November 2022 with a theme: Bawat Bahay Magkakasama sa Kaunlaran. However, the NHTO has yet to publish the complete National Result of Listahanan 3 that specifies the magnitude of the poor, their housing preferences, their health and sanitation conditions, their educational levels, their economic characteristics, and other pertinent data. According to the directive of the Secretary to all DSWD Central Office and Field Offices, dated 7 November 2022, the national result of the Listahanan 3 will be

released after the Reports Generation and Management which is the final phase of its cycle.

However, the same memorandum provided no further information on how long the said phase will take. In effect, no evidence supports that its performance target will be met within CY 2022. This will result to further implication on the use of Listahanan by various intermediaries which may therefore reflect no accomplishments to their agency-level commitments.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Performance Indicator	Accomplishments	Targets	Variance
Percentage of intermediaries utilizing Listahanan results	No accomplishment indicated due to the pending Reports Generation and Management (final phase)	100% LGUs and NGAs	Inconclusive
No. of households assessed to determine poverty status		-	
No. of households assessed for a special validation		-	

b. Review and Recommendations

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
Key Results Area/ Program: Data Sharing			
i. Delayed release of the Listahanan 3 database resulted in no accomplishment in this area due to the pending completion of the Reports Generation and Management Phase or the final phase of Listahanan.	Action taken: i. Memorandum from the Secretary dated 7 Nov. 2022 the national result of the Listahanan 3 after the final phase of its cycle: the Reports Generation and Management Phase	4Q 2022	Secretary
	Recommendations: i. NHTO to issue the National Results of Listahanan 3 as approved by the Secretary.	1Q 2022	Secretary
	ii. Following the launching of Listahanan 3, the top-level management led by the Secretary can discuss and come up with an action plan on how the result of Listahanan 3 can be applied in promoting convergence programs and other social protection programs by the	1Q 2022	Secretary

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
Key Results Area/ Program: Data Sharing			
	national government agencies ⁴ . iii. Ensure implementation of social protection as part of the government's strategy. The Listahanan 3 result is vital through proper targeting of disadvantaged sectors (30.3 million poor individuals ⁵) for the continuous provision of assistance by the government in the form of subsidies for affected individuals and households taking into account on how the Listahanan 3 database complements the Community-Based Monitoring System as stipulated in the NBM No. 143 s. 2022 issued by the Department of Budget and Management (DBM).	2Q 2022	Undersecretary for Operations Group Undersecretary for Social Welfare and Development

B. Operations Group (OpG)

1. Program Management Bureau (PMB)

The Program Management Bureau (PMB) ensures the responsive and efficient implementation of social welfare and development (SWD) programs, projects and services. Currently, it implements a package of interventions for individuals or families in crisis or difficult situation and communities that are vulnerable to or affected by disasters, referred to as Protective Services Program. The program includes food assistance, educational assistance, transportation assistance, medical assistance and burial assistance, as well as cash/food for work and repair/improvement/construction of child development and senior citizens centers for communities in need of such support or facilities.

⁴ For instance, a percentage of the 2.7 million formal sector workers in the Listahanan database who can be hired for infrastructure projects must be referred to the national government agencies that implemented for their income that will help in the improvement of their well-being for the Department to use the infrastructure development of the Philippine government (as stated in the National Budget Memorandum No. 143 s. 2022 of the DBM).

⁵ NHTO shared Listahanan 3 Sectoral Data as of December 2021

a. Assistance to Individuals in Crisis Situations (AICS) *Malasakit* Centers and Assistance in Communities in Need (ACN)

i. Completion Rate

As of September of this year, 3,515,705 clients were assisted through the AICS. Field Office VI had the highest percentage of served clients with 453,368 while Field Office CAR had the lowest with 62,735 served clients. Although it must be noted that across all offices, the number of served clients is way above the target number of clients.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Performance Indicator	Accomplishments	Targets	Variance
Number of individuals assisted ⁶	3,515,705	1,234,785	185%

ii. Review and Recommendations

Program management must be clear on what is the basis on how the Department was able to achieve the said accomplishment rate especially that the target is only programmed on the current appropriations of the Department which is also tailor-fitted to the current agency's capacity as well as controls and procedures. Otherwise, with these figures, the Department may have compromised not only its capacity, but as well as controls and procedures during the course of implementation.

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
Capacity 1) Limited number of Special Disbursing Officers (SDOs) and approving officers to cater large number of beneficiaries since most of the Staff are COS/MOA who are not allowed to become SDOs that is required during the payout.	Actions taken: 1) Augmentation by other offices to delegate a number of regular staff to act as SDOs during payout however affecting the workload of said offices and staff as well. 2) DSWD filed an administrative bill that includes provisions of additional plantilla positions. 3) Drafted the Administrative Order	CY 2022	Undersecretary for Operations Undersecretary for Special Concerns

⁶ Medical, educational, transportation and burial assistance are the types of financial assistance under the AICS. Also, material assistance (in the form of food and non-food items), psychosocial intervention and referral service are available

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
	<p>of Crisis Intervention Office</p> <p>Recommendation:</p> <p>1) If the trend of actual accomplishments will remain, the DSWD to lobby with the Department of Budget and Management (DBM) the approval of plantilla positions because the current capacity of the Department will still not be able to meet the large number of beneficiaries. The current response will not fully resolve the challenges as it affects the operations of other offices or units and will compromise the controls in place.</p>	1Q 2023	<p>Secretary</p> <p>Undersecretary for Operations</p> <p>Undersecretary for Finance</p>
2) Information and Communications Technology (ICT) capacity is insufficient to be able to document and store intake data as well as ready the Department on digitizing certain procedures in order for the DSWD to fulfill the establishment of kiosk for Public Assistance Helpdesk and Citizens Charter.	<p>Actions taken:</p> <p>1) Submitted the DSWD Information System Strategic Plan (ISSP) to the Department of Information and Communications Technology (DICT) to capture this requirement.</p> <p>Recommendation:</p> <p>1) In addition to the ICT proposals, the DSWD must set parameters on the extent of its capacity to cater large number of beneficiaries that will test the ICT aptitude of the agency. Further, the DSWD must finalize its streamlined</p>	<p>CY 2022</p> <p>2Q 2023</p>	<p>Undersecretary for Social Welfare and Development</p> <p>Undersecretary for Social Welfare and Development</p> <p>Undersecretary for Operations</p>

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
	processes to meet the 2023 priority to address this challenge.		
3) Limited office spaces to effectively cater the clients which affects the customer satisfaction Department in compliance to Ease of Doing Business.	Actions taken: 1) Used office spaces of other programs or operating offices or units. 2) Construction of additional office spaces underway. Recommendation: 1) Monitor timely construction of office spaces. Consider said spaces available in streamlining certain procedures to ease the movement of clients on a limited infrastructure.	CY 2022 CY 2022 1Q-4Q 2023	Regional Directors Undersecretary for General Administration Undersecretary for General Administration Undersecretary for Operations
4) Absence of updates on the DSWD Devolution Transition Plan such as the devolution of AICS to the LGU and with preparations put on hold, the Department has to continue carrying the program that is no longer commensurate to the current capacity of the agency.	Actions taken: 1) Continued the implementation of AICS at the national agency level. All resources or funds remained to be managed by the Department. Recommendations: 1) To provide management guidance on the position of the Department and use this as basis in addressing the capacity needs of the program.	CY 2022 1Q 2023	Secretary Secretary
Controls 1) Limited means to ferry personnel safely especially during onsite payouts.	Actions taken: 1) All office vehicles are utilized during payouts however remains insufficient. Personnel are instructed to take	CY 2022	Regional Directors

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
2) Absence of security during payout to safeguard DSWD personnel during off site payout.	public vehicle or use their personal vehicle, subject for reimbursement of expenses. Recommendations: 1) Initiate or revisit partnerships with national agencies or the local government units to provide the DSWD official vehicles and security to personnel across regions.	1Q-4Q 2023	Undersecretary for Operations Undersecretary for Special Concerns
Procedure 1) There are no guidelines in process grievance and clients submitting fake documents.	Actions taken: 1) Grievance tickets were provided with appropriate action within the prescribed EODB timeline (ie. 3-7-20 working days) Recommendations: 1) Issuance of approved Guidelines which will be directly managed by the Agency Operations Center (AOC).	CY 2022 2Q 2023	Undersecretary for Social Welfare and Development Undersecretary for Social Welfare and Development

b. Adoption Resource and Referral Division - Adoption and Foster Care

i. Completion Rate

About 217 children were placed for domestic adoption with Certification to Declare a Child Legally Available for Adoption (CDCLAA) from the annual target of 524 children. Also, 11 children were endorsed/cleared for intercountry adoption out of the 238 children planned for endorsement within the year.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Performance Indicator	Accomplishments	Targets	Variance
Number of children placed for domestic adoption with CDCLAA	217	524	-59%
Number of children endorsed/ cleared for intercountry adoption	11	238	-96%

Meanwhile, foster care services have placed 1,032 children in their respective families or parents with the assistance of LGUs and child caring agencies.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Performance Indicator	Accomplishments	Targets	Variance
Number of children placed for foster care	1,032	1,081	-5%

ii. Review and Recommendations

Accomplishment rate of Adoption Services is at an alarming level and will likely cause the Department to not reach its targets by the end of CY 2022. The **Undersecretary for Operations** must prioritize levelling off with the operating office to trace the underlying issues of the performance by 1st quarter of CY 2023. If left unresolved, this will also affect the fulfillment of functions by the National Authority for Child Care (NACC) which can open loopholes on its establishment and funding.

c. Travel Clearance for Minors Traveling Abroad

i. Completion Rate

Travel clearance was issued for 14,955 minors. Most were from Field Office IV-A with 3,574 issuances and Field Office NCR with 3,531 issuances.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Performance Indicator	Accomplishments	Targets	Variance
Number of minors issued with travel clearance	14,955	As need arises	Inconclusive

ii. Review and Recommendations

Operational gaps and challenges on this service are manageable at the Division and Bureau level. Management shall expect that operational targets of the said office will be fully achieved.

d. Supplementary Feeding Program

i. Completion Rate

For the 11th Cycle as of September 2022, 1,984,923 children were served as beneficiaries or 102.45% from the annual target of 1,937,378 children. As to the 12th Cycle (starting in August 2022), 492,102 children were served as beneficiaries or 25.41% from the annual target of 1,936,868 children.

ii. Review and Recommendations

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
1) Current funding was not enough to cover the increase per capita cost.	Actions taken: 1) Submitted request to the DBM and HOR for the additional 2.5B additional fund to cover the increased per capita cost for the SFP implementation. Recommendations: 1) Update on the status of the approval of the request for 2.5B additional fund.	CY 2022	Undersecretary for Operations
2) Lack of administrative cost for human resource		1Q 2023	Undersecretary for Finance Undersecretary for Operations Undersecretary for Finance
3) 90% of the staff at the Central Office and Field Offices remain as Contract of Service (COS) workers however expected to implement a national scale program mandated by law. Employment status prevents staff to receive additional benefits to compensate the amount of accountability and bulk and deliverables every program cycle.	Recommendations: 1) Ensure that the PMB to have an update on the status of request for plantilla or contractual positions from DBM.	2Q 2023	Undersecretary for Operations

e. Recovery and Reintegration Program for Trafficked Persons

i. Completion Rate

Performance has reached 74.04% of its annual target – allowing comprehensive package services that ensures adequate recovery and reintegration of victims of trafficking, in coordination with the Department of Justice (DOJ) and other government agencies.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Performance Indicator	Accomplishments	Targets	Variance
Number of trafficked persons assisted	1,488	2,000	-26%

iii. Review and Recommendations

Operational gaps and challenges on this service are manageable at the Division and Bureau level. Management shall expect that operational targets of the said office will be fully achieved.

f. Center and Residential Care Services

i. Completion Rate

A total of 1,086 clients were served in DSWD centers/non-residential care facilities as of September 2022 or 88% of the 1,234 target clients. Most of the clients are in Area Vocational Rehabilitation Center with 481 clients and lowest in Center for the Handicapped with only 82 clients.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Facility	Number of Clients	
	Target	Served
Residential Care Services		
Reception and Study Center for Children	923	545
Regional Rehabilitation Center for the Youth	1,776	1,087
National Training School for Boys	511	242
MIMAROPA Youth Center	51	47
Haven for Children	166	127
Reception and Study Center for Children	923	545
Regional Rehabilitation Center for the Youth	1,776	1,087
National Training School for Boys	511	242
MIMAROPA Youth Center	51	47
Haven for Children	166	127
Lingap Center	44	33
Home for Girls	1,039	626
Nayon ng Kabataan	128	78
Haven for Women and Girls	572	273
Haven for Women	1,056	795
IACAT	54	158
Marillac Hills	191	178
Elsie Gaches Village	677	649
AMOR Village	151	120
Angel's Haven	60	28
Sanctuary Center	237	215
Jose Fabella Center	1,243	405
Bahay Silungan	78	7
Home for the Elderly/Home for the Aged/Golden Reception and Action Center for the Elderly and Other Special Cases	809	609
Total	9,766	6,222
Center/Non-Residential Care Services		
Rehabilitation Sheltered Workshop	133	115
National Vocational Rehabilitation Center	259	206
Area Vocational Rehabilitation Center	513	481
Center for the Handicapped	86	82
INA Healing Center	243	202
Total	1,234	1,086

ii. Review and Recommendations

Operational gaps and challenges on this service are manageable at the Bureau and Field Office level. Management shall expect that operational targets of the said office will be fully achieved. Nonetheless, it is important for the **Undersecretary for Operations** to closely monitor the compliance to SWD standards through their accreditation status of the DSWD centers/non-residential care facilities.

g. Social Pension for Indigent Senior Citizens

i. Completion Rate

As of September 2022, a total 3,586,492 senior citizens received their stipend or 87.80% of a target of 4,085,066 beneficiaries.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Performance Indicator	Accomplishments	Targets	Variance
Number of senior citizens receiving social pension	3,586,492	4,085,066	-12%

ii. Review and Recommendations

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
1) The amount of Php500 per month is a meager amount to augment the daily living subsistence of an individual senior citizen considering the inflation / high cost of commodities.	Actions taken: 1) Submitted request to DBM and House of Representatives (HoR) for additional Php25B for the provision of additional Php500 per month as mandated by RA No. 11916 (Social Pension Act) increasing the amount of social pension from Php500 to Php1,000 monthly. Hence, the Social Pension program will cost more than Php51B from CY 2022. 2) The comments/ recommendations on the draft IRR of the RA No. 11916 were already submitted to the CMT Secretariat	CY 2022	Undersecretary for Operations

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
	<p>which was then submitted on 7 November 2022 to the NCSC as the lead in the formulation of the IRR.</p> <p>Recommendations:</p> <p>1) Directives for the payouts of the PhP6,000/ semester per beneficiary however there is a need to consider the limitations of the SDOs and Social Pension has 55 contractual positions only and the rest (900+) are COS workers.</p> <p>Additional fund for operational expenses and hiring of additional personnel considering the 4,085,066 target beneficiaries and PhP51B budget.</p>	1Q 2023	Undersecretary for Operations
2) Out of 16 FOs, 16 FOs were able to distribute the social pension from 1st - 3rd quarters and 10 FOs have ongoing pay-outs for 4th quarter. BARMM has not yet conducted pay-outs caused by delayed retrieval of payrolls and master list of beneficiaries which were hit by typhoon Paeng on 28 October 2022.	<p>Actions taken:</p> <p>1) Change of schedule of release from Quarterly to Semestral payout</p> <p>2) Transfer of fund to LGU as another mode of delivery.</p> <p>Recommendations:</p> <p>1) For follow-thru monitoring of delayed payouts.</p>	<p>CY 2022</p> <p>1Q-4Q 2023</p>	<p>Undersecretary for Operations</p> <p>Undersecretary for Special Concerns</p> <p>Undersecretary for Operations</p> <p>Undersecretary for Special Concerns</p>
3) Multiple programs and a big budget handled by the Social Pension programs workers	<p>Recommendations:</p> <p>1) Review and consider expansion of the program vis-a-vis</p>	2Q 2023	Undersecretary for Operations

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
(ie. assignments on Centenarian Act and Unconditional Cash Transfer [UCT] Concerns) but very limited personnel.	existing personnel who are managing/ handling simultaneous tasks for program payouts / validation/ liquidation, Centenarian validation /payouts, UCT cash cards distribution and other concerns as part of the turnover of budget and program to National Commission of Senior Citizens (NCSC).		

h. Implementation of the Centenarians Act of 2016

i. Completion Rate

As of September 2022, 1,497 centenarians (or 87.85% of the 1,704 annual target) were able to receive their cash gift of ₱100,000.00 each.

ii. Review and Recommendations

Operational gaps and challenges on this service are manageable at the Bureau and Field Office level. Management shall expect that operational targets of the said office will be fully achieved.

i. Assistance for Persons with Disability

i. Completion Rate

As of September 2022, the DSWD accomplished the following: augmentation support for the purchase of assistive devices; and, implementation of auxiliary social services for persons with disability. A total amount of ₱6,453,913.90 was obligated or 57.79% of the annual allotment of ₱11,167,000.00 for activities promoting the rights and welfare of persons with disability and senior citizens.

ii. Review and Recommendations

Operational gaps and challenges on this service are manageable at the Bureau and Field Office level. Management shall expect that operational targets of the said office will be fully achieved.

4. Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services National Program Management Office (KC NPMO)

The KC NPMO is responsible for the overall management of the Kalahi-CIDSS Program and other projects implemented using the community-driven development approach.

a. Completion rate

For 2022, the KC-NCDDP aims to cover 13,970 barangays in 667 municipalities at 62 provinces across 15 regions. As of September 2022, 3,663 subprojects were completed or 95.56% of the annual target of 3,833 subprojects, benefitting 1,624,221 households.

The community subproject types include: basic services subprojects e.g., community water systems, school buildings, health stations and electrification; basic access infrastructure e.g., foot bridges, access roads and foot paths; community common service facilities e.g., pre- and post-harvest facilities and small-scale irrigation systems; environmental protection and conservation e.g., flood control systems, sea walls, artificial reef sanctuaries and soil protection structures; skills training and capability-building e.g., eco-tourism projects.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Performance Indicator	Accomplishments	Targets	Variance
Number of subprojects completed	3,663	3,833	-4%
Number of households served	1,624,221	-	Inconclusive
Number of families served	2,253	2,689	-16%

Meanwhile, under the Kalahi CIDSS – Kapangyarihan at Kaunlaran sa Barangay (KKB), there were 2,253 families served through the Balik Probinsya, Bagong Pag-asa (BP2) Program as of September 2022 or 83.79% of the 2,689 annual target families.

b. Review and Recommendations

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
KEY RESULT AREA: Improved financial, organizational, and program management systems			
<p>1) There are a number of municipalities with Municipal Coordination Teams (MCT) that cannot exercise their full function because of other delegated work from the LGU since funds for hiring of staff are insufficient.</p> <p>Additionally, MCTs are also hired and can only stay based on the incumbency of sitting officials.</p> <p>Their status and added work therefore affects the timeliness of facilitation of the program outputs and monitoring functions.</p>	<p>Actions Taken:</p> <p>1) Oriented local officials on their participation of communities during the conduct of Community Empowerment Activity Cycle (CEAC) activities also enabled the progress of program implementation.</p> <p>Recommendations:</p> <p>1) Consultation with the Department of Interior and Local Government (DILG) to mobilize Area Coordination Team (ACT) and align salary and integrate these into a Joint Memorandum Circular with them.</p>	<p>CY 2022</p> <p>1Q 2023</p>	<p>Regional Directors</p> <p>Undersecretary for Operations</p>
KEY RESULT AREA: Number of implementing municipalities making progress in institutionalizing elements of CDD			
<p>1) LGUs are not fulfilling their responsibilities on the KC NCDDP implementation as stipulated on the Memorandum of Agreement (MOA) which causes delay on the implementation.</p>	<p>Recommendations:</p> <p>1) Conduct “LGU Assessment” to measure the capacity of the LGU to comply with the requirements and identify the needed support from DSWD and other institutions for them to do so.</p> <p>2) Revisit the KC NCDDP communication strategy for local stakeholders.</p>	<p>3Q 2023</p>	<p>Undersecretary for Operations</p>

5. International Social Services Office (ISSO)

The ISSO delivers and provide appropriate, effective, and efficient programs and services for distressed, trafficked, and undocumented Overseas Families and their families.

The Key Results Area of the ISSO are the (1) Provision of Social Welfare Services to Overseas Filipinos, (2) Establishment of ISSOs at foreign posts, and (3) Supervision over Social Welfare Attaches.

a. Completion rate

While the number of trafficked persons provided with social welfare services reached 74% of its target, there was no mention of trafficked persons who became prostituted men and women assisted by the Department in countries with established Social Welfare Attaches.

Further, setting the physical target for CY 2022 using the prior accomplishment (relating to what has been served in CY 2020 and CY 2021) is incorrect because the pandemic has caused an influx of distressed overseas Filipinos.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Performance Indicator	Accomplishment	Physical Targets	Variance
% of assisted individuals who are reintegrated into their families and communities	No reported data nor targets set.		-
a. Trafficked Person			-
b. Distressed Overseas Filipinos and their families ⁷			-
Number of trafficked persons provided with social welfare services	1,488 ⁸	2,000	-26%
Number of distressed (undocumented) overseas Filipinos and their families were provided with social welfare services	10,943	29,253	-63%

⁷ The words undocumented and distressed are used interchangeably.

⁸ The served clients were assisted through the services under the Recovery and Reintegration Program for Trafficked Persons (RRPTP). The cases of trafficking in persons include forced labor, sexual exploitation, prostitution, slavery, adoption, pornography, removal or sale of organs, illegal recruitment, child trafficking, repatriation, involuntary servitude, drug trafficking, intercepted and others.

b. Review and Recommendations

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
KEY RESULT AREA / PROGRAM: Provision of Social Welfare Services to Overseas Filipinos			
1) Only 37% accomplishment rate for distressed (undocumented) overseas Filipinos and their families were provided with social welfare services Meanwhile, accomplishment rate for Filipino deportees provided with social welfare services is only at 48%.	Recommendations: 1) The Cluster Head should provide the Director with the correct guidance for identifying the correct targeting mechanism. 2) The Cluster Head shall remind the ISSO to do the monitoring of the accomplishment regularly (quarterly instead of annually) so that the guidance of the ISSO to the Social Welfare Attaches is more timely and appropriate to achieve what is being targeted. All these in time for the revision of the WFP based on the release of the 2023 General Appropriations Act (GAA).	1Q 2023	Undersecretary for Operations
KEY RESULT AREA / PROGRAM: Establishment of ISSOs at foreign posts			
1) There is no certainty that a transfer of a Social Welfare Officer (SWO) II of ISSO will be part of the transition of the program to the Department of Migrant Workers (DMW). Hence, the case management work will not automatically form part of the DMW on its programs and services.	Recommendations: 1) Include the absorption of ISSO personnel especially the SWOs at the Central and Field Office levels as critical components of the negotiations with the DMW officials. Gather evidence to prioritize the inclusion of these personnel as they have or have developed the	2Q 2023	Secretary Undersecretary for Operations

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
	needed competencies for the job.		
2) In the DSWD accomplishment report, there was no mention of trafficked persons who became prostituted men and women assisted by the Department in countries with established Social Welfare Attaches	Recommendations: 2) For ISSO to properly disaggregate cases being served by Social Welfare Attaches (SWAs) which is based on the monitoring requirements stipulated on RA 11862 or the Expanded Anti-Trafficking Act of 2022.	1Q 2023	Undersecretary for Operations

6. Targeted Cash Transfer Program National Program Management Office (TCT NPMO)

The Targeted Cash Transfer (TCT) Program pertains to the cash grant program for the poorest 50 percent of Filipino households – to be implemented by DSWD – for six (6) months to alleviate the impact of rising fuel prices that resulted in an increase in the price of basic commodities. It is patterned after the 2018-2020 Unconditional Cash Transfer (UCT) Program under Republic Act (RA) No. 10963 or the Tax Reform for Acceleration and Inclusion (TRAIN) Law.

The TCT is an instruction from the President that shall provide cash grants amounting to ₱500.00 per month – for six (6) months – from April to September 2022, or a total of ₱3,000.00, to the bottom 50 percent of Filipino households or approximately 12.4 million beneficiaries subject to availability of funds.

a. Completion Rate

Due to the fact that this is a directive from former President Rodrigo Roa Duterte, it is not part of the regular programs that the DSWD implements, not identified to support the achievement of the strategic focus, nor is not subject to the usual monitoring and evaluation through the Harmonized Planning, Monitoring and Evaluation System (HPMES).

As of this writing, the TCT has halted its implementation in accordance with the directive from the TCT National Project Management Office on 9 December 2022. It mentioned that the program will no longer pursue per advise of the Department of Finance (DoF), DBM, and the National Economic and Development Authority (NEDA). It was only able to develop a program framework and was carried out last 29 July 2022, with the assistance of the Policy Development and Planning Bureau (PDPB).

b. Program Review and Recommendations

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
1) Despite having employed staff for the project's implementation, there is no report on accomplishments because it has been put on hold. No clarification was issued on what will happen to the staff members recruited to carry out the project in this case as well as the resources allotted to it.	Recommendations: 1) Ensure that the TCT-National Project Manager must provide all Regional Project Management Offices with clear guidance on the matter.	1Q 2023	Undersecretary for Operations

C. Standards and Capacity Building Group (SCBG)

1. Social Technology Bureau

The Social Technology Bureau (STB) is responsible for the formulation and enhancement of social welfare and development models of intervention addressing the current and emerging needs/issues of the poor, vulnerable, marginalized, and disadvantaged individuals.

The Key Results Areas (KRAs) of STB are the development of new social welfare and development technologies and enrichment of existing programs and services.

a. Completion rate

All performance indicators except for the “number of concepts responding to emerging needs” exceeded its targets for the 3rd quarter CY 2022. The variance for the first indicator is targeted for the last quarter of CY 2022. Given this, all indicators will likely achieve its target at the end of the year.

Targets vs. Accomplishments on Output Indicators (as of 3rd quarter 2022)

Performance Indicator	Accomplishment	Physical Targets	Variance
Number of concepts responding to emerging needs	0	1	-100%
No. of intermediaries institutionalizing completed STs	13	6	117%
No. of intermediaries oriented on completed models of intervention	350	116	202%

Performance Indicator	Accomplishment	Physical Targets	Variance
100% of social technologies implemented and pilot-tested	5	1	400%

The STB is also expected to develop a social protection program for teenage mothers and their children as indicated in the DSWD Thrusts and Priorities CY 2022. Based on their 1st Semester Narrative Report, the following were accomplished by the Bureau:

1. Program and Evaluation Design of teenage pregnancy program (ProtecTEEN)
2. Pilot Implementation Guidelines
3. Terms of Reference for the consultant
4. Pre-testing of modules in Region VIII
5. Terms of Reference and Special Order of the TWG on Social Protection Program for Adolescent Mothers and their Children (SPPAMC)
6. Memorandum of Agreement between DSWD and Commission on Population for the joint implementation of SPPAMC
7. Joint Implementation Guidelines for SPPAMC

b. Performance Review and Recommendations

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
KEY RESULT AREA / PROGRAM: Social Technologies developed			
1) Since Field Office personnel delivers carrying tasks and assignments, especially payouts for other programs and services, Social Technology development is seen as an add-on tasks or responsibility.	Actions taken: 1) Requested additional staff besides the proposed conversion of COS items into permanent positions. 2) Field Offices have to resort into pulling-out personnel across divisions and sections to meet overall office targets.	CY 2022	Regional Directors
	Recommendations: 1) Ensure the conduct of strategic review of social marketing efforts to streamline process of replicating/ partnership with STB – profiling of LGUs and replication of MOA in order to	1Q 2023	Undersecretary Standards and Capacity Building Group

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
	complete the targets with little resources.		
KEY RESULT AREA / PROGRAM: OBSUs, SWDAs, FOs, LGUs and other intermediaries deliver completed models of intervention addressing the emerging needs of the target sectors			
1) Resistance of OBSUs to accept completed projects due to incomplete project documents and absence of staff to be turned over.	Actions Taken: 1) Meetings with the target receiving OBS in preparation for the project transition as well as formulation of a transition plan. 2) STB is drafting of the enhanced social technology development guidelines.	CY 2022	Undersecretary for Standards and Capacity Building
2) PMB and other OBSUs are referring to ST guidelines for the complete list of project documents for turnover. However, no provisions in the STB Omnibus Guidelines on actions to be taken on STs developed before CY 2018 prior to the approval of the ST Guidelines which decreases the chances of full turnover of STs	Recommendations: 1) Comprehensive review and packaging of the completed STs in line with the portfolio development of all STs to complete the documentations and revive old projects that may still be relevant. 2) Allot funds and explore the development of a mobile application for the ST Portfolio.	4Q 2023	Undersecretary for Standards and Capacity Building
KEY RESULT AREA / PROGRAM: OBSUs, SWDAs, FOs, LGUs and other intermediaries deliver completed models of intervention addressing the emerging needs of the target sectors			
1) Change of Leadership during National election affects the sustainability of implementing social technologies. Yakap-Bayan Program (YBP) implementation is affected because a	Actions Taken: 1) Dialogue with the Local Chief Executive and the Multi-Disciplinary Team for the identification of new pilot barangay with qualified	CY 2022	Undersecretary for Standards and Capacity Building

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
pilot barangay lacks support.	beneficiaries for the program. Recommendations: 2) Ensure continuous support of local officials to the ongoing pilot activities by engaging them in the project activities, follow-ups and meetings.	1Q-4Q CY 2023	Undersecretary for Standards and Capacity Building

D. General Administrative and Support Services Group (GASSG)

1. Office of the Assistant Secretary for Administration (OASA)

The OASA is responsible for providing the Secretary and the Undersecretary for Administration and Support Services advice and assistance relevant to the operations of the Department, specifically on human resource management, asset management, infrastructure development, and related strategic support services.

Its KRAs are advisory to the Secretary and the Undersecretary, policy direction, strategic support supervision, and office performance management.

a. Review and Recommendations

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
KEY RESULT AREA / PROGRAM: Policy direction			
1) Inadequate workforce complement among Field Offices operating units in meeting agency targets.	Recommendations: 1) Ensure the inclusion of workforce assessment in pursuing the creation of plantilla positions to the DBM, the DSWD Institutional Contract of Service (ICOS), as well as Rightsizing measures of the government and the Devolution Transition Plan, should it resume. The assessment will supplement the	1Q-4Q 2023	Undersecretary for General Administration
2) Fast turnover of employees (who are mostly trained and have established stakeholder networks on the ground), resulting to added delays in field operations.			

Operational Gaps and Challenges	Recommendations and/or Actions Taken	Timeline	Management Level Accountability
	needed information to appropriately allocate human resources to the strategic priorities and mandate of the agency.		
KEY RESULT AREA / PROGRAM: strategic support supervision			
1) Field Offices reporting congested workplaces affecting working conditions of employees.	Recommendations: 1) Technical assistance of the Administrative Service (AS) on the proposed capital outlay for concerned Field Offices given the approved 2023 GAA.	1Q 2023	Undersecretary for General Administration

The remaining operational gaps and challenges reported by OASA and Field Offices are manageable at their level.

OFFICE REPORTS PROCESSED AS OF 10 DECEMBER 2022:

Access Central Office OBS documentation reports and summaries: <https://tinyurl.com/3hnzdcc6>

Access Field Office documentation reports and summaries: <https://tinyurl.com/yc245b3w>

Access digital copy of 2022 IPREW Management Report: <https://pdpb.dswd.gov.ph/>