Department of Social Welfare and Development
ASSESSMENT REPORT
CY 2018

Policy Development and Planning Bureau

Research and Evaluation Division

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The DSWD Assessment Report 2018 and other reference materials can be accessed through the following link: https://sites.google.com/e-dswd.net/dswdoar2018/home

EXECUTIVE SUMMARY

The 2018 DSWD Assessment Report aims to objectively assess the progress of the Department's performance for CY 2018 and provide recommendations that require necessary actions from the DSWD management and concerned oversight agencies, in line with the performance indicators reflected in the DSWD Strategic Results Framework.

Major Accomplishments

Organizational Outcome 1: Well-being of Poor Families Improved

4,219,874 households provided with conditional cash grants. For 2018, the Pantawid has provided conditional cash grants to 4,219,874 households or 95.91% out of the 4,400,000 target beneficiaries.

Pantawid-related grievances were resolved within established time protocol. Of the total Pantawid-related grievances, 95.77% or 300,449 were resolved within established time protocol.

Targets on returning compliant Pantawid beneficiaries exceeded. As of Period 5 (October - November) 2018, there are 731,111 Pantawid Pamilya children not attending school that returned to school of this year's target of 565,664 children.

Exceeded the targets for the number of KC-NCDDP sub-projects completed. For the KC-NCDDP, in 2018, 4,941 community infrastructure and basic social service facility sub-projects were completed or 263.38% of the 1,876 target.

CDD impacts on communities thru KC-NCDDP were evident. The results of the first round HH outcome survey shows that the program has contributed to the decrease in time spent in accessing key services by 0.71 minutes (5%) from the baseline of 12.91 minutes.

146,372 households assisted thru SLP. SLP served a total of 146,372 Pantawid and other qualified households under the Microenterprise Development Track (with 134,789 household beneficiaries) and Employment Facilitation Track (with 11,583 household beneficiaries) in 2018.

Organizational Outcome 2: Rights of the Vulnerable Sectors Promoted and Protected

34.2% of clients were rehabilitated through residential care programs and services. In 2018, 3,173 out of 9,276 or 34.2% were rehabilitated by DSWD residential care facilities.

84% of SFP beneficiaries had improved nutritional status. For the 7th Cycle implementation of the SFP, nutritional outcome target of the program was exceeded. At the end of the feeding interventions, 84% of malnourished children have shown weight improvements.

Initial results of the validation activities reveal that 90% of the beneficiaries are using social pension to augment daily living subsistence and medical needs. As of 30 March 2019, 108,897 assessed Social Pensioners have already been encoded. Based on the data collected, findings revealed that overall, 90.18% of the assessed beneficiaries use the grants to augment their daily living subsistence and medical needs.

Most of the clients provided positive feedback on the services of Crisis Intervention Unit (CIU). 94.41% of the respondents of satisfaction survey rated CIU services as satisfactory or better.

Target number of served children through Alternative Family Care Program achieved. A total of 1,738 children were served through the program. This was 17% more than the annual target of 1,484 children.

Approximately 70% of the funded beneficiaries of Unconditional Cash Transfer Program claimed their grants. For the first year of the UCT implementation, there 10 million beneficiaries were targeted to be provided with unconditional cash grants. Out of the targeted beneficiaries, 9,496,894 beneficiaries were funded wherein slightly less than 70% claimed their grants

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

Approximately 40% of disaster-affected individuals and families were covered by Disaster Response Management Services. Almost half of the disaster-affected individuals and families were covered by disaster response services.

323 LGUs had prepositioned relief goods in 2018. The number of LGUs with prepositioned relief goods (family food packs and non-food items) provided by the Department accounted to 323, which is 64% higher than the baseline.

Spoilage has been controlled. For 2018, there is a reported 0.002% rate of spoilage which is below the 2% target, indicating better control of spoilage.

Generally, disaster-affected households were assisted to early recovery stage. Majority or 84% of the disaster-affected households were assisted to early recovery stage.

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

Area Based Standards Network[1]'s (ABSNet) assistance deemed to be beneficial in enforcing the accreditation of SWAs. The accomplishments had been positively affected by assistance of ABSNET cluster. As exemplified in Region XI, ABSNET cluster is assisting the Department in the promotion and provision of technical assistance.

Target compliance to SWD Standards achieved. 6.2% or 44 out of 713 registered and licensed SWAs have no recorded violations. Likewise, only 5.9% or 30 out of 507 accredited SWDAs have no recorded violations.

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[1] An ABSNet is comprised of comprised of Non-Government Organizations (NGOs) which helps in facilitating the registration, licensing and subsequent accreditation of Non-Government Organizations' programs and services.

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

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

Eighty-one (81%) of LSWDO provided with Technical Assistance and 51% are provided with Resource Augmentation. In 2018, 1,390 LGUs (unduplicated) were provided with TA by the DSWD or 81% of the total 1,715 LGUs in 17 regions. On the provision of resource augmentation, 878 LGUs or 51% (unduplicated) received assistance from the DSWD.

Nearly 100% of LGUs rated TA and RA Satisfactory or Better. Stemming from the DSWD TARA Program implementation in 2018, 1,249 LGUs (99.76%) rated the TA provided as satisfactory or better. Moreover, 435 LGUs (100.00%) rated the RA provided as satisfactory or better.

Major Challenges

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

Benefit level of cash grants have been eroded by inflation. Due to inflation, the real value of cash grants as of 2018 have already deteriorated significantly. Consequently, attainment of higher-level outcomes is not ensured because of inadequacy of grants.

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

Internal and External Convergence not strongly established. Some DSWD beneficiaries have weak access to other complementary interventions that will improve

their conditions/well-being. Moreover, weak convergence on Promotive and Protective programs of DSWD was observed. For instance, there are still a high prevalence of malnutrition among the Pantawid children beneficiaries, indicating that DSWD's nutrition programs have missed the opportunity to address malnutrition of the said beneficiaries.

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

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

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

Overall Recommendations

Ensure responsiveness and adequacy of DSWD programs and services through improved policy-making and programming.

- ✓ Increase the benefit level of grants.
- ✓ Build resiliency at the household level.
- ✓ Revisit SLP's program design and ensure evidence-based policy changes.
- ✓ Rethink DRRM Assistance and Services.

Deliver effective capability building strategies for partners and intermediaries.

- ✓ Consider conducting pro-active accreditation strategies to improve SWDAs' level of accreditation.

Improve Planning, Monitoring & Evaluation.

- ✓ Strengthen monitoring of outcomes and improve evidence uptake for agile policy-making.
- ✓ Closely monitor all implementation stages of programs.

- ✓ Establish data collection and data quality control mechanisms for DSWD indicators.
- ✓ Targets should be carefully reviewed and adjusted accordingly.

Establish Internal and External Convergence

- ✓ Internal and External Convergence shall be ensured, whenever relevant.
- ✓ Develop a Results Framework for the Promotive Social Welfare Programs Cluster.
- ✓ Ensure comprehensive and effective case management.
- ✓ Synchronize the databases of Promotive Social Welfare Programs (other relevant databases of DSWD).
- ✓ Facilitate access of beneficiaries to other complementary social protection services.
- ✓ Practice standard social preparation process across all programs.

Ensure Organizational and Management Effectiveness

- ✓ Allocate human, budget, and physical resources strategically with the Department's requirements.
- ✓ Pursue sustainability and adequacy of human resources.
- ✓ Ensure evidence-based organizational structure redesigning.
- ✓ Automate processes and utilize Information Systems to improve efficiency of transactions.
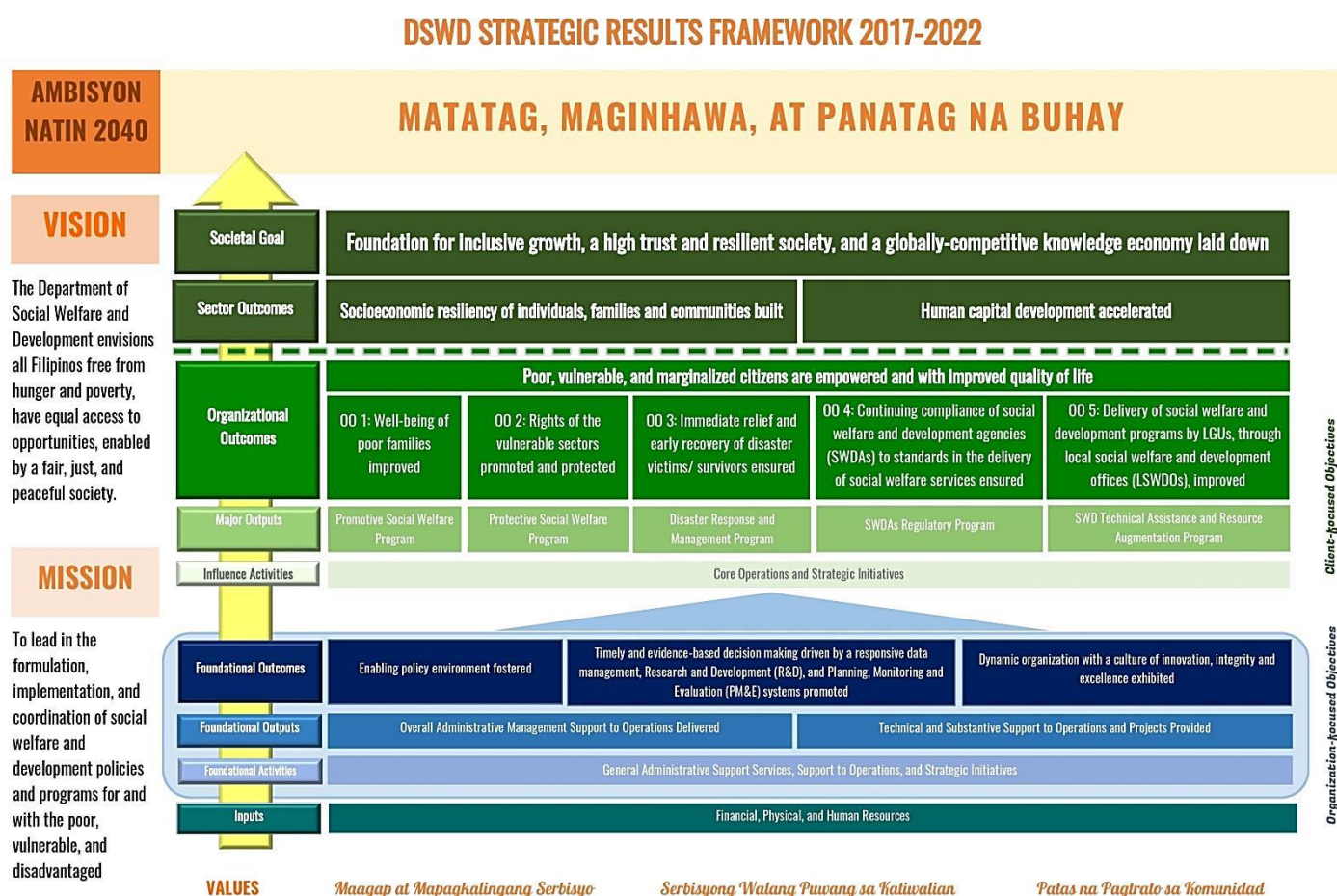- ✓ Central Office-OBS shall assert oversight functions.

I. Introduction

Framework of Assessment

In 2018, the Department adopted the Department of Social Welfare and Development (DSWD) Strategic Plan 2018-2022 which sets the medium-term articulation of its strategic directions until 2022. It intends to provide guidance to all DSWD offices in implementing the plan.

Along with this, the Strategic Results Framework of the Department was developed containing its development results for 2018-2022 planning horizon. The DSWD Strategic Results Framework guides the actions and strategies that the Department will operationalize to deliver its mission. Specifically, it serves as the overall framework which lays-out and logically aligns the objectives of the Strategic Plan.

The figure below shows the logic of the DSWD Strategic Results Framework.

DSWD STRATEGIC RESULTS FRAMEWORK 2017-2022

AMBISYON NATIN 2040

MATATAG, MAGINHAWA, AT PANATAG NA BUHAY

VISION

The Department of Social Welfare and Development envisions all Filipinos free from hunger and poverty, have equal access to opportunities, enabled by a fair, just, and peaceful society.

MISSION

To lead in the formulation, implementation, and coordination of social welfare and development policies and programs for and with the poor, vulnerable, and disadvantaged

Societal Goal: Foundation for inclusive growth, a high trust and resilient society, and a globally-competitive knowledge economy laid down

Sector Outcomes: Socioeconomic resiliency of individuals, families and communities built | Human capital development accelerated

Organizational Outcomes: Poor, vulnerable, and marginalized citizens are empowered and with improved quality of life

- OO 1: Well-being of poor families improved
- OO 2: Rights of the vulnerable sectors promoted and protected
- OO 3: Immediate relief and early recovery of disaster victims/ survivors ensured
- OO 4: Continuing compliance of social welfare and development agencies (SWDAs) to standards in the delivery of social welfare services ensured
- OO 5: Delivery of social welfare and development programs by LGUs, through local social welfare and development offices (LSWDOs), improved

Major Outputs: Promotive Social Welfare Program | Protective Social Welfare Program | Disaster Response and Management Program | SWDAs Regulatory Program | SWD Technical Assistance and Resource Augmentation Program

Client-focused Objectives

Influence Activities: Core Operations and Strategic Initiatives

Foundational Outcomes: Enabling policy environment fostered | Timely and evidence-based decision making driven by a responsive data management, Research and Development (R&D), and Planning, Monitoring and Evaluation (PM&E) systems promoted | Dynamic organization with a culture of innovation, integrity and excellence exhibited

Foundational Outputs: Overall Administrative Management Support to Operations Delivered | Technical and Substantive Support to Operations and Projects Provided

Foundational Activities: General Administrative Support Services, Support to Operations, and Strategic Initiatives

Inputs: Financial, Physical, and Human Resources

Organization-focused Objectives

VALUES — Maagap at Mapagkalingang Serbisyo — Serbisyong Walang Puwang sa Katiwalian — Patas na Pagtrato sa Komunidad

The DSWD shall contribute to the sectoral and societal goals through ensuring that the Department's Organizational Outcomes (OOs) are attained. OOs are the intended changes in clients' (beneficiaries and intermediaries) lives or behavior and capacity.

The Organizational Outcomes are achieved through the production of the agency's Major Outputs. Outputs are public goods and services that the DSWD is mandated to deliver to external clients through the implementation of its Programs/Projects/Activities – core operations and strategic initiatives. The Department's outputs are delivered by the following programs classified through the Program Expenditure Classification: Promotive Social Welfare Program, Protective Social Welfare Program, Disaster Response and Management Program, SWDAs Regulatory Program, and SWD Technical Assistance and Resource Augmentation Program.

Meanwhile, the General Administration and Support Services (GASS), and Support to Operations (STO) serve as the *foundational[2]* components which are critical to deliver Overall Administrative Management Support to Operations and Technical and Substantive Support to Operations and Projects *(foundational outputs)*. Delivering these outputs is crucial in achieving the foundational outcomes.

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

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

Methodology

Quantitative Method

Quantitative data, specifically, the quantitative data of Assessment Reports submitted by the Field Offices and Central Office – Offices, Bureaus and Services were used to support

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

the quantitative analysis of the assessment. Secondary data from external sources were also utilized to support the findings of the report.

Qualitative Method

The authors reviewed various reports and relevant studies to analyze the performance of the Department along the outcomes and outputs. The assessment drew on the qualitative findings, analyses and recommendations found in the assessment reports of FOs and CO-OBS.

The report covered the following assessment questions:

- To what extent did the Department achieve its organizational outcomes and outputs? What progress and evidence had been there in achieving the outcomes?
- What were the hindering and facilitating factors for achieving the intended results? What have been the issues and/or good practices?

II. Philippine Context

The following section discusses the overall development progress of the Philippines using selected development indicators from which the Department is contributing to. A review of key development indicators relevant to DSWD was undertaken to contextualize the environment where the Department is operating. More importantly, this section will provide an overview of sources of risks and vulnerabilities which should be mitigated or prevented through effective and comprehensive social protection mechanisms.

Economic Performance

Generally, the Philippines' economic performance has been steadily improving for the past three (3) decades. In 2016, the country posted 5.26% per capita[3] Gross Domestic Product (GDP) growth rate but was not able to surpass recent years' growth rates. In fact, growth has been slower since 2012.

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[3] Per capita GDP is a measure of the total output of a country that takes gross domestic product (GDP) and divides it by the number of people in the country.

Figure 1. Annual GDP per Capita Growth Rate (%), 1990-2016

GDP per Capita Growth Rate
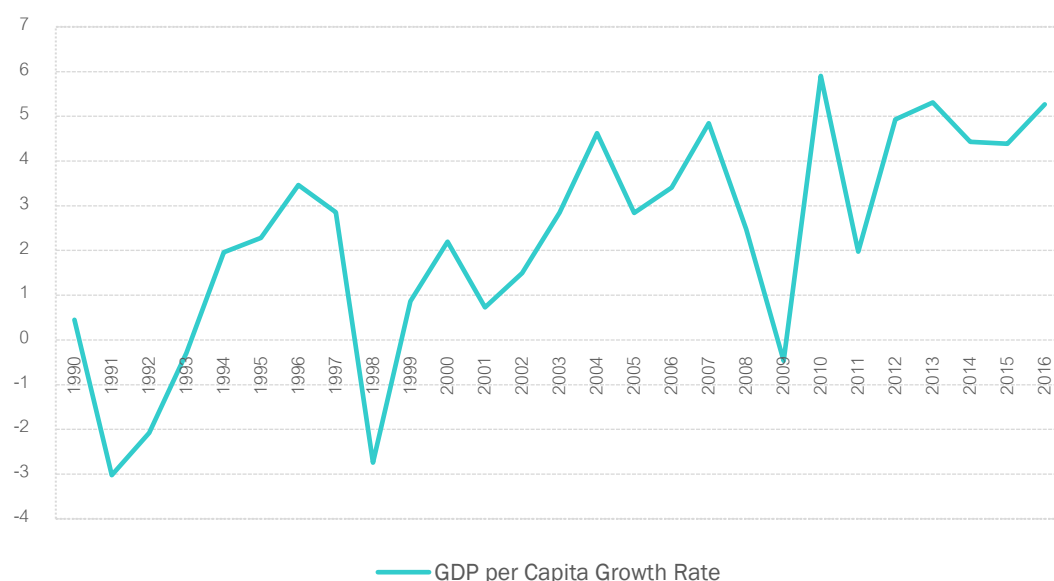
Source: World Bank, 2018

Poverty Situation in the Philippines

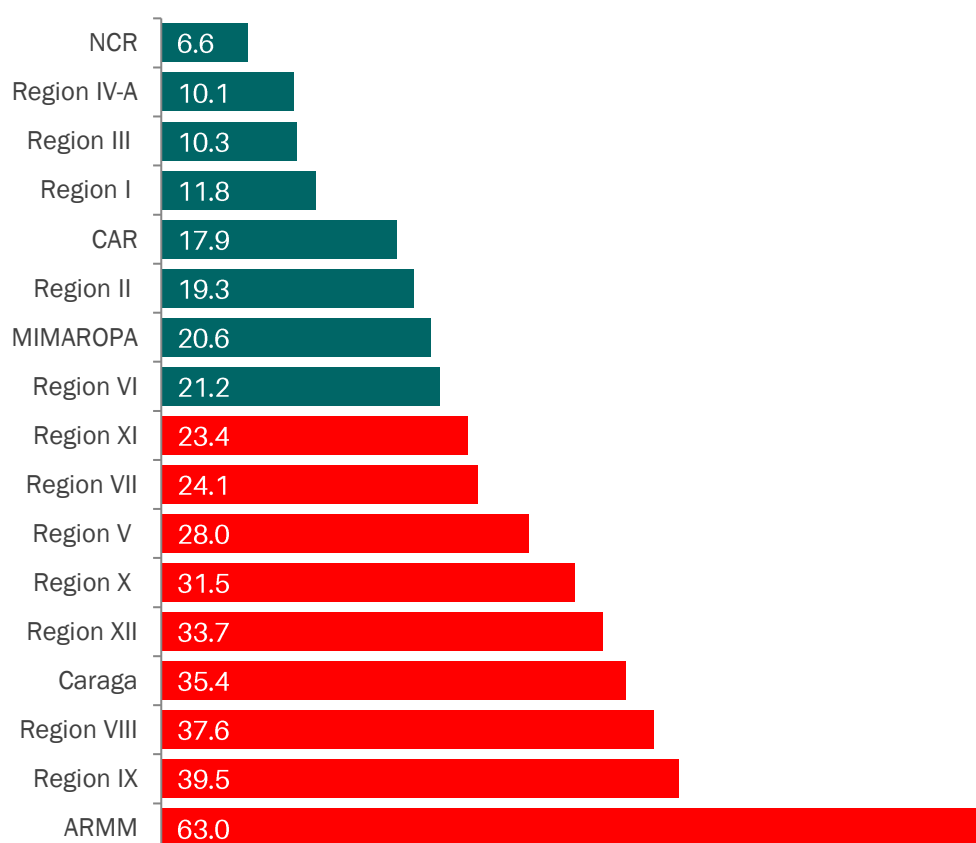Strong economic performance in terms of GDP alone, however, does not necessarily translate into poverty reduction. Based on the Family Income and Expenditure Survey (FIES) conducted by Philippine Statistics Authority in 2018, poverty incidence stood at 21.0%. This means that *1 out of 5 Filipinos is poor*. On the other hand, subsistence incidence, or the proportion of individuals living below the food threshold or (those whose incomes are insufficient for basic food needs), is at 6.2%. That is, approximately *1 out of 15 Filipinos is food-poor or living in extreme poverty*.

In 1st Semester 2018, the Autonomous Region in Muslim Mindanao (ARMM) registered the highest poverty incidence of 63.0%. National Capital Region (NCR), on the other hand, had the lowest poverty incidence at 6.6%. In general, poverty is more concentrated in Mindanao.

Figure 2: Poverty Incidence in the Philippines, by Region, 1st Semester 2018

Region	Poverty Incidence
NCR	6.6
Region IV-A	10.1
Region III	10.3
Region I	11.8
CAR	17.9
Region II	19.3
MIMAROPA	20.6
Region VI	21.2
Region XI	23.4
Region VII	24.1
Region V	28.0
Region X	31.5
Region XII	33.7
Caraga	35.4
Region VIII	37.6
Region IX	39.5
ARMM	63.0

Source: Philippine Statistics Authority

It is also noteworthy that poverty reduction in the Philippines seemed to be slow compared to other countries in Southeast Asia. Based on the following figure, rapid reduction on poverty was exhibited by Indonesia and Vietnam. It should also be noted that aforementioned countries' poverty incidences are way higher than that of the Philippines in the 1990's. But starting 2010, these countries have outperformed the Philippines in terms of poverty reduction.
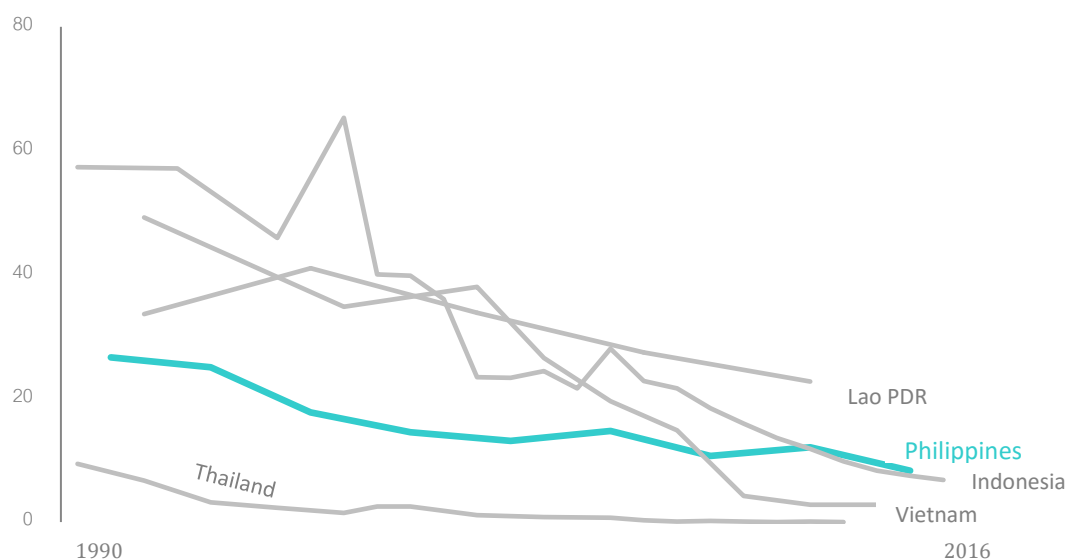
Source: World Bank, Development Research Group

Income Inequality

As mentioned by Albert *et al.* 2016 in the study "Why Inequality Matters in Poverty Reduction and Why the Middle Class Needs Policy Attention," poverty is significantly affected by the extent of how income/wealth is distributed among the population. As regards the Gini[4] index, the Philippines generated a reduction of 2 percentage points which indicates that income distribution has marginally improved. Along the decline of Gini index in 2015, poverty incidence has also decreased to around four (4) percentage points. Still, income distribution in the Philippines is not at par with other Asian countries. In fact, among the ASEAN countries, the Philippines has the highest[5] income inequality next to Malaysia. Moreover, a Gini index between 0.35-0.50 is regarded as high by Luebker (2010).

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[4] A Gini index is a statistical measure of income inequality. A Gini index of 0 (0%) represents perfect equality while 1 (100%) would indicate a perfect inequality.

[5] Based on country rankings calculated by the World Bank Group accessed at

https://www.indexmundi.com/facts/indicators/SI.POV.GINI/rankings

Figure 4. Selected Poverty Indicators, 2006-2015
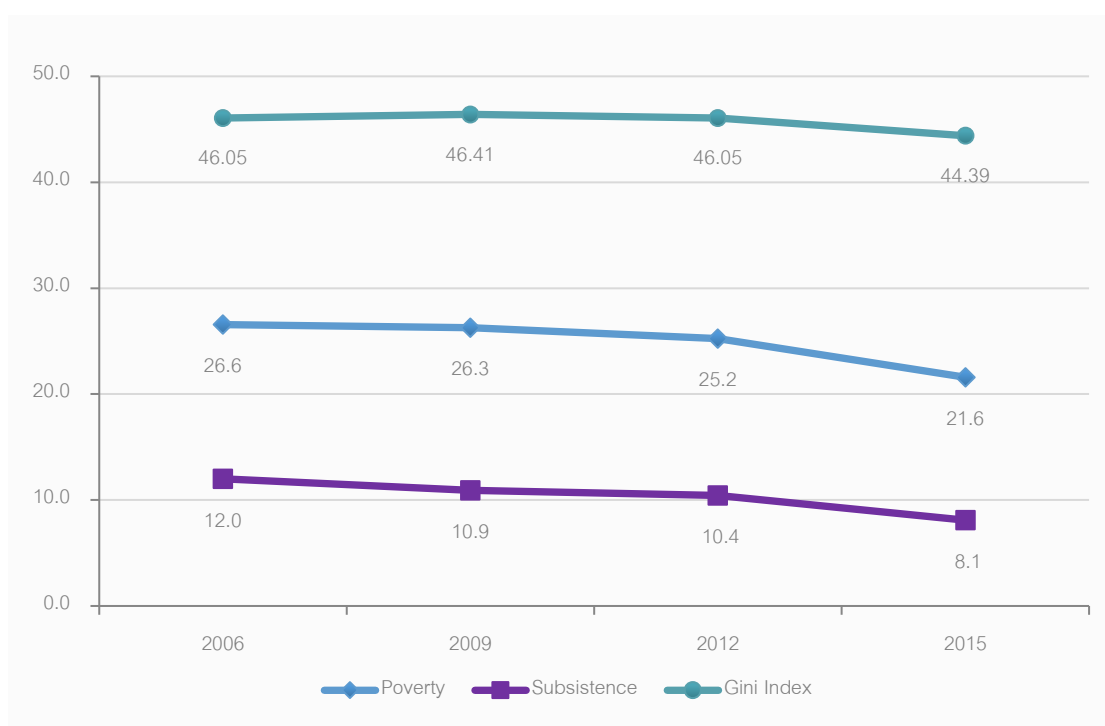
Source: Poverty and Subsistence Incidence from Philippine Statistics Authority
Gini index accessed at https://knoema.com/atlas/Philippines/GINI-index

Emerging Issues on Disadvantaged and Vulnerable Sectors

Children and Youth

- The Juvenile Justice Welfare Act of 2006 promotes and protects the physical, moral, spiritual, intellectual and social well-being of children and youth and thus exempts them from criminal liability. However, over the past few years, a number of younger children were involved by adults in commission of crimes and using the said Act for protection. This then prompted the executive and legislative branches of the government to reconsider lowering the minimum age of criminal responsibility to 9 years old. A child who is at this age is considered to be on his/her developmental age and has limited discernment. If the proposed amendment is enacted, it will have significant effect on the delivery of psycho-social services for children, considering that there were only few *Bahay Pag-Asa* left for Children in Conflict with the Law (CICL).

- Despite the numerous legislations pertaining to protection of children, statistics shows the persistence of child abuse in the country. One of the findings of the Council for the Welfare of Children (CWC) and the United Nations Children's Fund (UNICEF) in their *National Baseline Study on Violence against Children (VAC)*, 8 in 10 children and young people in the Philippines have experienced some form of violence in their

lifetime that usually begins at home. 60.4% of physical violence happened at home, followed by 14.3% in school, 12.5% in the community, 7.1% in the workplace and 6.2% during dating.

- In terms of child trafficking, Philippines is considered as source country, a destination and transit country for men, women, and children subjected to sex trafficking. The DSWD reported providing social welfare services for 5,632 distressed overseas and trafficked children, where 52% are girls and 48% are boys.

- Despite the existence of the *Anti-Child Pornography Act of 2009* which ensures the protection of children from all forms of online abuse and exploitation including cyber-bullying, the Philippines still recorded online child abuse as the leading form of cybercrime in 2014, involving children mostly 10-14 years old, largely in Luzon and Cebu.

Women

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

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

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

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

Senior Citizens

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

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

Persons with Disability

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

Family

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

Internally Displaced Persons

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

III.   DSWD Performance in 2018

This section assesses the status of development outcomes and outputs of the Department for the period under review. The organizational outcomes (OOs) reviewed includes OO 1-Well-being of poor families improved; OO 2-Rights of the poor and vulnerable sectors promoted and protected; OO 3- Immediate relief and early recovery of disaster victims/survivors ensured; OO 4 - Continuing compliance of SWD agencies to standards in the delivery of social welfare services ensured; OO 5 Delivery of SWD programs by LGUs, through LSWDOs, improved. Major Outputs contributing to these outcomes will also be assessed in this section.

ORGANIZATIONAL OUTCOME 1: Well-being of Poor Families Improved

In this strategic plan, the DSWD updated its organizational outcomes, which include the Organizational Outcome (OO) 1, which directly contributes to the reduction of vulnerabilities of the country's poor population. Relative to this, the OO 1 is being operationalized by the Department through the implementation of the *Specialized* programs which empower the poor families and help them increase their economic and social well-being and become active participants to development. These are the flagship social protection programs of the Department that invest in (i) human capital development for poverty alleviation; (ii) participation of households in production and labor markets for livelihood and employment; and (iii) empowerment of communities for an improved access to basic social services and inclusive local governance.

Promotive Social Welfare Program

The Promotive Social Welfare Program of the DSWD under Organizational Outcome 1, includes the Pantawid Pamilyang Pilipino Program (Pantawid Pamilya), Sustainable Livelihood Program (SLP) and Kalahi CIDSS – National Community-Driven Development Program (KC-NCDDP).

Pantawid Pamilyang Pilipino Program

Pantawid Pamilya Pilipino Program is a conditional cash transfer program of DSWD focused on human capital development through provision of conditional cash grants to eligible poor households to improve health and education outcomes. Pantawid families who are compliant to education and health conditions are entitled to receiving cash grants. Maximum of three (3) children per beneficiary household receive education

grants for 10 months equivalent to PhP300.00/child for children between 3 and 14 years old and PhP500.00/child for children between 15 and 18 years. As to health grant, each Pantawid family is entitled to receive PhP500 for 12 months in a year. On top of these grants, rice subsidies are also being extended to Pantawid families amounting to PhP7,200.00 per year.

Assessment, Challenges, Risks and Opportunities

I. Output-level Indicators

Number of households provided with conditional cash grants declined. For 2018, the Pantawid has provided conditional cash grants to 4,219,874 households or 95.91% out of the 4,400,000 target beneficiaries. This number is slightly lower than the previous year's accomplishment. The decreasing number of households provided with cash grants is due to the natural attrition or when the household has no longer eligible children to Pantawid, wherein the households' last child/ren being monitored have already reached 19 years old or graduated from high school. Further, it could also be attributed to non-compliance of beneficiaries with program conditionalities and beneficiary facility update issues which causes non-monitoring of beneficiaries.

Figure 4. Number of Pantawid households provided with conditional cash grants, 2016-2018
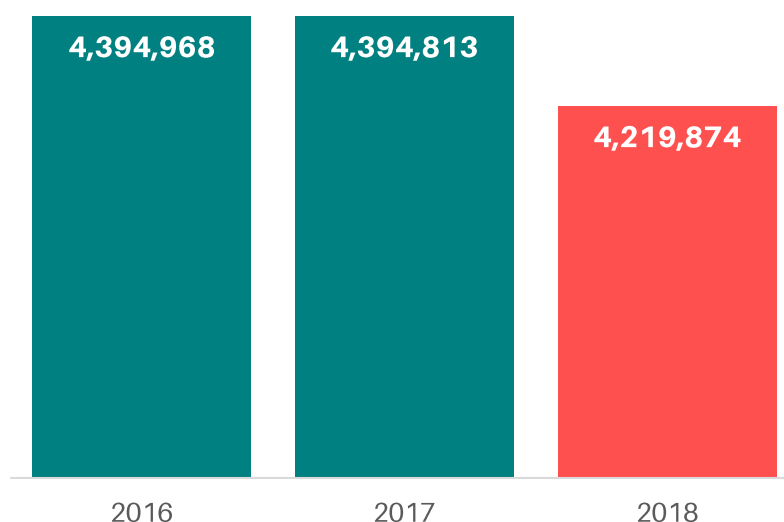
For some areas like Region IV-A and VI, the conversion of mode of payment of the beneficiaries from Over-the-Counter (OTC) to Cash Card also affected the provision of grants to the household beneficiaries, particularly due to the delay in the processing of enrolment to cash cards. On the other hand, there were also delays in the engagement of conduits which in turn caused delays in the conduct of pay-out for those who are receiving

grants thru OTC. There is still difficulty in delivering the cash grant to those households that are located in the Geographically Isolated and Disadvantaged Areas (GIDA), wherein going to the pay-out venue to claim their grants would require a lot of effort and resources.

Once the implementing rules and regulations (IRR) of its National Advisory Council (NAC) Resolution No. 40 on additional reasons for the replacement of monitored children of household beneficiaries – to maximize the coverage limit of three (3) – is issued, the inclusion of other qualified children to replace those who were removed could then be facilitated.

Nonetheless, continuous validation and provision of intervention for non-compliant beneficiaries were conducted. As of December 2018, there are 2,253,522 non-compliant beneficiaries that were validated and provided with interventions. Moreover, there are 99,067 non-moving accounts which were validated and acted upon of this year's target of 121,460 account.

Pantawid-related grievances were resolved within established time protocol. Of the total Pantawid-related grievances, 95.77% or 300,449 were resolved within established time protocol. This percentage is much higher than the target of 85.50%.

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

Number of complaints received tripled in 2018. Although the resolution rate in 2018 was significantly higher than that of 2017, it should be noted that the complaints received in 2018 increased by 221,549 or 240.41%. Highest increase came from the category "Payment-Related Issues" followed by "Others."

In general, the increase in the total number of grievances was primarily due to the strengthening of data encoding guidelines in 2018 which was cascaded up to the Municipal level.

Increase of grievances on payment-related issues may have been also due to the delays caused by changing the mode of payment. FO VIII mentioned that with changing the mode of payment to cash card, the delivery of cash grant on a bi-monthly period went on a challenging journey which led to increase in the payment-related grievances.

On the other hand, increase of grievances falling under the category "others" could be attributed to the continued increase in queries about the program and requests, such as but not limited to, beneficiary profile updating and pay-out schedule.

Lastly, grievances under the category (i) Indigenous People and Gender and Development-Related Issues, and (ii) Request for Social Services are continuing to increase since 2017 given that it is already being reported separately (with own grievance category) unlike in the previous years.

Table 1. Number of Complaints and Resolution Rates by Category, 2017-2018

Grievance Category	2017			2018			Increase in the No. of Grievances	
	No. of Grievances	No. of Grievances Resolved	Resolution Rate	No. of Grievances	No. of Grievances Resolved	Resolution Rate	N	%
Payment-Related Issues	**57,378**	**41,317**	**72.01%**	**149,889**	**145,582**	**97.13%**	**92,511**	**161.23%**
Cash Card- Related Issues	13,358	7,817	58.52%	33,300	31,266	93.89%	19,942	149.29%
Others	**9,762**	**7,642**	**78.28%**	**88,906**	**83,618**	**94.05%**	**79,144**	**810.74%**
Misbehavior of Beneficiary	5,924	4,667	78.78%	18,146	17,617	97.08%	12,222	206.31%
Request for Social Services	2,614	2,481	94.91%	14,616	14,263	97.58%	12,002	459.14%
Ineligibility	1,633	823	50.40%	4,353	3777	86.77%	2720	166.56%
Appeals	1,081	444	41.07%	2,302	2188	95.05%	1221	112.95%
Facility Issues	173	144	83.24%	189	189	100.00%	16	9.25%
Indigenous People and Gender and Development-Related Issues	119	90	75.63%	1,684	1658	98.46%	1565	1315%
Grievance on Staff Performance	74	52	70.27%	193	167	86.53%	119	160.81%
Grievance on Conduit's Performance	40	25	62.50%	127	124	97.64%	87	217.50%
Total	**92,156**	**65,502**	**71.08%**	**313,705**	**300,449**	**95.77%**	**221,549**	**240.41%**

II. Outcome-level Indicators

Lower Compliance Rates in 2018 versus the previous years. The compliance rate of Pantawid beneficiaries for Education conditions exceeded the target of 91.83%, reaching up to 95.33%, while compliance rate for Health conditions, excluding attendance to Family Development Sessions (FDS), almost reached the target of 97.76%, attaining

only 97.68%. These compliance rates are lower compared to the compliance rates in 2016 and 2017.

Table 2. Compliance to Pantawid Conditionalities, 2016-2018

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

The top reasons for non-compliance in education conditions are that some children beneficiaries: (i) lack or loss interest in school; (ii) are cutting classes; (iii) children beneficiaries are registered in other facility; (iv) sick; and, (v) experienced peer pressure. For the health conditions, the top reasons for non-compliance are: (i) parents did not follow the schedule set by the midwife/doctor; (ii) no one to accompany the child to visit the health center; (iii) beneficiaries are not in the area during scheduled check-up; (iv) beneficiaries registered in other facility; and, (v) parents are not available because of their work/livelihood.

Targets on returning compliant Pantawid beneficiaries exceeded. As of Period 5 (October - November) 2018, there are 731,111 Pantawid Pamilya children not attending school that returned to school of this year's target of 565,664 children. Likewise, there are 24,923 Pantawid Pamilya households not availing key health services that availed key health services of this year's target of 19,281 households. Despite the challenges experienced on convincing the beneficiaries to comply again with the education and health conditions of the program, Pantawid still managed to achieve its target through constant case management interventions conducted by the City / Municipal Links.

Pantawid was able to keep children in school and improve their access to health services but was less successful in keeping children healthy. The 2nd wave impact evaluation (IE) study on Pantawid found that older Pantawid (12-15 years old) have significantly higher enrolment rates than the non-Pantawid counterpart. In addition, more Pantawid children have access to health care services compared to non-Pantawid children. However, the same study mentioned that the program has no significant positive impacts on nutritional status of children 0-6 years. Although Pantawid was able to reduce stunting[6], there is still no sufficient evidence indicating that Pantawid reduces wasting, stunting and prevalence of underweight. Moreover, based on the SWDI assessment results in 2015, 271,349 Pantawid children 0-5 years old are still severely underweight while 325,703 are either underweight/overweight. This indicate that adequacy of the cash grants and health services and other complementary services availed may not be sufficient to guarantee the attainment of nutritional outcomes for Pantawid children.

KC-NCDDP

The Kapit-Bisig Laban sa Kahirapan- Comprehensive and Integrated Delivery of Social Services – National Community- Driven Development Program (KC-NCDDP) uses the community-driven development (CDD) approach as a strategy for achieving service delivery, poverty reduction, and good governance outcomes. It aims to ensure that communities in targeted poor and disaster-affected municipalities are empowered to achieve improved access to services and to participate in more inclusive local planning, budgeting, implementation and disaster risk reduction and management.

Assessment, Challenges, Risks and Opportunities

Exceeded the targets for the number of KC-NCDDP sub-projects completed. For the KC-NCDDP, in 2018, 4,941 community infrastructure and basic social service facility sub-projects were completed or 263.38% of the 1,876 target. The seeming overachievement was brought about by the completion of spill over sub-projects (SPs) from 2017 and the closing of ADB funding in June 2018, which required the completion of all ADB-funded SPs. Given this, in terms of financial accomplishment, the KC-NCDDP was able to disburse a total of 2,110,553,618.62, which is 41% only of the target (5,113,391,562.915).

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[6] Kandpal, et al (2016). A Conditional Cash Transfer Program in the Philippines Reduces Severe Stunting

Figure 6. Number of KC-NCDDP sub-projects completed in accordance with technical plans and schedule, 2016-2018
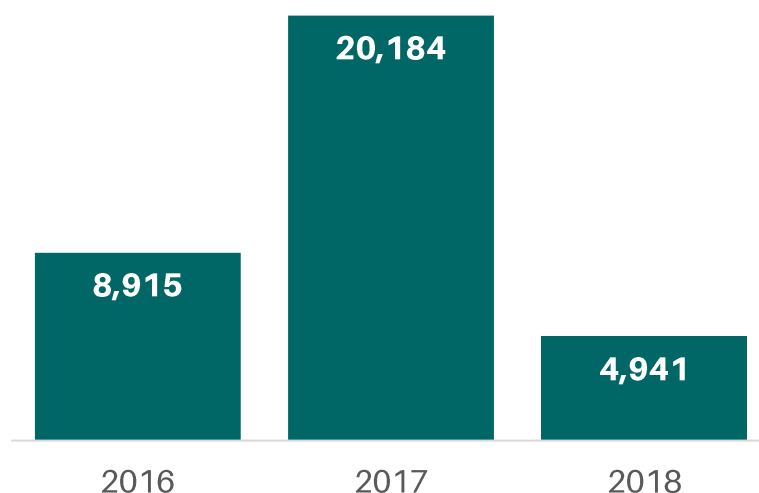
Likewise, the number of households that benefitted from completed KC-NCDDP sub-projects tripled at 1,571,369, from the target of 420,345 households for all completed SPs in 2018. Moreover, 99% of these completed projects have satisfactory or better sustainability evaluation rating.

Gender-related outputs achieved. Gender-related outputs were also accomplished, with 64% of the volunteers trained on CDD are women and 22% of paid labor jobs created by KC-NCDDP were accessed by women.

II. Outcome-level Indicators

CDD impacts on communities thru KC-NCDDP were evident. The results of the first round HH outcome survey shows that the program has contributed to the decrease in time spent in accessing key services by 0.71 minutes (5%) from the baseline of 12.91 minutes.

As to the overall computed differences in costs, transportation cost during dry season and wet season increased by 58% and 61%, respectively. Ideally, the results of KC subprojects should reduce the costs, but based on the figures, it appears that the subprojects did not have a positive effect on the transportation costs.

Sustainable Livelihood Program

The Sustainable Livelihood Program (SLP) is a capability-building program which aim to improve the socioeconomic conditions of its beneficiaries through accessing and acquiring necessary assets to engage in and maintain thriving livelihoods. SLP helps in developing their employable skills, securing gainful employment, earning steady and sufficient financial resources. The Microenterprise Development track of SLP could provide seed capital, skills training and/or cash for building livelihood assets, while the Employment Facility track provides Employment Assistance for seeking and securing employment.

Assessment, Challenges, Risks and Opportunities

Continuous decline in the number of households assisted thru SLP. The newly approved guidelines on the implementation of the Sustainable Livelihood Program (MC 012, s.2018) was released in June 2018, thus in the first semester of 2018, Field Offices focused on the implementation of the obligated 2017 projects using interim guidelines. Further, Field Offices focused on the conduct of social preparation activities for the FY 2018 GAA-funded projects until September 2018.

Adopting the community-driven enterprise development approach, the SLP served a total of 146,372 Pantawid and other qualified households under the Microenterprise Development Track (with 134,789 household beneficiaries) and Employment Facilitation Track (with 11,583 household beneficiaries) in 2018.

Figure 7. Number of SLP households assisted through SLP. 2016-2018

	2016	2017	2018
EF	218,040	51,068	11,583
MD	225,119	145,350	134,789

■ MD ■ EF
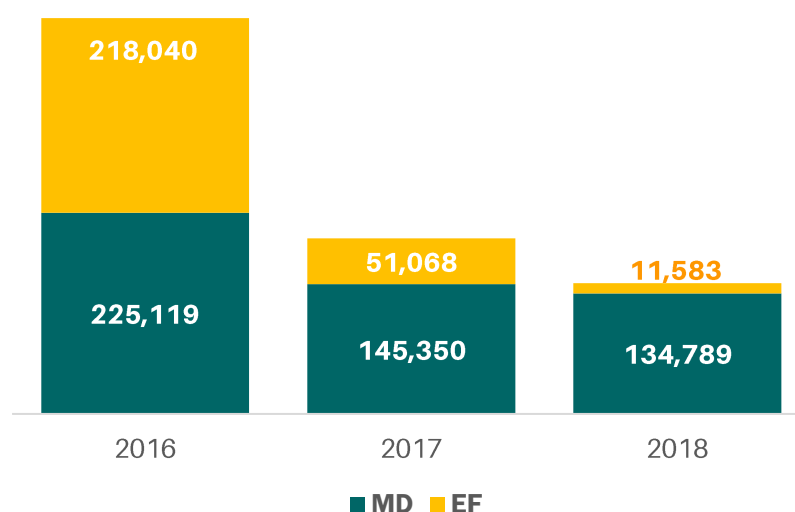
Huge drop in the number of Employment Facilitation (EF) track beneficiaries exacerbated by the discontinuation[7] of Skills Training Modality and Skills Training Fund for EF participants. Since 2017, there have been huge declines in the number of beneficiaries served under the EF track. In 2018, the number of SLP participants served through the EF track has slipped to 11,583. This accomplishment is far below the 2018 target of 69,191 EF track beneficiaries indicated in the PDP 2017-2022. With the low accomplishments on EF track, expected contributions to the PDP and sustainable development goals[8] were not completely achieved.

The changes in the SLP, particularly the discontinuation of some interventions under the EF track – Skills Training Modality and Skills Training Fund (PhP15,000.00) – have exacerbated the low coverage of the EF track. Skills Training Modality and Skills Training Fund were provided only to Microenterprise Development Track participants, while Employment Facilitation Assistance Fund (EAF) worth PhP 5,000.00 was provided to the EF track participants.

Only 9% of the targets for FY 2018 was accomplished. The accomplishment on the number of served SLP households - 146,372 - were served utilizing all available fund sources, including FY 2016 GAA, FY 2017 GAA, FY 2018 GAA and other sources. In fact, 111,724 or 76.3% of the served SLP households were served using 2017 funds. Under the FY 2018 GAA, only 12,791 households were served by the SLP or 8.49% of the 2018 target which is equal to 150,716. *See figure 8.*

Figure 8. Number of SLP households assisted by Fund Source, 2018

■ **2016 funds**   ■ **2017 funds**   ■ **2018 funds**   ■ **Other fund sources**

| 18,505 | 111,724 | 12,791 | 3,352 |
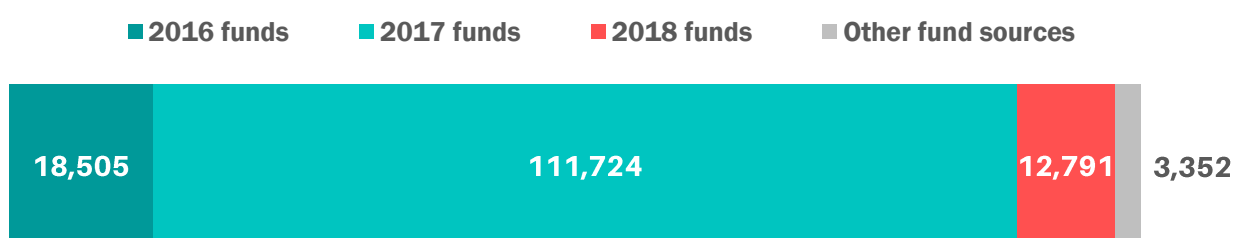
In the recent operations audit of the Internal Audit Service (IAS) of DSWD, the overall underperformance of the SLP was found to have been caused by the (i) delayed or non-

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[7] MC 12, S. 2018 or the Implementation of the Sustainable Livelihood Program

[8] SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

implementation of livelihood projects due to frequent changes in policy guidelines; (ii) lack of monitoring; (iii) unliquidated cash advances; (iv) lack of guidelines for beneficiary replacement; (v) favoured technical-vocational institutions/service providers; and, (vi) skills trainings offered were not registered with the Technical Education and Skills Development Authority (TESDA). Moreover, the new guidelines reflected changes in the processes and required documents which caused delays in the submission and approval of project proposals for 2018 GAA funding.

Convergence Strategies

Most of the CMATs are at Level 2 functionality. Of the 1,527 City/Municipal Action Teams (CMATs) assessed last July – August 2018 as part of the second round of functionality assessment, 4.1% (63 CMATs) remained at Level 1: *Bahagyang Matatag na Kalipunan*, while 67.5% (1,031 CMATs) were at Level 2: *Matatag na Kalipunan* and 28.4% (433 CMATs) were are Level 3: *Pinakamatatag na Kalipunan.*

Unified Project Management Team (URPMT) was organized. To help promote and operationalize the Convergence Strategy, 24 URPMT meetings were conducted in the difference Field Offices. Meetings are usually attended by representatives from the National Convergence Monitoring Team of the Promotive Cluster Management Committee, wherein guidance on key issues needing intervention from the Central Office were discussed.

Most BUB projects under the DSWD-UNDP Partnership were completed. Monitoring visits were conducted in 7 regions from March to December 2018 to check the progress of project completion. Out of the 7,822 Bottom-up Budgeting (BUB) projects under the DSWD-UNDP Partnership, 92% or 7,164 were completed as of December 2018 while the remaining 658 will be carried over in 2019.

More than half of the PAMANA projects were completed. From 2011 to 2018, 6,987 Payapa at Masaganang Pamayanan (PAMANA) projects were completed or 57% the 12,239 target. Of the remaining 5,252 projects, 892 are still on-going and 3,754 has not yet started while 116 were already dropped due to various reasons.

Recommendations

Ensure adequacy of cash grants. Achievement of the outcomes heavily relies on the adequacy of cash grants received by the beneficiaries. For instance, in the case of Pantawid, adequacy of grants must be guaranteed to increase Pantawid families' resources to avail/consume nutritious food. However, the Pantawid cash grants' real value has already been eroded due inflation.

Revisit SLP's program design and ensure evidence-based policy changes. Severe challenges experienced by the Sustainable Livelihood Program call for thorough review of its program design. Sufficiency of its interventions, particularly on the EF track, shall be ensured to achieve OO1 and contribute to national and international goals. Moreover, frequent changes in the policies/guidelines hampered the efficiency of the Sustainable Livelihood Program. The program should ensure that future changes in policies/guidelines are supported by good evidence.

Strengthen case management on Pantawid beneficiaries. The program should have a standard case management process for all its beneficiaries. However, intensified case management should be conducted to non-compliant families especially among those with children not interested to go to school; not interested to avail health services or attend FDS. This would be a pro-active action to reduce their non-compliance by making them realize the overall benefits of the program. Part also of this case management is the updating of facilities and beneficiary information which would help increase the number of monitored beneficiaries.

Practice standard social preparation process across all programs. Harmonizing the social preparation process for all *Promotive* programs through integration of Community Driven Development (CDD) would help facilitate the identification of needs by the community. From this, individuals, households and communities would be capacitated to access basic services, mobilize resources and participate in local development processes. This would also help ensure that convergence initiatives could be easily provided to beneficiaries as areas for intervention would be initially identified and plotted accordingly.

Conduct SWDI Assessment. The *Promotive* Cluster as the primary end-user of the data should initiate the conduct of SWDI Assessment as this would measure the outcome of the program especially that it has already reached its ten (10) years of implementation. Additional indicators/items could be added to the SWDI tool to respond to the current data requirements of the end users. It should be noted, however, that all of the indicators

of SWDI shall be retained in the next assessment to ensure the comparability of data vis-à-vis the results of SWDI assessment in 2015.

Close monitoring of all implementation stages of programs. For KC-NCDDP, close monitoring of the completion of all sub-projects should be done relative to the closing of the World Bank financing and in preparation for the setting-up activities (i.e., enhancement of manuals, systems, processes, etc.) of the successor plan in 2020. While for SLP, monitoring of the enhancements in the operations cycle should be ensured as part of the review and assessment of the program.

Strengthen convergence strategies to maximize the impacts of all social protection programs of DSWD, especially for Pantawid families. Achievement of higher-level outcomes on Pantawid including nutritional, education and economic outcomes, is dependent on the strength of convergence among the promotive social welfare programs and with other social protection programs of DSWD (and other agencies). Convergent mechanisms shall be established to maximize the gains from social protection programs. Specifically, the Promotive cluster may consider the following:

- ✓ Develop a Results Framework for the Promotive Social Welfare Programs Cluster to ensure sufficiency and convergence of strategies/objectives towards the achievement of OO1: Improved Well-Being. The Promotive cluster shall also establish its link with Protective programs.
- ✓ Comprehensive and effective case management to ensure that all social welfare needs of Pantawid beneficiaries are being addressed.
- ✓ Synchronize the databases of Promotive Social Welfare Programs (other relevant databases of DSWD) to monitor beneficiaries' access to other complementary programs and services.

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

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

Protective Social Welfare Program

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

Residential and Non-Residential Care Sub-Program

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

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

Assessment, Challenges, Risks and Opportunities

I. Output-level Indicators

Number of clients served in the facilities declined. As shown in Figure 9, the number of clients served in both residential and non-residential care facilities generally declined. Decrease in the served clients of residential care facilities was primarily attributed to the huge drop of clients served in Jose Fabella Center (JFC) of FO NCR. Specifically, JFC served only 1,663 clients in 2018 which is 725 lesser than the previous year's accomplishment.

On the other hand, served clients in all of non-residential care facilities declined, except for Center for Handicapped. Even with the decline, the target for non-residential care facilities was greatly exceeded. As shown in the following table, undertargetting may be observed as the target set for 2018 was only approximately half of the 2017 accomplishment.

Figure 9. Number of beneficiaries served at the residential and non-residential care facilities, 2017-2018
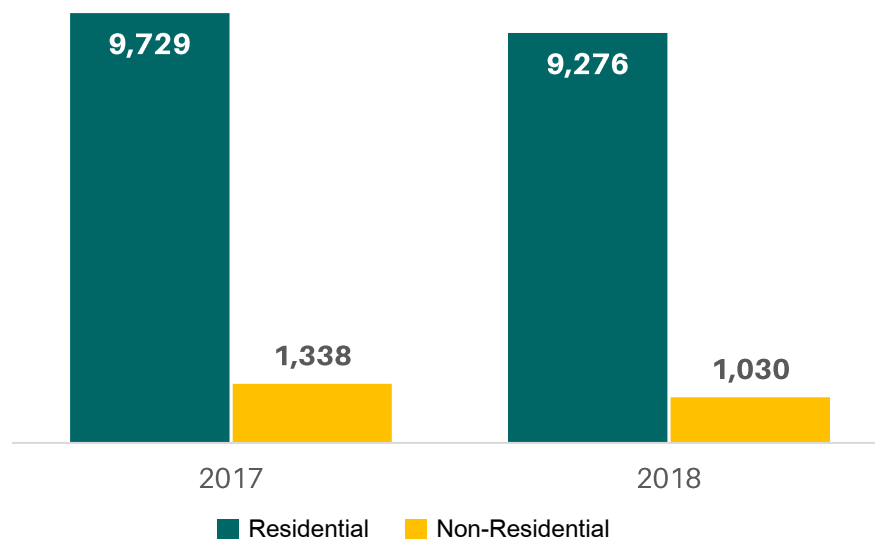
Table 3. Targets versus Accomplishments on the Number of Clients Served

Facility	Accomplishments		Targets	Variance[9]	Assessment
	2017	2018	2018		
Residential care facilities	9,729	9,276	11,149	-16.8%	Minor Deviation
Non-residential care facilities	1,338	1,030	772	33.4%	Major Deviation

RRCY served more clients than planned. Number of admissions in Regional Rehabilitation Centers for Youth (RRCY) was 36% more than the target for 2018. *See results matrix of OO2.* In fact, among the residential care facilities, only RRCY exceeded its target. FOs Caraga and X mentioned in their assessment reports that the most frequently admitted clients in their RRCY facilities are those minors commiting crime against the Dangerous Drugs Act or RA 9165. This was also the most frequent case observed in the client profile database of RRCYs in FO III and FO VI. High number of admissions relative to the violation of RA 1965 was mainly associated to the intensified anti-illegal drug operations of national law enforcement agencies.

Consistent with the increase of clients in RRCY, the total number of crimes committed by CICLs increased in 2018 as shown in the following table. Data also show that *physical injury* was the most committed crime for 2017 and 2018, followed by *theft*. Attention should also be given to cases of *malicious mischief* as it tremendously increased in 2018. Meanwhile, *drug-related cases* and *theft* went up by more than 70%.

Table 4. Crimes Committed by Minors, 2017-2018

Crime	2017	2018	% Change
Physical Injury	2,086	2,256	8%
Theft	877	1,517	73%
Malicious mischief	180	1,324	636%
Drug-related cases	481	857	78%
Rape	772	887	15%
Other cases	5,992	4,387	-27%
TOTAL	10,388	11,228	8%

Justice for children victims of trafficking and sexual abuse attained. One of the notable contributions of DSWD in protecting the rights of vulnerable children was the

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[9] Variance of 2018 Target from 2018 Accomplishment

conviction of the Australian pedophile, Peter Scully. DSWD FO X-Home for Girls dubbed his case as the "most frightening, fear-provoking case the center had ever encountered." Last June 13, 2018, the Australian national was declared guilty of sexually abusing at least eight (8) girls, including an 18-month old infant. Together with his partner, Carme Ann Alvarez, he was sentenced to life imprisonment.

Peter Scully is considered one of the worst pedophiles in the world. He is the mastermind behind the infamous film made for the dark web entitled "Daisy's Destruction." The multi-part horrfying film, which he sold to clients/viewers for up to $10000, shows videos of young girls being sexually and physically abused. The series includes a video of one of his girlfriends, Liezyl Margallo, who sexually assaulted and brutally tortured an 18-month old baby named Daisy.

With the conviction of Scully, the Multi-Disciplinary Team who worked on the case was given commendation by the National Government on December 5, 2018 at Heroes Hall, Malacanang Palace. The award was received by the DSWD X Regional Director Nestor B. Ramos together with the Multi-Disciplinary Team members such as the Department of Justice, the Philippine National Police, the Asia Foundation, and Balay Mindanaw.

On the average, clients stay in residential care facilities for almost a year.
Average Length of Stay (ALOS) is the number of days from the time of admission up to the reporting period (admission-based) and/or until the client was released in the facilities (discharged-based). The ALOS of clients in residential facilities was 355 days for admission-based, and 335 days for discharged-based. The minimum ALOS of clients is 23-26 days or almost a month (Home for Women) while the maximum ALOS is 13-36 years (Elsie Gaches Village).

Table 5. ALOS in Residential Care Facilities, 2018

Type	ALOS	Maximum Days	Minimum Days
Admission-based	355	13,171	26
Discharge-based	335	4,934	23

Number of staff in the centers are generally suffcient. Sufficiency of staff was ensured because of the additional funding through the Centers and Residential Care Facilities Project. More workers, whose employment are MOA and Job Order in nature, were hired through the said additional budget. Despite that, sustainability of the staffing

in 2018 was not ensured since additional funds for staff complement is no longer provided in 2019.

Table 6. 2018 Targets versus Accomplishments on the Client to Staff Ratio

Category	Accomplishments	Targets	Variance	Assessment
Client-Social Worker Ratio	92%	14%	556%	Major Deviation
Client-House Parent Ratio	64%	14%	356%	Major Deviation

II. Outcome-level Indicators

Overall, higher proportion of clients were rehabilitated through residential care programs and services. In 2018, 3,173 out of 9,276 were rehabilitated by DSWD residential care facilities. This was slightly higher than the accomplishment in 2017. Similar to targeting issues last year, a number of centers' 2018 targets appear to be incorrectly set as shown by the highlighted data in the following table. The data show that NTSB, Lingap Center, and Jose Fabella Center increased their targets way higher than their previous accomplishments. This led to major negative deviations from the set targets. Meanwhile, Haven for Women and Girls, Sanctuary Center, Jose Fabella Center, and Home for the Elderly/Aged/GRACES set targets that were too low which resulted into seemingly high accomplishments.

Table 7. Rehabilitation Rates in Residential Care Facilities, 2018

Residential Care Facilities	Accomplishments		Targets	Variance	Assessment
	2017	2018	2018		
TOTAL	**32.0%**	34.2%	**30.0%**	14%	Minor Deviation
1 RSCC	30.6%	48.9%	30.0%	63.1%	Major Deviation
2 RRCY	33.9%	42.5%	35.0%	21.5%	Minor Deviation
3 NTSB	21.6%	21.0%	35.0%	-40.0%	Major Deviation
4 MYC	31.7%	37.5%	35.0%	7.1%	Minor Deviation
5 Haven for Children	67.8%	35.3%	35.0%	0.7%	Target Achieved
6 Lingap Center	24.3%	17.5%	35.0%	-49.9%	Major Deviation
7 Home for Girls	38.1%	40.5%	35.0%	-15.8%	Minor Deviation
8 Nayon ng Kabataan	29.9%	35.7%	35.0%	2.1%	Target Achieved
9 Haven for Women and Girls	46.2%	59.0%	30.0%	96.6%	Major Deviation
10 Haven for Women	41.8%	36.7%	30.0%	22.5%	Minor Deviation
11 Marillac Hills	27.7%	29.8%	30.0%	-0.5%	Target Achieved
12 Elsie Gaches Village	4.9%	2.7%	5.0%	-46.4%	Major Deviation
13 AMOR Village	5.7%	5.7%	5.0%	14.8%	Minor Deviation
14 Sanctuary Center	43.7%	44.7%	10.0%	346.7%	Major Deviation

Residential Care Facilities	Accomplishments		Targets	Variance	Assessment
	2017	2018	2018		
15 Jose Fabella Center	26.7%	26.5%	40.0%	-33.9%	Major Deviation
16 HE/A/GRACES	27.7%	32.9%	10.0%	229.3%	Major Deviation

Rehabilitation rates in non-residential care facilities improved. Overall, non-residential care facilities of DSWD had improved its rehabilitation rates in 2018. Highest improvement was observed in INA Healing Center. However, as indicated by huge positive variances, non-residential care facilities also experienced similar mistargeting concerns as residential care facilities.

Table 8. Rehabilitation Rates in Non-Residential Care Facilities, 2018

Non-Residential Care Facilities	Accomplishments		Targets	Variance	Assessment
	2017	2018	2018		
TOTAL		50.4%	10.0%	403.9%	Major Deviation
1 RSW	2.5%	7.8%	10.0%	-22.2%	Minor Deviation
2 NVRC	16.5%	38.0%	10.0%	279.6%	Major Deviation
3 AVRC	-	45.8%	10.0%	357.7%	Major Deviation
4 Center for the Handicapped	73.4%	88.7%	10.0%	786.8%	Major Deviation
5 INA Healing Center	15.8%	95.5%	10.0%	855.4%	Major Deviation

Data quality of some accomplishments may not be ensured. Currently, there is still no existing tool/s that will measure the outcome indicators of residential and non-residential care services. Thus, standardized data collection mechanism and computation of the indicators are not yet established. Consequently, objective measurement and reliability of this indicator would not be ensured.

Supplementary Feeding Sub-Program

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

Supplementary Feeding Program

The Supplementary Feeding Program (SFP) is the provision of food in addition to the regular meals to currently enrolled day care children/ supervised neighborhood plays aged 2-5 years old as part of the DSWD's contribution to the Early Childhood Care and Development (ECCD) Program of the government. The supplementation is in the form of hot meals which are served during break/snack time in the morning session or during

break/snack time in the afternoon session. These are being provided to the children beneficiaries five (5) days a week for 120 days.

Assessment, Challenges, Risks and Opportunities

I. Output-level Indicators

Number of served beneficiaries declined. Number of children served by the Supplementary Feeding Program declined by 10% in its 7th Cycle implementation (SY 2017-2018). The coverage of the program in 2018 was even lesser than in 2016. Nonetheless, the accomplishment for the 7th cycle was 3% higher than the 1,746,199 target beneficiaries. Meanwhile, during the 8th Cycle implementation (SY 2018-2019), the program was able to serve 95% or 1,665,393 out of 1,746,199 target beneficiaries.

Figure 10. Lesser beneficiaries covered by Supplementary Feeding Program in 2018
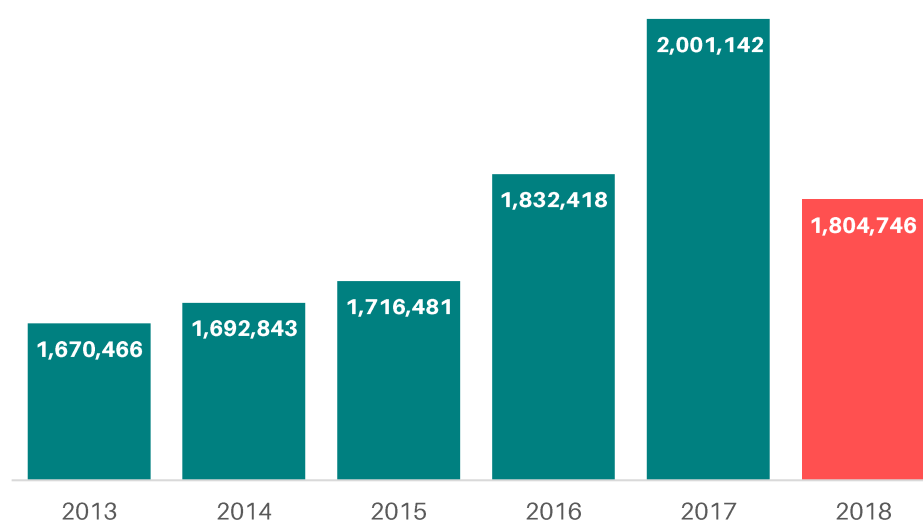
Table 9. 2018 Targets versus Accomplishments on the Number of children in CDCs and SNPs Provided with Supplementary Feeding

Implementation Cycle	Accomplishments	Targets	Variance	Assessment
7th Cycle	1,804,746	1,746,199	3%	Minor Deviation
8th Cycle	1,665,393	1,746,199	-5%	Minor Deviation

Budget allocated for SFP declined by almost 20%. The program was able to obligate 94.03% or PhP 3,223,653,456 out of the PhP 3,428,462,000 allocated budget for FY 2018. But it is worth noting that compared to the budget in FY 2017 which was PhP 4,203,640,000, the budget allocated for SFP in 2018 was reduced by almost 20%. This can be viewed as a key factor in the reduction of targets for 2017-2018 and hence the decline in the number of served beneficiaries.

Changes in policies and processes constrained the operations. Field Office III mentioned that internal policy changes as well as the persistent issues on liquidation and procurement process slowed down the implementation of the program. The FO added that the "No Liquidation No Augmentation" Policy resulted to the delayed releasing of checks and therefore delayed implementation. As a result, their SFP budget was reduced by 50% in 2017 and remained the same this 2018 because of the same reason.

Funds were optimized to serve more beneficiaries. Despite the lower coverage of SFP in its 7th and 8th Cycle implementation, the program was able to exceed its targets by modifying and realigning the funds from administrative costs to grants.

Efficient implementation in some regions was attributed to constant monitoring, provision of technical assistance, and appointment of SFP focal points in LGUs. Despite the lower number of beneficiaries served, positive observations still emerged in the implementation of SFP. FOs CAR, XI, and CARAGA observed the improved and timely implementation of SFP in their regions which they attributed to the continuous conduct of monitoring, spotchecks and technical assistance to LGUs. They added that strong support from both parents and LGUs facilitated the implementation of the program. Another facilitating factor mentioned, specifically by FO XI, presence of Local SFP Focal Person in all LGUs.

Operational risks due to the new implementation design are foreseen. As DSWD suspended transfer of funds to LGUs in the implementation of SFP, the program was redesigned. Instead of the LGUs, the program will be directly implemented by the Field Office staff for the 9th Cycle. With this several risks may be encountered along the implementation if not managed effectively and proactively. One the major risks that may be encountered is that operations may be delayed due to limited SFP staff at the Field Offices who will manage, monitor and implement the program. Further to that, FO VI cited specific risks and challenges on the premise that procurement will be done by the FOs through bidding process:

- Majority of the food commodities for bidding are perishable;
- Unavailability of food storage in almost all CDCs;
- Handling & Hauling expenses would add up to the total cost of the commodities affecting quantity & quality---very costly on the part of the government;
- Bidding process would affect the quantity, quality, cost of food commodities and time consuming which could delay the provision of supplementary feeding to the children beneficiaries; and
- Lack of SF staff to take charge of the procurement documents as well as monitoring & supervision of the deliveries per LGU.

II. Outcome-level Indicators

Higher proportion of beneficiaries had improved nutritional status. For the 7th Cycle implementation of the SFP, nutritional outcome target of the program was exceeded. At the end of the feeding interventions, 84% of malnourished children have shown weight improvements.

Figure 11. Higher proportion of beneficiaries have improved nutritional status in 2018
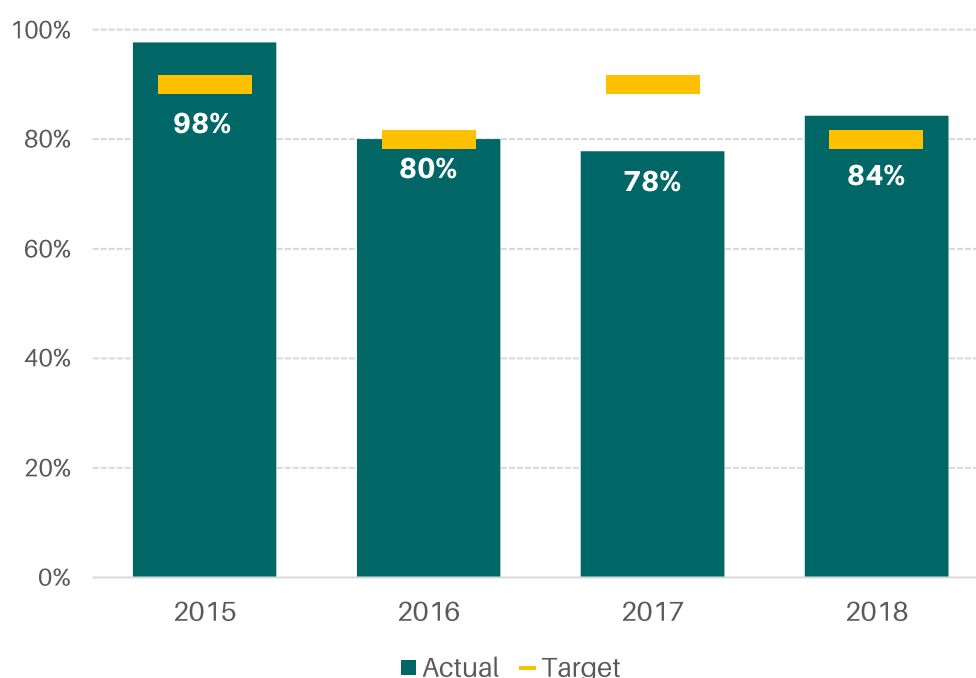
The current design of SFP does not holistically address the underlying causes of malnutrition. In general, the beneficiaries have weak access to other complementary interventions that will ensure or sustain positive nutritional outcomes. According to Philippine Plan of Action 2017-2022, the underlying causes of

malnutrition at the household/family level are (1) household food insecurity (or insufficient access to food), (2) inadequate care and feeding practices and behaviors, and (3) poor water, sanitation, food safety and inadequate health services. Ultimately, these causal factors are associated to income poverty (ibid). *See Figure 12.*

Based on the current design of SFP, the major interventions are provision of food in addition to the regular meals and conduct of parent effectiveness sessions. However, these interventions alone do not totally address the underlying causes of malnutrition. While SFP improves access of children to food, its design does not address food insecurity at the household level. Furthermore, the program does not have interventions that will improve the household beneficiaries' access to adequate water, sanitation, food safety and health services.

Figure 12. Causal Framework of Child and Maternal Undernutrition[10]
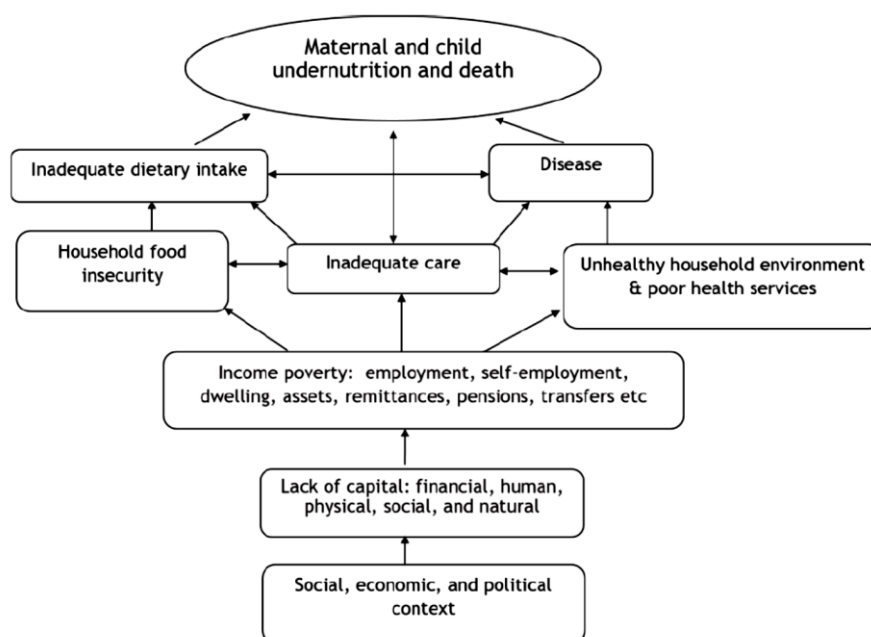
The available qualitative evidence from FO IV-B is consistent with the above-mentioned concerns. During the focus group discussions conducted by FO IV-B with parent beneficiaries of SFP, the parents mentioned that there were instances wherein they were not able to feed their children at home due to limited resources. In addition to that, they considered poverty as the root cause of malnutrition. Apart from that, SFP is considered as the "major" source of nutrition of the beneficiaries – impeding the improvement of the

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[10] Philippine Plan of Action for Nutrition 2017-2022

nutritional status of the same. That is, food supplements provided to beneficiaries serve as substitute to their regular meals.

SFP's coverage and convergence with Pantawid is not adequate to address malnutrition among Pantawid children. Based on the SWDI assessment results in 2015, 271,349 Pantawid children 0-5 years old are still severely underweight while 325,703 are either underweight/overweight. While the accomplishments[11] of SFP indicate success on improving the nutritional outcomes of its beneficiaries, the SWDI results indicate that SFP's coverage and convergence with Pantawid is not adequate to address malnutrition among Pantawid children.

Quality and adequacy of data collected affect reliability of reported accomplishments. Weakness in monitoring of nutritional status of children before and after the program implementation may affect the accuracy of data analysis. For instance, out of the 2,001,142 children beneficiaries served for the 6th cycle (SY 2016-2017), only 1,664,161 or 83% have a documented nutritional status after the intervention. Given that the SFP's computation outcome indicator assumes that served children are weighed before and after the implementation, it is highly likely that the outcome data are inaccurate.

Bangsamoro Umpungan sa Nutrisyon (BangUN) Project

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

Number of served beneficiaries exceeded the targets by 44%. As of December 2018, the project has served a total of 10,047 children and 4,800 lactating mothers. In terms of financial performance, the BangUn project was able to utilize PhP128,160,268 or 82.15% of the allocated budget.

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[11] 218,453 out of 223,623 malnourished SFP had improved nutritional status in 2015

Table 10. 2018 Targets versus Accomplishments on Number of Beneficiaries Served

Category	Accomplishments	Targets	Variance	Assessment
Children	10,047	7,000	44%	Major Deviation
Pregnant and Lactating Women	4,800	-	-	Inconclusive

Social Welfare for Senior Citizens Sub-Program

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

Social Pension for Indigent Senior Citizens

Social Pension is an additional government assistance in the amount of Five Hundred Pesos (P500.00) monthly stipend to augment the daily subsistence and other medical needs of indigent senior citizens. The grant covers individuals aged 60 years and above who are i.) frail, sickly, or with disability; ii.) without pension from GSIS, SSS, AFPMBAI and other insurance company; and iii.) no permanent source of income or regular support from his/her relatives.

Assessment, Challenges, Risks and Opportunities

I. Output-level Indicators

Despite the series of expansions of Social Pension, many are still uncovered.

From 2011 until the present, there had been substantial increases in the coverage of the Social Pension program. In 2011, beneficiaries are only 77 years old and above covering only 139,000 beneficiaries. After several years, coverage was expanded to older persons who are at least 65 in 2015 and at least 60 in 2016. Despite this, coverage of Social Pension in 2018, equivalent to 3,151,910 recipients or 37.8%, is still low compared to other ASEAN countries. In addition to that, according to HelpAge International, a high proportion (35.6%) of older persons in the Philippines are not yet covered by any type of pension as shown in Figure 13. Nonetheless, Social Pension was able to exceed its target by 5.1%.

Table 11. Social Pension Coverage of ASEAN Countries, 2018

Country[12]	Number of recipients	% population 60+ covered
Thailand	8,048,298	72.0%
Philippines	3,151,910	37.8%[13]
Vietnam	1,350,226	70.2%
Brunei Darussalam	27,166	90.9%
Indonesia	26,500	0.1%
Malaysia	120,496	5.5%
Myanmar	32,000	0.6%

Source: HelpAge International, Social Pensions Database, 2018

Figure 13: One-third of the elderly population are not covered by any type of pension

- No Pension
- Social Pension
- Contributory Pension
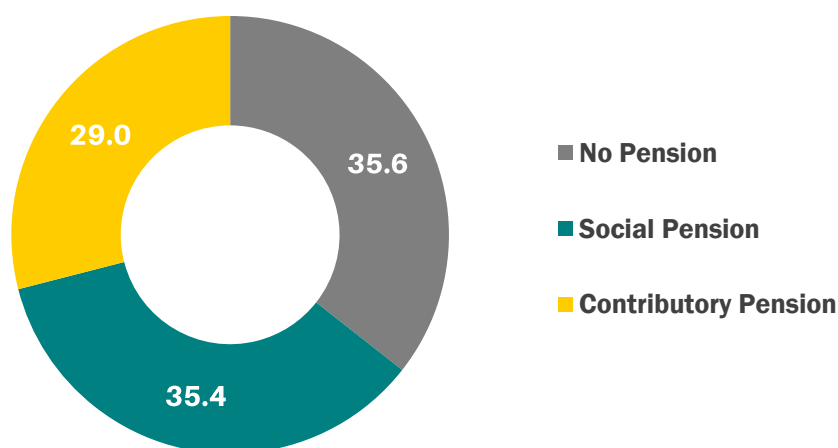
Source: HelpAge International, Social Pensions Database, 2018

Benefit level of social pension is relatively low. The Philippines is lagging behind in terms of adequacy of benefits. The benefit of social pension in the Philippines is only equivalent to 4.0% of GDP per capita, which is 2nd lowest among the ASEAN countries with social pension schemes.

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[12] Lao PDR, Cambodia and Singapore do not have social pension schemes

[13] Updated calculation based on the latest accomplishments

Figure 14. Benefit Level of Social Pension in the Philippines is 2nd lowest among ASEAN Member States (% of GDP per Capita) in 2018

| Malaysia | Myanmar | Vietnam | Indonesia | Brunei Darussalam | Philippines | Thailand |
| 10.9% | 6.8% | 6.6% | 6.3% | 5.7% | 4.0% | 3.5% |
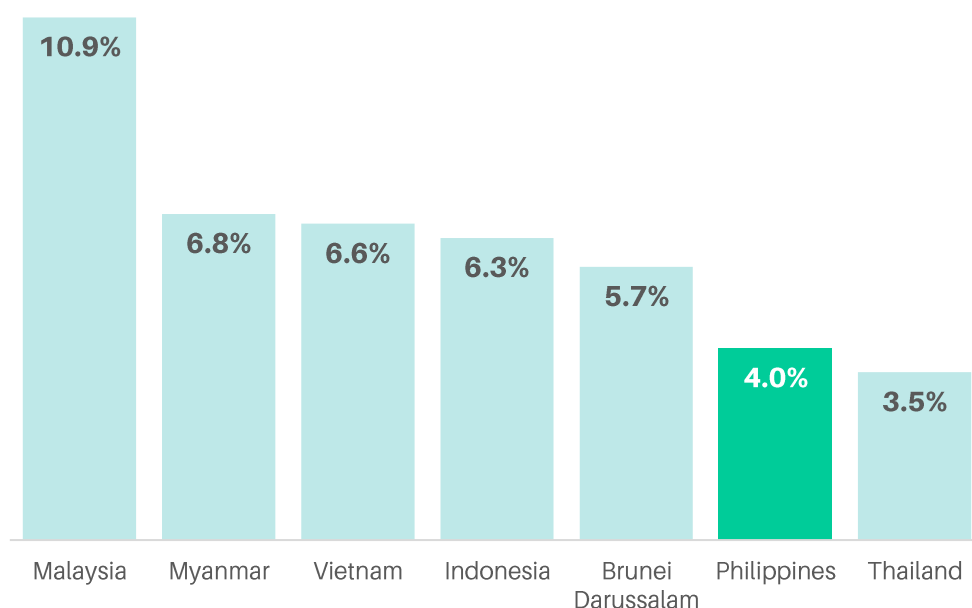
Real value of the grant is only worth PhP 386 relative to 2010 prices. Currently, the benefit level of Social Pension is only PhP 500.00 or $17. But due to inflation, the real value of the grant as of 2018 has already deteriorated to PhP 386 [14] relative to 2010 prices.

Reliability of reported output data not ensured. The output indicator of Social Pension is *"Number of senior citizens who received social pension within the quarter."* However, based on the observation of FO IV-B, the figure that the Social Pension staff reported was *"The number of senior citizens who were covered by the downloaded funds to LGUs"* – and not the actual number of senior citizens receiving grants. Moreover, there is also no mechanism to monitor actual provision of cash grants by the LGUs.

New directives may cause delays and pose increased risks in the conduct of pay-outs. Similar with SFP, there is a directive to suspend the transfer of Social Pension funds to LGUs. With this, the FO staff will conduct the pay-outs themselves. FO VI raised that this would be risky on the part of the designated Special Disbursing Officers because the cash that they are handling amounts to PhP 1 Billion.

Meanwhile, relative to the implementation of the UCT Program that includes three (3) million indigent senior citizens who benefit from the Department's Social Pension

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[14] PDPB's calculation using Consumer Price Index (2010=100)

Program, the Secretary, during the conduct of the 2018 mid-year National Management Development Conference (NMDC) and in one of the meetings of the DSWD Executive Committee, expressed that a validation of all Social Pension beneficiaries needs to be conducted. Hence by 4th quarter of 2018, all Field Offices started conducting validation of Social Pension beneficiaries.

In relation to the validation activities, FO VI expressed that it cannot handle the validation alone since the Regional Social Pension Section only has 13 existing staff including administrative and accounting staff. In the case of FO VI, the ratio of beneficiaries to staff is 28,147 beneficiaries:1 staff. That is, each staff will have to validate 28,147 beneficiaries within the timeline that is given to them. In addition to that concern, pay-out will not be conducted unless all beneficiaries have been validated.

II. Outcome-level Indicators

Initial results of the validation activities reveal that 90% of the beneficiaries are using social pension to augment daily living subsistence and medical needs. The tool used to validate the eligibility of beneficiaries of Social Pension also includes questions on how the social pension grants are being utilized. Hence, outcome level indicator of Social Pension can also be measured through the tool.

As of 30 March 2019, 108,897 assessed Social Pensioners have already been encoded. Based on the data collected, findings revealed that overall, 90.18% of the assessed beneficiaries use the grants to augment their daily living subsistence and medical needs. This figure means that the beneficiaries spend the social pension grant on at least one of the following items/necessities: 1) Food; 2) Medicines and Vitamins; 3) Health check-up and other hospital/medical services; and 4) Clothing.

When the beneficiaries were asked where they spend their Social Pension, majority (88%) of them said that spend it on food while a considerably high proportion (68%) mentioned that they also spend it on medicines and vitamins.

Table 12. Items where Beneficiaries Spend Social Pension

Category	Frequency	%[15]
Food	95,995	88.2%
Medicines and Vitamins	74,146	68.1%
Health check-up and other hospital/medical services	11,577	10.6%
Utilities	7,518	6.9%
Clothing	4,476	4.1%
Debt Payment	2,164	2.0%
Livelihood Activities	1,448	1.3%
Others	3,422	3.1%

Implementation of Centenarian Act of 2016

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

Actual accomplishments lower than the targets by almost 30%. The number of centenarians provided with cash gift recorded at 73% or 1,392 out of the 1,895 target beneficiaries for 2018. This corresponds to Php139,200,000 or 73.46% budget utilization rate. The low accomplishment rate is attributed to the delayed release of grants to the Field Offices which was only issued last March 2018. Hence, payment of cash gift to the identified centenarians was only conducted during the second quarter. It is worth mentioning that the Central Office had to request for the final validated list of centenarians from the Field Offices before issuing the grants to the Field Office. However, it was only in February 2018 that all of the list from Field Offices were completed.

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[15] Percentages will not add to 100% because the question allows multiple responses.

Table 13. 2018 Targets versus Accomplishments on Number of Beneficiaries Served

Accomplishments	Targets	Variance	Assessment
1,392	1,895	-27%	Minor Deviation

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

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

Assessment, Challenges, Risks and Opportunities

Assistance to Individuals in Crisis Situations

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

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

I. Output-level Indicators

Target outputs exceeded. In 2018, a total of 812,749 individuals were served utilizing a total amount of PhP5,386,380,204.75 or 98.58% of PhP5,463,977,557.60. The accomplishment is 12% higher than the set target. Highest number of clients served come from the family sector, followed by women and senior citizens.

Figure 15: Clients served through AICS by Category/Sector, 2018

- Family Head and Other Needy Adult
- Women in Especially Difficult Circumstances
- Senior Citizens
- Youth in Need of Special Protection
- Persons with Disability
- Children in Need of Special Protection
- Persons Living with HIV-AIDS
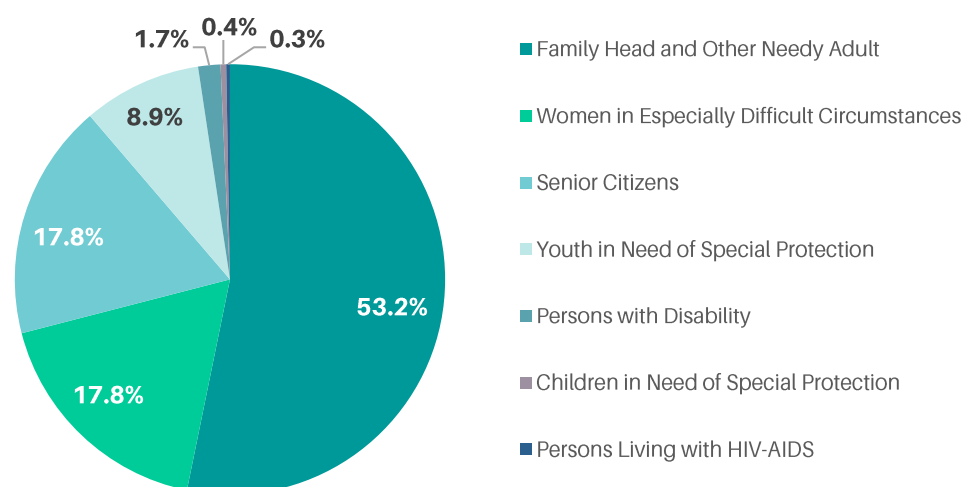
Still, Medical Assistance was the most needed service from AICS. As shown in the following table, the most demanded service from AICS is medical assistance. Consequently, the costs of medical assistance accounts for the biggest share from the total cost of assistance. On the average, each service provided to client through medical assistance costs PhP 5,047. Meanwhile, it is also noteworthy that financial assistance provided through burial assistance is higher than that of medical assistance.

Table 14. Number of Services Provided through AICS by Type of Assistance, 2018

Type of Assistance	Services Provided to Clients Served		Cost of Assistance	Cost per Service (Php)
	Frequency	%		
Medical Assistance	470,713	44%	2,375,674,199	5,047
Psychosocial and Referral Services	265,889	25%	16,000	0.06
Educational Assistance	151,950	14%	380,002,345	2,501
Burial Assistance	92,294	9%	474,792,995	5,144
Food/Non-food/Cash Assistance	72,046	7%	14,058,755	195
Transportation Assistance	24,061	2%	63,019,320	2,619
Total	**1,076,953**	**100%**	**3,407,365,912.45**	

II. Outcome-level Indicators

Most of the clients provided positive feedback on the services of Crisis Intervention Unit (CIU). Out of the 25,718 clients surveyed by the CIU Central Office, 4,727 said they were satisfied (nasiyahan) while 19,553 responded that were very satisfied (lubos na nasiyahan). This means that 94.41% of the respondents rated CIU services as satisfactory or better.

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

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

Accomplishments overly exceeded the targets due to possible mistargeting. The program was able to serve 6,263 street children and 4,562 families utilizing PhP33.66 Million or 86.51% of the PhP38.91 Million allocation for 2018. It could be observed, however, that the targets set for 2018 is way lower than the baseline. Thus, the accomplishments for 2018 appeared to be high because of possible undertargetting.

Table 15. 2018 Targets versus Accomplishments on Number of Clients Served

Category	Baseline[16]	Accomplishments	Targets	Variance	Assessment
Street Children	8,198	6,263	4,275	46.5%	Major Deviation
Street Families	4,681	4,562	2,248	102.94	Major Deviation

Alternative Family Care Program

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

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[16] Baseline year for this indicator is 2016

Target number of served children through Alternative Family Care Program achieved. A total of 1,738 children were served through the program. This accomplishment is 254 or 17% more than the annual target of 1,484 children. The figure includes 922 children issued with Certificate Declaring a Child Legally Available for Adoption (CDCLAA), 538 children placed out for Foster Care and 278 children endorsed for Inter-country Adoption (ICA).

Table 16. 2018 Targets versus Accomplishments on the Number of Clients Served

Category	Accomplishments	Targets	Variance	Assessment
Children Placed Out for Domestic Adoption	922	798	16%	Minor Deviation
Children Placed Out for Foster Care	538	468	15%	Minor Deviation
Children Endorsed for Inter-country Adoption	278	218	28%	Minor Deviation
Total	1,738	1,484	17%	Minor Deviation

Unconditional Cash Transfer Program

The Unconditional Cash Transfer (UCT) Program is the biggest tax reform mitigation program under the Tax Reform Acceleration and Inclusion (TRAIN) Law. It provides cash grants to poor households who may not benefit from the lower income tax rates but may be adversely affected by rising cost of commodities.

Guidelines for the UCT Program issued. In February 2018, the DSWD issued the implementing guidelines for the UCT Program, covering beneficiaries of the Pantawid Pamilyang Pilipino Program (Pantawid Pamilya), Social Pension for Indigent Senior Citizens (SPISC) and poor households registered in the Household Targeting System for Poverty Reduction or the *Listahanan* database.

Approximately 70% of the funded beneficiaries claimed their grants. For the first year of the UCT implementation, there 10 million beneficiaries were targeted to be provided with unconditional cash grants. Out of the targeted beneficiaries, 9,496,894 beneficiaries were funded wherein slightly less than 70% claimed their grants.

Figure 16: Proportion of UCT beneficiaries claiming their grants, 2018

3,103,597; 33%

6,393,297; 67%

■ Beneficiaries with Claimed Grants

■ Beneficiaries with Unclaimed Grants
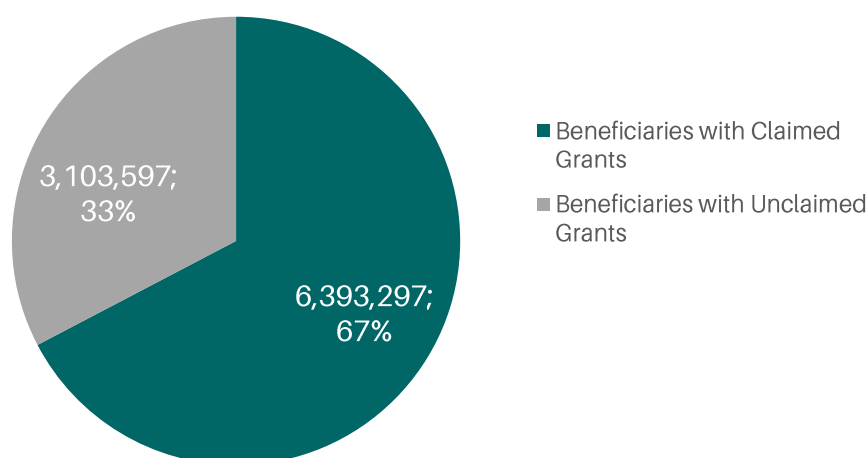
Social Welfare for Distressed Overseas Filipinos and Trafficked Persons Sub-Program

This subprogram aims to uphold and protect the rights of victims-survivor of trafficking and distress overseas Filipinos and provide social welfare services to restore their social functioning and facilitate recovery and integration to their families and communities. The sub-program covers the implementation of Services to Distressed Overseas Filipinos, Recovery and Reintegration Program for Trafficked Persons, and the Services to Displaced Person primarily the deportees from Malaysia.

Assessment, Challenges, Risks and Opportunities

I. Output-level Indicators

Table 17. 2018 Targets versus Accomplishments on the Social Welfare for Distressed Overseas Filipinos and Trafficked Persons

Indicator	Accomplishments	Targets	Variance	Assessment
Number of trafficked persons provided with social welfare services	2,318	2,000	16%	Minor Deviation
Number of distressed overseas Filipinos and families provided with social welfare services	24,859	18,000	38%	Major Deviation
Number of Filipino deportees provided with social welfare services	10,250	11,253	-9%	Minor Deviation

Target number of distressed overseas Filipinos exceeded. As of December 2018, the program served a total of 24,859 Overseas Filipinos including their families in the Philippines. This accomplishment exceeded targets. Highest number of served undocumented Overseas Filipinos were from Malaysia, followed by Jeddah, KSA and Dubai, UAE. The program utilized PhP 67,824,897 out of PhP 90,000,000 or 75.36% allocated budget for Services to Distressed Overseas Filipinos. *See the following figure.*

Figure 17. Number of Clients Served by Country/Type, 2018

Country/Type	Number
Malaysia	6,513
Jeddah, KSA	4,525
Dubai, UAE	3,935
OF Family Members	2,544
Kuwait	2,247
Riyadh, KSA	1,813
Qatar	1,511
Hong Kong	1,284
Other Countries	487
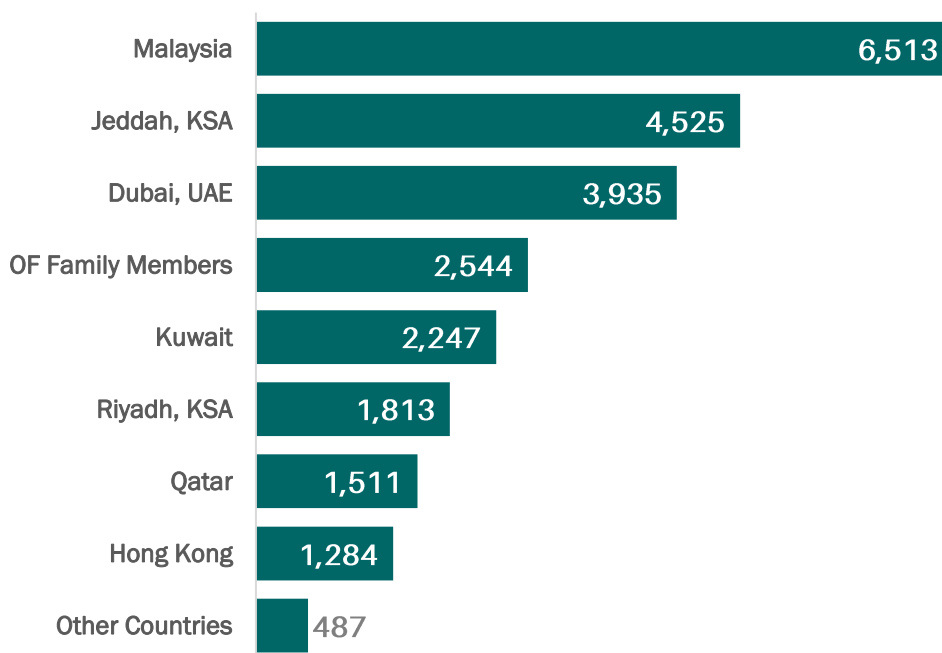
More than 10,000 Filipino deportees served in PCDP. PCDP has served a total of 10,250 individuals primarily from Malaysia. Aside from residential care services, clients are provided with, medical assistance, transportation assistance, literacy/ awareness session, livelihood/ skills training, and referral services. The program utilized PhP 52,343,213 out of PhP 52,473,000or 75.36% allocated budget for Services to Displaced Person (Deportees).

The number of trafficked clients served in 2018 has been the highest for the past three (3) years. The program served a total of 2,318 trafficked persons or 16% greater than the target for 2018. These include individuals who were mostly rescued or intercepted at airports and exit points in the country whom were prevented from being

purposively exploited by traffickers. The program was able to utilize Php23,479,769 or 93.4% of the annual budget of Php25,128,000.

Examining the number of served clients since 2016, it is notable that the number of served clients in 2018 has been the highest for the past three (3) years. This could indicate that the number of trafficked victims in the country has been increasing.

Figure 18. Number of Trafficked Clients served increasing
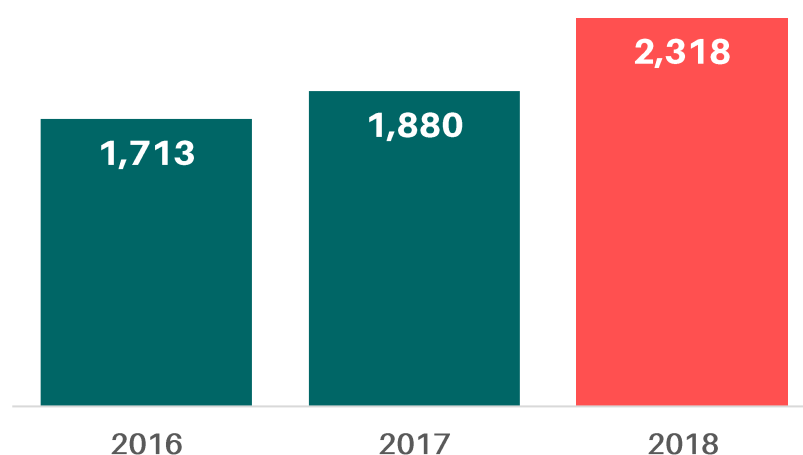
II. Outcome-level Indicators

The DSWD was successful in reintegrating assisted individuals to their families and communities. Based on the table below, accomplishments on reintegration surpassed the targets for 2018. However, there is still a need to formulate a standard tool and success indicators for the term "reintegration" in order to compute for the outcome indicator which is measured by percentage/proportion.

Table 18. 2018 Targets versus Accomplishments on Reintegration

Indicator	Accomplishments	Targets	Variance	Assessment
Percentage of assisted individuals who are reintegrated to their families and communities[17]	36,876	31,253	18%	Minor Deviation

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[17] Only number, not percentage, was reported

Recommendations

Establish a standardized measurement of outcome indicators. A standard tool shall be developed to objectively measure the outcomes. As observed, there are no existing tools yet that will measure the outcome indicators of some programs and services (e.g. Residential and Non-Residential Care Services, Social Welfare for Distressed Overseas Filipinos and Trafficked Persons). Given this, the Program Management Bureau, with the assistance of Policy Development and Planning Bureau, shall establish standardized data collection mechanism and tools that would ensure objectivity and reliability of outcome data.

Targets should be carefully reviewed and adjusted accordingly. As shown in the findings, several indicators under the Protective Social Welfare Program are mistargeted – some targets are too high, while some are too low. PMB together with PDPB should carefully review the targets and adjust them as necessary.

Pursue sustainability and adequacy of human resources. The insufficiency of staff has been a persistent challenge to the Program Management Bureau. Apart from that, the temporary nature of staff also negatively affects the sustainability of program operations. Given this, the Program Management Bureau together with the Human Resource & Development Service shall pursue sustainability and adequacy of human resources.

Conduct data quality review and improve data quality control mechanisms. The data quality issues observed on the indicators of Residential and Non-Residential Care Services, SFP and Social Pension point to the need of data quality review and stronger data quality control mechanisms (PDPB and PMB).

Internal and External Convergence shall be ensured, whenever relevant. As implied in the above-mentioned findings, convergence of DSWD programs is critical to effectively achieve the intended development outcomes of the Department. For instance, SFP may consider covering malnourished Pantawid children beneficiaries so as to comprehensively address the social welfare concerns of the Pantawid families. Apart from that, SFP shall facilitate access to other programs within and outside DSWD to improve household beneficiaries' food security and access to water, sanitation, food safety and adequate health services.

Increase the benefit level of Social Pension. Since 2011, the benefit level of Social Pension – PhP 500.00 – has not been increased. Due to inflation the real value of the grant has already become relatively inadequate. In addition, the benefit level of Social Pension is 2nd lowest among ASEAN nations which implement social pension schemes. Considering this, the Department shall already push for increasing the value of Social Pension grants.

ORGANIZATIONAL OUTCOME 3: Immediate Relief and Recovery of Disaster Victims/Survivors Ensured

As mandated under Republic Act 10121 or the Philippine Disaster Risk Reduction and Management Act of 2010, DSWD is the vice-chair of the Response Pillar of the National Disaster Risk Reduction and Management Council (NDRRMC). Aligned with the roles and functions in the NDRRMC, the Department aims to achieve *Organizational Outcome 3- Immediate Relief and Recovery of Disaster Victims/Survivors Ensured.*

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

Disaster Response and Management Program

The program covers the continuing efforts and initiatives of the Department in improving its disaster response operations to pro-actively adapt to the emerging issues and challenges relative to disaster risk reduction and management.

Through the years, the Philippine Government responded to the effects of various natural and human-induced disasters. Finding ways to up the ante in managing disaster and emergency situations since the devastation caused by Super typhoon Yolanda (Haiyan) in 2013, the House of Representatives and the Senate both filed a Bill creating a separate Department on Disaster Resiliency. The House Bill was approved in the final reading while the Senate Bill is still pending at the committee level.

In the absence of a separate government entity, the NDRRMC, through the Office of Civil Defense, coordinates actions from preparedness, response, to early recovery and rehabilitation.

Assessment, Challenges, Risks and Opportunities

The Philippines was affected by numerous natural and man-made disasters in 2018. In 2018, the country was affected by numerous types of disasters. A total of 21 tropical cyclones entered the Philippine Area of Responsibility. Of which, 8 made landfall *(5 tropical depressions, 1 tropical storm, 1 category 2 typhoon, and 1 category 4 typhoon)* and affected about 1.3 million families. Apart from this, 5,800 seismic activities also hit the country, of which 250 seismic events are magnitude 4.0 and above. In January 2018, Mayon volcano eruption affected around 91,000 of Albay's population. On the other hand, many Filipinos were also affected by human-induced disasters, specifically the Armed-conflict in Mindanao (including the Marawi conflict) which affected around 138,000 people.

Lack of MOVs and documents to support utilization of funds in 2017. Most of the findings in the COA Consolidated Audit Report for DRRM funds in 2017 centered on the lack of supporting documents on the utilization of funds and distribution of goods and services.

In 2018, a total of PhP 6,811,544,397.57 of the DRRM funds was utilized.

I. Output-level Indicators

Approximately 40% of disaster-affected individuals and families were covered by Disaster Response Management services. As shown in the following figure, almost half of the disaster-affected individuals and families were covered by disaster response services. Most of the beneficiaries served were victims of Southwest Monsoon Enhanced by Tropical Depression Henry and Inday and Typhoon Ompong. This achievement, however, is low compared to the targets set in PDP 2017-2022 which is 100%.

Figure 19. 40 % of Individuals and Families covered by Disaster Response as of 2018

Figure 19. 40 % of Individuals and Families covered by Disaster Response as of 2018
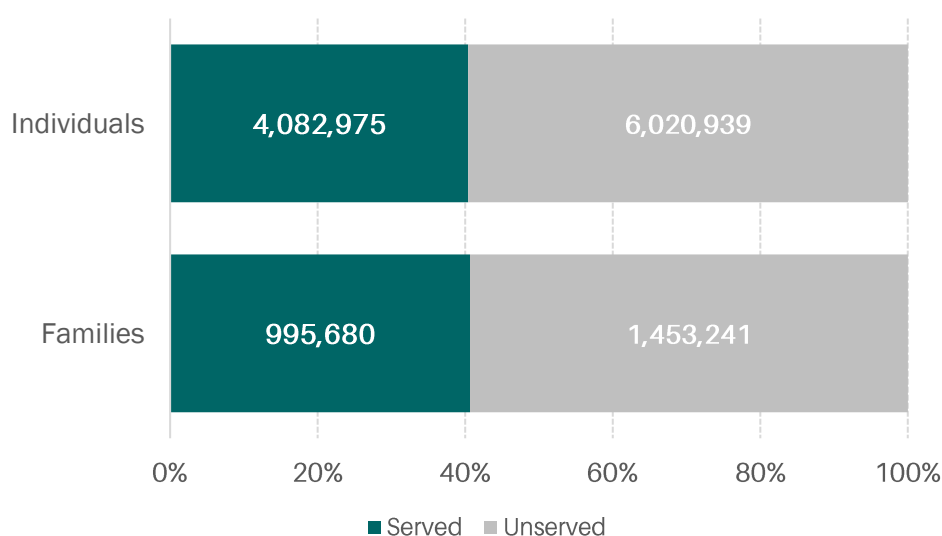
Table 19. 2018 Targets versus Accomplishments on the DRM Outputs

Outputs[18]	Baseline		Accomplishments	Targets	Variance	Assessment
	Year	Value				
1. DSWD QRTs trained for deployment on disaster response	2016	579	3528	950	271%	Major Deviation
2. LGUs with prepositioned relief goods	2017	197	323	292	10.6%	Minor Deviation
3. Poor HHs that received cash-for-work[19] for CCAM	2016	328,940	402,506[20]	577,710	-30.0%	Major Deviation
4. LGUs provided with augmentation	2017	-	477	ANA	-	Inconclusive
5. Internally-displaced HHs provided with disaster response services	2017	712,866	895,386	ANA	-	Inconclusive
6. HHs with damaged houses provided with early recovery services	2017	337,595	779,930[21]	ANA	-	Inconclusive
7. Incidents falling below 75% of mandated stockpile level	-	-	3	2	50.0%	Major Deviation

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[18] Outputs 1-7 are measured through "number" while 8-10 are measured through "percentage"

[19] Cash-for-Work is a short-term intervention to provide temporary employment to distressed/displaced individuals by participating in or undertaking preparedness, mitigation, relief, rehabilitation, or risk reduction projects and activities in their communities or evacuation centers (DSWD AO no. 05 s. 2008).

[20] The target earlier set in the strategic results matrix of the DSWD Strategic Plan is not the same as reported in the Assessment Report

[21] ESA-480,238, CFW-299,692

Outputs[18]	Baseline		Accomplishments	Targets	Variance	Assessment
	Year	Value				
8. Augmentation requests provided[22]						
a. *Production*	-	-	84%	100%	-16.0%	Minor Deviation
b. *Delivery*	-	-	78%	100%	-22.0%	Minor Deviation
9. Acceptable Rate of Spoilage	-	-	0.002%	2%	-99.9%	Major Deviation
10. New Volunteer Groups Mobilized	-	-	107	10	970%	Major Deviation

Target number of QRTs trained achieved, but accuracy of reported data is not ensured. While target was achieved, it is important to note that major positive deviation equal to 271% was incurred for the number of QRTs trained. Duplication in counting shoots up the reported accomplishment. The distinct participants per training activity were not counted.

More LGUs had prepositioned relief goods in 2018. The number of LGUs with prepositioned relief goods (family food packs and non-food items) provided by the Department accounted to 323, which is 64% higher than the baseline.

Number of poor HHs receiving cash-for-work for CCAM lower than the target. According to the reports, variance from the target was caused by withholding of some LGU program funds especially for those with unliquidated balances across several DSWD programs. Another issue is the replacement of beneficiaries during the actual implementation of cash-for-work for CCAM.

Under the National Climate Change Adaptation Plan 2011-2028, DSWD is one of the coordinating agencies who have a role in achieving output area no. 2.2 Enhanced social protection for farming and fishing communities and output area no. 1.2 Climate change adaptation and vulnerability measures for water resources and infrastructures implemented, among others.

Accordingly, DSWD encourages cash-for-work projects which are related to the following: mitigation measures such as rehabilitation of mangrove plantation, tree planting or reforestation, communal gardening and fleet farming; rehabilitation of small-scale

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[22] While this indicator is reported under output, this should form part of the activity or process indicators. The supposed output indicator already forms part of the pre-positioned goods and augmentation goods in the LGUs.

community infrastructures such as slope protection, desilting of waterways, rehabilitation of dikes, repair of barangay roads and repair of drainage system.

Meanwhile, information systems were developed and utilized to improve monitoring. FO Caraga mentioned that Disaster Assistance Family Access Card Encoding and Information System and the CCAM Survey Tool Encoding System have been developed and are now utilized by the FO. The FO also added that it is the only FO that has fielded out Survey Tool to gauge the awareness of the RRP-CCAM beneficiaries on climate change, determine their contribution to the program and their desire to help the environment.

The program struggled to respond to all augmentation requests. In 2018, 84% of the targeted family food packs were produced based on approved production plan. On the other hand, 74% of approved requests for augmentation were delivered/provided. The variance from the 100% targets was caused by the following factors: unavailability of rice to be used in the production of FFPs; unavailability of transport provider that causes congestion and lack of space for storage of additional FFPs to be produced; limited logistics/resources - deliveries expedited through DSWD-owned trucks only and said vehicles are not functional/ available at all times limited absorptive capacity of the recipient field offices (in terms of warehouse space and personnel).

Spoilage has been controlled. For 2018, there is a reported 0.002% rate of spoilage which is below the 2% target which indicates better control of spoilage. The current accomplishment also suggests that there may be a need to lower the targets in the succeeding implementation period especially that the Department is acquiring large amounts of goods for disaster relief operations. The 2% target set already represents high magnitude of goods. For instance, if 5 million kilograms of rice is acquired, the Department allows 2% or 100,000 kilograms of rice to be contaminated. This would benefit a lot of disaster-affected families if handled appropriately.

Stockpile fell below the standard level (75%) several times. Stockpile fell below the standard level thrice due to the unavailability of NFA rice in July and August and the increase in the release of goods in response to Typhoon Ompong operations in September.

Setting of ANA targets limits the assessment of indicators. As shown in the previous table, three (3) indicators have "as need arises" or ANA targets. The concern with having ANA targets is the difficulty of assessing if performance is acceptable or not. Baseline information could have been used to estimate targets.

II. Outcome-level Indicators

Generally, disaster-affected households were assisted to early recovery stage.

Majority or 84% of the disaster-affected households were assisted to early recovery stage. Factors that contributed to the accomplishments, according to the reports, are the organized Quick Response Teams, strong coordination between the Central Office and FOs and with partners, and establishment of virtual operations center, among others.

Figure 20. Disaster-affected households assisted to early recovery stage, 2018
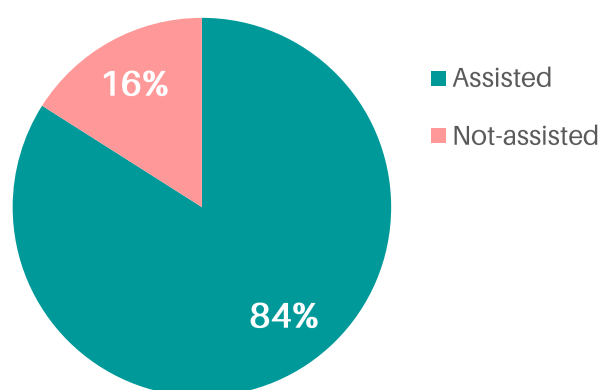
While it was reported that 84% out of the 100% target was accomplished, operational concerns were noted in the assessment report. These include insufficient number of personnel, no regular conduct of program review, and interference of local politicians, among others, based on DRMB's report.

Spill-over accomplishments made the 2018 accomplishments appear high. The outcome indicator "Percentage of disaster-affected households assisted to early recovery stage" is defined as the *proportion of disaster-affected households that are already in recovery stage after provision of early recovery interventions and **within a month after the termination of relief operations***. However, it was observed that the accomplishments on "early recovery" include assistance which spilled over from disaster events since 2016 (e.g. Typhoon Lawin, Typhoon Nina). That is, households counted by the outcome indicator even includes those who were assisted two (2) years ago. Hence, the accomplishments appeared high.

The COA Report on 2017 revealed the very poor percentage of liquidation of cash advances and fund transfers in the amount of Php1.492 billion for ESA as of December 31,

2017. This indicates too much delay in the distribution of cash assistance for the typhoon Nina victims in 2016 and would consequently delay the recovery of disaster victims.

The timeframe set for attaining "early recovery" is not consistent to standard definition. According to a UNDP report (2014), measurement of early recovery takes into account five building blocks which include: financial; social; human, natural and physical. At the forefront of early recovery is the stabilization of livelihood of the affected families. In normal circumstances, it should only take a period of 6-18 months to complete early recovery interventions. Meaning, early recovery response should already start from day 1 of the crisis and not 6 months after the crisis.

Recommendations

Review the scope of Disaster Response and conduct regular assessment of national DRR plans. Revisiting the Disaster Risk Reduction and Management Plan 2011-2028, the scope and thematic area of DSWD disaster response under the NDRRMC are on the following outcomes:

- ✓ Well-established disaster response operations
- ✓ Temporary shelter needs adequately addressed
- ✓ Coordinated, integrated system for early recovery

In addition, the National Disaster Response Plan for Hydro-Meteorological Hazards version 2 in 2018 further refined the response clusters. DSWD is accountable or cluster lead for the following:

- ✓ Internally Displaced Persons (IDP) Protection
- ✓ Provision of Food and Non-Food Items
- ✓ Management of in-kind donations sub-cluster of the Philippine International Humanitarian Assistance Cluster (PIHAC)

The NDRRMC should assess the above-mentioned plans in order to identify which areas of concerns still need to be addressed and ideally, the commitments on DSWD Strategic Plan 2018-2022 can deliver on the expected role of the DSWD for the Response Cluster.

Develop a standard tool and M&E Plan to accurately measure OO3 indicator. The outcome indicator on OO 3 needs to be further defined and a tool should be developed to measure it.   Consequently, review must be done on the current indicator documentation sheet and data collection sheet should also be developed.

Refine the definition and national standards of "Immediate Relief and Early Recovery." Disaster response parameters should be refined. Across members and pillars of the NDRRMC, standards on timeliness of disaster response should be established, taking into account the spatial and topographical context of all administrative units. Moreover, aligned with setting standards, there should be an audit and mapping of existing logistical support capacities of all members of the Council.

Rethink DRRM Assistance and Services. Given the accomplishment on OO 3, about 25% of total affected individuals did not attain immediate relief and early recovery as victims/survivors of disasters. This translates into 1.6 million individuals who did not receive government assistance/services that they deserve at the time they needed it the most. What could have been done better or what other options and strategy can the Philippine Government look into as it transitions to the establishment of a separate Department of Disaster Resiliency?

As a result of the Indian Ocean Tsunami that hit Indonesia in 2004, the Government strengthened its disaster management strategies by consolidating the existing laws, policies, and institutions into one National Disaster Management Agency in 2007. They now have contingency plans for every disaster-prone city which identifies its vulnerabilities, outlines the relief response, and builds overall preparedness of the area. (Indonesia Disaster Management Reference Handbook, 2018).

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

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

Social Welfare and Development Agencies Regulatory Program

The Social Welfare and Development Agencies Regulatory Program of the DSWD, under its Organizational Outcome 4, involves regulatory functions over social welfare and development agencies (SWDAs) implementing SWD programs and individuals providing SWD services – through registration, licensing and accreditation – to guarantee the quality of care and support for the poor, the vulnerable and the disadvantaged. It covers both public and private SWDAs. It also includes accreditation of Civil Society

Organizations (CSOs) that would receive public/government funds either as beneficiaries or implementing entities of government programs and projects.

Assessment, Challenges, Risks and Opportunities

I. Output-level Indicators

Target outputs of regulatory services were met in general. As shown by the following table, outputs of regulatory services were met and even exceeded. Only minor deviations were observed on outputs 1 and 2.

Table 20. 2018 Targets versus Accomplishments on Outputs

Outputs[23]	Accomplishments	Targets	Variance	Assessment
1. SWDAs registered and/or licensed	175	199	-12%	Minor Deviation
2. SWAs registered, licensed	187	123	52%	Major Deviation
3. Accredited SWAs (NGO, DSWD Centers, Senior Citizen Centers)	349	430	-19%	Minor Deviation
4. Service providers accredited	6,932	5,025	38%	Major Deviation

Area Based Standards Network[24]'s (ABSNet) assistance deemed to be beneficial in enforcing the accreditation of SWAs. The accomplishments had been positively affected by assistance of ABSNET cluster. As exemplified in Region XI, ABSNET cluster is assisting the Department in the promotion and provision of technical assistance.

Regulatory Policies strengthened. DSWD regulatory services also played a critical role in strengthening microfinance NGOs to pursue a program of poverty alleviation wherein poor Filipino families will be encouraged to undertake entrepreneurial activities to meet their minimum basic needs including income security. Jointly drawn with the Department of Finance (DoF), Department of Trade and Industry (DTI), and the Securities and Exchange Commission (SEC), it supports and works with NGOs to promote microfinance and its allied services. Prospective SWDAs become government's partner in providing the poor with alternative low-interest and no-collateral financing. Scope of

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[23] Measured through Number/Counts

[24] An ABSNet is comprised of comprised of Non-Government Organizations (NGOs) which helps in facilitating the registration, licensing and subsequent accreditation of Non-Government Organizations' programs and services.

assistance of these SWDAs range from livelihood, financial literacy, to entrepreneurship training.

Further, the Department assessed its guidelines on the registration, licensing of SWD, and accreditation of SWDAs which has a standing six-year implementation. The same covers social welfare agencies (SWAs) and service providers engaged in marriage counseling, court cases, and early childhood care and development (ECCD).

The issuance of MC 17, S. 2018 or the Revised Guidelines Governing the Registration, Licensing of SWDAs and accreditation of SWD Programs and Services highlights the quick timeline of processing depending on the type of application by the SWDA.

An added improvement is the use of self-assessment tool as part of pre-assessment process required for renewal of accreditation of SWAs.

Another major regulatory policy enhancement is the issuance of MC 16, S. 2018 or the Guidelines on Handling of Complaints Against SWDAs. The procedures in handling of complaints in the previous AO in 2012 is a generic approach. There were cases that the investigations were made based on the discretion of the concerned FOs and acted too late which affects the SWDAs and welfare of the clients being served.

Issuance of accreditation certificates affected by logistical concerns. Logistical concerns encountered affected the timeliness of issuance of Certificates to the SWDAs and Service Providers. There were delays in the submission of Security Paper (SECPA) inventory and high number of void certificates due to erroneous/incomplete entry of information (approximately 250 pieces out of the 11,000 SECPAs). There was also difficulty in the delivery of SECPA papers to the FOs since the allowable means is only through hand carry which is only done whenever there is a staff who is on official travel to the requesting FO or if the FO staff have an official travel in Metro Manila.

II. Outcome-level Indicators

Few SWAs, SWDAs and Service Providers have sustained compliance to SWD Standards. While targets on the outcome indicators were surpassed, it would be observed that still, high proportion of SWAs, SWDAs and Service Providers do not have sustained compliance to SWD standards. *See Figure 21.*

Figure 21. Less than 10% of Accredited SWDAs and Registered and and Licensed SWAs have Sustained Compliance to Standards in 2018
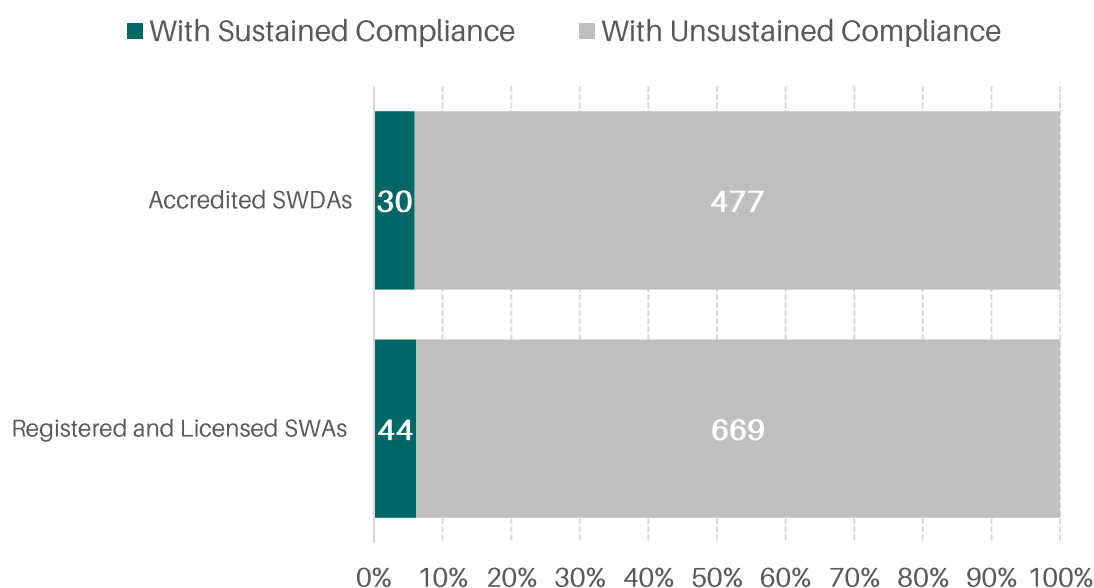
The outcome indicator measures the proportion of SWAs, SWDAs, and Service Providers with no recorded complaints and violations. Thus, the accomplishments imply that only 8.7% or 44 out of 713 registered and licensed SWAs have no recorded violations. Likewise, only 5.9% or 51 out of 507 accredited SWDAs have no recorded violations. This means that around 90% of the monitored SWAs and SWDAs have recorded violations.

Table 21. 2018 Targets versus Accomplishments on Percentage of SWAs, SWDAs and service providers with sustained compliance to SWD standards

Category	Accomplishments	Targets	Variance	Assessment
Registered and Licensed SWAs	8.7% (44 out of 713)	5.0% (36 out of 713)	22.2%	Minor Deviation
Accredited SWDAs	5.9% (30 out of 507)	6.9% (35 out of 507)	-14.3%	Minor Deviation
Service Providers	No data	No data	-	Inconclusive

Recommendations

Increase the outcome indicator targets. Given the current accomplishments, the outcome indicator targets should be increased to attain higher proportion of SWAs, SWDAs and Service Providers with sustained compliance to SWD standards.

Consider conducting pro-active accreditation strategies to improve SWDAs' level of accreditation. Aside from provision of technical assistance, the Standards Bureau shall strengthen its strategies in engaging SWDAs to be accredited and improving their accreditation levels.

Central Office should strengthen its oversight functions. Central Office shall strengthen its oversight functions and support to Field Offices especially in the implementation of its strategic initiatives. The same way, the Central Office should provide guidance to its Field Office counterparts on the minimum data that should be captured when preparing their assessment reports corresponding for the said Organizational Outcome.

Mechanisms shall be established to actively provide oversight support and thereby foster regulatory service quality. In effect, this will also reflect overall performance on each indicator and not solely a distinction of Central Office as opposed to a Field Office accomplishment.

Customize strategies and targets based on the nature of regulatory activities at the Field Offices. There are specific activities in the Field Office that require endorsement from the Central Office such as validation of implementing CSOs. Whereas, there are also activities that are being funded through other programs. It can also be observed that there are certain types of regulatory services that are availed more frequently per Field Office at a given point in time. With this observation, there is a need to consider the difference in strategies being adopted by Field Offices to meet their performance targets.

ORGANIZATIONAL OUTCOME 5: Delivery of SWD Programs by LGUs through LSWDOs Improved

This refers to the mandate of DSWD on building/strengthening capacities of Local Government Units (LGUs) in delivering SWD services. The Department through Executive Order no. 221 series of 2003 is mandated to provide technical assistance and resource augmentation to enable LGUs, NGOs, other NGAs, POs and other members of the civil society in implementing social welfare and development programs including disaster management. Furthermore, the Department intends to ensure that majority of the LSWDOs in the country are fully-functioning through provision of technical assistance and resource augmentation.

Social Welfare and Development Technical Assistance and Resource Augmentation Program

The Social Welfare and Development Technical Assistance and Resource Augmentation Program of the DSWD, under its Organizational Outcome 5, assists LSWDOs of LGUs in advancing their functionality or level of service delivery as frontline service providers of SWD programs and services.

Assessment, Challenges, Risks and Opportunities

I. Output-level Indicators

Critical activities under the Strategic Initiative: Development of LSWDO Technical Assistance and Resource Augmentation Program were generally delivered. The following critical activities that will further enhance the planning and provision of TARA program for LSWDO were accomplished in 2018:

- ✓ Issuance of Memorandum Circular No. 10 s. 2018 or the "Guidelines on the Provision of Technical Assistance and Resource Augmentation to Local Government Units through Local Social Welfare and Development Offices"
- ✓ Review of Memorandum Circular No. 16 s. 2014, LSWDOs Functionality Tool and other existing policies on TARA for LGUs/LSWDOs
- ✓ Consultation Workshop for the Enhancement of the LSWDOs Assessment Tool (with selected units in the Central Office, Field Offices and LSWDOs)
- ✓ Enhancement of the LSWDOs Service Delivery Assessment Tool
- ✓ Meeting of the TARA Technical Working Group
- ✓ Pre-testing of the enhanced LSWDOs Service Delivery Assessment Tool. The enhanced LSWDO Service Delivery Assessment Tool, FGD Tool for LSWD Officer and Assessment Guide were pre-tested by the DSWD Field Offices with selected LSWDOs in the last quarter of 2018 to January 2019.

Only Enhancement of LSWDO-IS was not conducted considering the enhancement and pilot-testing of the LSWDOs Service Delivery Assessment Tool were completed in December 2018.

LSWDO Service Delivery Assessment Tool enhanced. In order to fulfill said mandate, which is aligned with DSWD's Organizational Outcome 5, a key component to determine the type and extent of assistance required from the Department is a tool that measures and assesses the service delivery of the Local Social Welfare and Development Offices.

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

Eighty-one percent (81%) of LSWDO provided with Technical Assistance and 51% are provided with Resource Augmentation. Despite the absence of assessment tool that will serve as basis in development of TARA program of Field Offices to LSWDO, some DSWD FOs still continued to provide technical assistance and resource augmentation to LGUs in implementing social welfare and development programs including disaster management as it is a mandated function of the Department.

Table 22. 2018 Targets versus Accomplishments on Provision of TARA

Indicator	Accomplishments	Targets	Variance	Assessment
Percentage of LGUs provided with technical assistance	81% (1,390 out of 1,715)	70% (1,201 out of 1,715)	16%	Minor Deviation
Percentage of LGUs provided with resource augmentation	51% (878 out of 1,715)	28% (514 out of 1,715)	82%	Major Deviation

In 2018, 1,390 LGUs (unduplicated) were provided with TA by the DSWD or 81% of the total 1,715 LGUs in 17 regions. On the provision of resource augmentation, 878 LGUs or 51% (unduplicated) received assistance from the DSWD. The RA for LGUs consisted of supplies, funding or manpower support for disaster preparedness activities, disaster response operations (such as that in the occurrence of flooding, typhoons, fire and armed conflict).

For 2018, a total amount of PhP862,517,319.66 was utilized for the implementation of the DSWD TARA Program, or 97.50% of the allotment of PhP884,673,846.00 for Maintenance and Other Operating Expenses and Personnel Services (DSWD 2018 Accomplishment Report). Yet again, certain DSWD FOs failed to report disbursements for RA (i.e., DSWD FOs I, IX and X).

LGUs received various types of technical assistance from DSWD. Among the technical assistance provided to LSWDOs are contributory to further enhance the capacity of LSWDO in policy development, program/project development and

management, social technology model adoption or replication, service delivery, administration and organization, case management, residential care and center/non-residential care facility operation, disaster risk reduction and management and sustainability practices.

Support of LSWDOs facilitated the provision of TARA. Willingness of LSWDOs, support of local chief executives and the established partnership with LGUs are key steering measures contributory to making the provision of TARA possible and relevant in improving functionality or service delivery at the local level.

Inaccurate reporting on the number of LGUs provided with TARA. Whereas proper planning is crucial to the provision of TARA to LGUs, it may be noted that due to lack of assessment tool, the quarterly physical targets of some DSWD FOs are duplicated. This also holds true to the quarterly physical accomplishments of the DSWD FOs wherein the counting of LGUs provided with TARA is duplicated.

On the other hand, there are some cases that DSWD FOs included the TARA they provided to LGUs as conduits or implementing partners for regular DSWD programs (i.e., Pantawid Pamilya, Social Pension for Indigent Senior Citizens, Unconditional Cash Transfer Program, among others), which should have been reported separately from the TARA for LSWDOs/LGUs under the DSWD TARA Program operationalized through the issuance of MC No. 10 s. 2018.

Nearly 100% of LGUs rated TA and RA Satisfactory or Better. Stemming from the DSWD TARA Program implementation in 2018, 1,249 LGUs (99.76%) rated the TA provided as satisfactory or better. Moreover, 435 LGUs (100.00%) rated the RA provided as satisfactory or better. Other Field Offices (FOs) were not able to request rating on both TA and RA due to the absence of client satisfactory tool and standard measurement.

Table 23. 2018 Targets versus Accomplishments on % of LGUs Rating TA and RA as Satisfactory or Better

Indicator	Accomplishments	Targets[25]	Variance	Assessment
Percentage of LGUs that rated TA provided satisfactory or better	99.76%	-	-	Inconclusive
Percentage of LGUs that rated RA provided satisfactory or better	100%	-	-	Inconclusive

[25] No targets indicated in the Strategic Results Matrix

Only half of the target number of Learning Development Interventions (LDIs) were provided to LGUs. Six (6) out of 12 target LDIs were provided to the LGUs. The following LDIs were conducted: Logistics Management in CAR, Regions I, III, MIMAROPA, V, VII, IX and XI; Leadership and Management in Region X; Building Competency on Strategic Communication in CAR, Regions VI and XI; Psychosocial Support in Emergency Setting (in NCR, Regions VIII and X); Problem Solving and Decision-Making; and Management of SWD Programs. The Professional Regulation Commission (PRC) consequently approved the crediting of continuing professional development units for these LDIs, which benefited the participants of 546 LSWDOs.

Table 24. 2018 Targets versus Accomplishments on LDIs Provided to LGUs

Indicator	Accomplishments	Targets[26]	Variance	Assessment
Number of learning development interventions provided to LGUs	6	12	-50%	Major Deviation

II. Outcome-level Indicators

No tool to assess LSWDO functionality. The assessment was put into halt pending on the finalization of the tool, although some FOs still conducted assessment using the old tool. Moreover, only pre-testing of tool was conducted in 2018 and not the administration of the actual baseline assessment using the enhanced tool.

The DSWD management instructed to reschedule the actual assessment in 2019 to give ample time to review and calibrate the existing indicators and its weight assignments to be more responsive to the situation of LGUs including its existing personnel services, income classification, geographic location and political factor.

Recommendations

Finalize and administer the LSWDO Service Delivery Assessment Tool. The enhanced LSWDO Service Delivery Assessment Tool should be issued within the 2nd Quarter of 2019, to enable DSWD FOs to conduct the assessment of LSWDOs, the results of which will serve as rational basis for preparing their respective 3-year regional TARA plans according to MC No. 10 s. 2018.

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[26] No targets indicated in the Strategic Results Matrix

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

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

SUPPORT TO OPERATIONS

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

Policy and Plan Development

Outputs along Policy and Policy Development of DSWD are contributed by Policy Development and Planning Bureau (PDPB) and Department Legislative Liaison Office (DLLO). The PDPB is the Department's lead office in the development of policies and plans, conduct of researches, and monitoring and evaluation of plans and policies to influence management decisions. At the regional and international level, the bureau supports the leadership role of the department in ASEAN, APEC, and UN for matters concerning social welfare and development. On the other hand, the Department Legislative Liaison Office (DLLO) - The DLLO promotes the DSWD legislative agenda and other proposed legislative measures to address emergent social welfare and development (SWD) issues or concerns affecting the poor, the vulnerable and the disadvantaged.

Assessment, Challenges, Risks and Opportunities

Major outputs were underachieved. Based on the following table, the DSWD was less successful in fully accomplishing all its targets for 2018. Two indicators with reported accomplishments showed major negative deviations. Meanwhile, there is no reported

accomplishment for the first indicator because of the unclear definition and means of verification.

Table 25. 2018 Targets versus Accomplishments on Policy and Plan Development

Indicator	Accomplishments	Targets	Variance	Assessment
Number of SWD legislative or executive issuances prepared for executive/ legislative approval	No data	8	-	Inconclusive
Number of agency policies approved and disseminated	48	30	60.%	Major Deviation
Number of agency plans formulated and disseminated				
a. *Medium-term Plans*	2	-	-	
b. *Annual Plans*	6	9	-33%	Major Deviation
Number of researches completed	5	5	0%	Target Achieved
Number of position papers prepared	87	120	-28%	Major Deviation

While there was no target set for the formulation and dissemination of annual plans, the DSWD Strategic Plan and Risk Treatment Plan were approved in 2018.

Among the major reasons which may have resulted to the under-performance in the number of researches completed is the delay in the release of funding support and slow approval process of proposals because of leadership changes in the Department. Most of the PDPB researches in the pipeline are to be funded by the DFAT. However, as mentioned earlier, the DFAT funds became available only upon the release of the Notice of Cash Allocation (NCA) in late June 2018.

A total amount of PhP 49.3 million was utilized under Maintenance and Other Operating Expenses and Personnel Services (MOOE) for policy development, planning, research, monitoring and evaluation.

Nonetheless, PDPB was successful in accomplishing other important deliverables. The PDPB remained steadfast in accomplishing its deliverables and commitments for 2018 and in completing its critical activities under the PDPB-led Strategic Initiatives. Its priorities along mainstreaming of social protection, strategic support to the delivery of SWD programs by LGUs and the development of the DSWD Sector Plans contributed to the operationalization of the DSWD Strategic Plan and the 2018 Thrusts and Priorities.

The PDPB also continued to develop, coordinate and monitor policy issuances, prioritize research and evaluation agenda along implementing guidelines and assessment tools, and provided TARA, among others.

Moreover, the DLLO led the continuous promotion of the DSWD Legislative Agenda. The DLLO submitted 87 position papers to certain committees of the House of Representatives and the Senate of the Philippines on bills or proposed legislations for the poor, homeless children and youth, women, alternative child care, child development workers, overseas Filipinos, persons living with HIV/AIDS, livelihood employment, rural employment, volunteerism, disaster resilience, social welfare and development agencies and civil society organizations.

For recently enacted laws, the DSWD was greatly involved in the crafting of the Implementing Rules and Regulations for Republic Act No. 11037 or the "Masustansyang Pagkain para sa Batang Pilipino Act." Moreover, the DLLO acted on all 30 requests of legislators for data on social welfare and development programs, projects and services in aid of legislation.

Social Technology Development

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

Assessment, Challenges, Risks and Opportunities

Performance of STB on achieving the targets was mixed. In 2018, STB was successful in encouraging 71 intermediaries to replicate completed social technologies. This is 18% higher than the target of 58 intermediaries. While the target was surpassed, it should be noted that the accomplishment in 2018 is far less than the baseline in 2016 which is equivalent to 203 intermediaries.

Meanwhile, STB was less successful on achieving the targets on formulation of social technologies and enhancement of SWD programs and services.

Table 26. 2018 Targets versus Accomplishments on Social Technology Development

Indicator	Accomplishments	Targets	Variance	Assessment
Number of social technologies formulated	4	5	-20%	Minor Deviation
Number of SWD programs and services enhanced	0	1	-100%	Major Deviation
Percentage of intermediaries adopting completed social technologies	6 (no reported %)	60%	-	Inconclusive
Number of intermediaries replicating completed social technologies	71	58	22%	Minor Deviation

Lastly, the STB reported additional indicators not reflected in the DSWD Strategic Results Matrix. *Refer to Annex.* This may be a result of the enhancement of their operations through the approval of AO 23 s. 2018 or the Omnibus Guidelines on Social Technology Development (STD). The said guideline specified the STD process composed of five phases: analysis, designing, testing, evaluation, and institutionalization.

For the entire social technology development process in 2018, a total amount of PhP 33.96 million was utilized vis-à-vis the total allotment of PhP 47.4 million for MOOE.

National Household Targeting System for Poverty Reduction

The National Household Targeting System for Poverty Reduction or the Listahanan (as brand name) is an information management system that identifies who and where the poor are in the country. It makes available to national government agencies and other stakeholders a database of poor families, as reference in identifying potential beneficiaries of social protection programs and services. The National Household Targeting Office (NHTO) ensures the development and adoption of relevant unified criteria that identifies poor households who would be beneficiaries of social protection programs. It aims to improve access and utility to/of the national database of poor households of various social protection stakeholders.

Assessment, Challenges, Risks and Opportunities

Limited information on output indicators. As reported by the NHTO, the Office focused on data sharing that benefitted 145 internal and external stakeholders in 2018. However, it is unclear how these stakeholders used the Listahanan data because the

NHTO did not have a target and reported accomplishment on the *magnitude of intermediaries utilizing Listahanan results for social welfare and development initiative*s.

On the other hand, the *number households assessed to determine poverty status* will only have a target set in 2019 because Section 2 of EO 867 only requires the DSWD to update the Listahanan database every four years and the second household assessment was conducted last 2015.

Table 27. 2018 Targets versus Accomplishments on NHTS-PR

Indicator	Accomplishments	Targets	Variance	Assessment
Percentage of intermediaries utilizing Listahanan results for social welfare and development initiatives	No data	No Data	-	Inconclusive
Number of households assessed to determine poverty status	No data	No data	-	Inconclusive
Number of households assessed for special validation	2,414,430	2,743,642	-14%	Minor Deviation

While there was no set target for the special validation of households in 2018, the NHTO reported an accomplishment of 2.4 million household validated or 88% of the target households. This is a result of the household verification of potential beneficiaries for the Unconditional Cash Transfer Program which the DSWD is tasked to implement according to Republic Act No. 10963 or the Tax Reform for Acceleration and Inclusion (TRAIN).

The NHTO also reported additional accomplishments in 2018 that were conducted based on demand from stakeholders: granted requests for 114 statistical data and for 45 name-matching; generated 106 requests for List of Poor Households; and perfected 3 Memoranda of Agreement. *See Annex.*

In 2018, a total amount of PhP 114.7 million was utilized for the Listahanan operations or 86.06% of an allotment of PhP 133.3 million for MOOE.

Information and Communications Technology Management

The DSWD steps up its information management, communication services and technology solutions, in order to support social welfare and development (SWD) strategies and enhance organizational competencies for improved Information and Communications Technology (ICT) governance. The Information and Communications Technology Management Service (ICTMS) is the Department's primary provider of information management, communication services and technology solutions.

Assessment, Challenges, Risks and Opportunities

Critical activities and strategies delivered. In 2018, the ICT Management Service Innovation Strategy was developed for the implementation of various enterprise-wide ICT projects and activities geared towards digital service delivery, allowing Filipinos to have easy access to the DSWD services. The said strategy is envisioned to result in: resilient infrastructure services; functional and integrated solutions and services; purposive data management services; and, reliable network services. Furthermore, the DSWD enhanced its Information Systems Strategic Plan 2018-2020 and Geographic Information System Standard Operating Procedures Manual.

Table 28. 2018 Targets versus Accomplishments on ICTM

Indicator	Accomplishments	Targets	Variance	Assessment
Number of computer networks maintained	153	230	-33%	Major Deviation
Percentage of functional information systems deployed and maintained	120%	80%	50%	Major Deviation
Percentage of users trained on ICT applications, tools and products	97%	90%	8%	Minor Deviation
Percentage of service support and technical assistance requests acted upon	100%	95%	5%	Minor Deviation
Number of databases maintained	226	136	66%	Major Deviation
Number of functional websites developed and maintained	112	88	27%	Minor Deviation

Generally, the ICTMS performed well in 2018. The ICTMS was able to perform well in 2018 as underperformance was only noted for the number of networks maintained. However, the ICTMS reported that they had 100% accomplishment for this indicator because they only had 153 networks as target for 2018.

The over-performance noted in the indicator *Percentage of functional information systems deployed and maintained* may be attributed to the additional four information systems that were not included in the plan. For indicator *Number of functional websites developed and maintained*, as reported by the ICTMS, the increase in the number of databases being maintained is due to the additional information systems and to increase in the number of back-ups created for these databases. Furthermore, the ICTMS now do maintenance procedures automatically on a daily basis, compared to manual maintenance before.

The ICTMS also reported additional accomplishments such as 20 interactive maps shared to DSWD stakeholders and 112 functional websites developed and maintained.

Information systems are underutilized. As documented during the Project Coffee Break, there is already underutilization of information systems developed for various Department programs and services. Hence, there is a need to closely monitor the utilization of the newly developed databases and information systems.

Internal Audit

With an eye to add value to the accomplishment of its mandate, the DSWD conducts management and operations audit to assess the adequacy and effectiveness of internal control systems and mechanisms being applied for social welfare and development programs, projects and services. In line with that, the DSWD establishes reliability and integrity of programmatic, operational and financial information, and the means used to identify, measure, classify and report such information. The Internal Audit Service assists management in all matters relating to operations and management control through the independent appraisal of the adequacy and effectiveness of internal controls, and the conduct of management and operations audits.

Field Office targets were exceeded. Whereas performance of the Central Office cannot be assessed objectively due to incomplete data reported. There was no compliance reported in the Central Office for the indicator *Percentage of audit recommendations complied with*. The CO's compliance to audit recommendations is yet to be included in the CO-OBS Office Performance Contract. The IAS already facilitated the Secretary's approval of the letter issued to the Undersecretary of PPG to include it in the OPC. Meanwhile, there was no accomplishment reported for the Central Office for the percentage of integrity measures implemented. The IAS reported six activities conducted by the Integrity Management Committee. It is unclear however if these activities are integrity measures included in the IMP Five-Year Plan.

The FOs were able to comply with the audit recommendations and implement integrity management measures beyond the set target.

Table 29. 2018 Targets versus Accomplishments on Internal Audit

Indicator	Accomplishments	Targets	Variance	Assessment
Percentage of audit recommendations complied with				
a. Central Office	0	35%	-100%	Major Deviation
b. Field Offices	83%	55%	50%	Major Deviation
Percentage of integrity management measures implemented				

Indicator	Accomplishments	Targets	Variance	Assessment
a. Central Office	No data	50%	-	Inconclusive
b. Field Offices	85%	52%	63%	Inconclusive

Several monitoring and audit activities were conducted. The IAS continuously conducted the monitoring and follow-up of the auditees' compliance to audit recommendations, delivered complete audits based on its Annual Audit Plan, and carried on with the campaign against corruption and advocacy to ignite integrity through the DSWD Integrity Management Program (IMP).

For 2018, the IAS conducted Operations Audit on the SLP (in all regions) and the Special Audit on the Continuing Relief, Recovery and Rehabilitation for Displaced Families of the Marawi City Crisis (in Region XII). The DSWD Field Offices concerned have also fully complied with audit recommendations from the following previous engagements: Management Audit on the SLP (in NCR, Regions I, VII and Caraga); Special Audit on the Shelter Assistance Program (in Region IX); and, Management Audit on the Protective Services Program (in NCR, CAR, Regions I, III, IV-A, MIMAROPA, V, VI, VII, IX and XI).

Social Marketing

The DSWD conducts social marketing, advocacy and networking activities to further social welfare and development (SWD) programs, projects and services, as well as to nurture relationship with its stakeholders and publics. It also maintains feedback mechanisms for effectively communicating messages that embody its organizational objectives. The Social Marketing Service is responsible for undertaking advocacy, social marketing and networking activities to promote social change and to nurture the Department's relationships with its publics and stakeholders.

The SMS implemented various social marketing activities to maximize the public relations opportunities for the Department. These activities aimed to spread the messages, "DSWD Para sa Nakararami" and "DSWD Kalinga at Pagmamahal," towards increasing the visibility of its mantra of providing "Maagap at Mapagkalingang Serbisyo." As monitored, all the SMS communication activities with budget allocation were implemented as planned during the 2nd semester 2018.

Assessment, Challenges, Risks and Opportunities

I. Output-level Performance

More social marketing outputs were accomplished than expected. It is noteworthy that all the targets under this intervention were achieved, except for the indicator *Percentage of stakeholders informed on DSWD programs and services* which had no reported accomplishment because the FO reports were still for consolidation of the SMS. The FOs which submitted reports for this intervention are FO III, V, VIII, X, XII, CARAGA, NCR.

Table 30. 2018 Targets versus Accomplishments on ICTM

Indicator	Accomplishments	Targets	Variance	Assessment
Percentage of stakeholders informed on DSWD programs and services	No Data	90%	-	Inconclusive
Number of social marketing activities conducted				
a. Information caravans	27	6	350%	Major Deviation
b. Issuance of press releases	285	24	1088%	Major Deviation
c. Communication campaigns	3	3	0%	Full Target Achieved
Number of IEC materials developed	145	37	292%	Major Deviation

However, it should also be noted that the low targets set for majority of the indicators resulted to major deviations. The major deviation in the issuance of press releases registered the highest among all the STO performance indicators. The SMS observed that the increase in issuance of press releases was due to the necessity to come up with more stories to inform and update the public during occurrence of disaster. FO Caraga also shared that delivery of this particular output does not require any budget since they send the just press releases to the different media outfits for free, and the media outfits publish these press releases for free.

The target for the development of IEC materials largely exceeded the target because according to the SMS, there was also an increase in the number of photo exhibits, info caravans, and other internal and external events conducted.

These major deviations may indicate that the DSWD has more than enough capacity to conduct more social marketing activities. However, the SMS should take a lead in monitoring the quality of these activities to ensure that dedicated information products and communication strategies and tactics are tailored to engage with key target audiences of the Department.

The SMS reported additional accomplishment on the percentage of FOs that conducted Knowledge, Attitude and Practice (KAP) survey. 13 FOs or 81% of the total 16 FOs have submitted to SMS their KAP Survey Narrative Report, including the FGD transcription and administered questionnaires.

II. Outcome-level Performance

DSWD generated high awareness and approval ratings. As reported by SMS, the Department's mandate and efforts were well conveyed and shared to its stakeholders, partners and internal staff in 2018. This is consistent with the results of the Ulat ng Bayan Survey conducted in December 2018 by Pulse Asia. According to the survey, the DSWD enjoys a universal awareness and 85% approval rating.

Knowledge Management

The Department intends to establish knowledge management in the organization to improve learning and to foster a culture of excellence across DSWD Offices. As the leader in Social Protection, DSWD aims to initiate innovations that are fully documented that will strengthen our programs and services and push for reforms in the sector that we belong to. The SWIDB is responsible for managing and monitoring knowledge management activities in the Department.

The SWIDB carried on with the implementation of knowledge sharing sessions (KSS) and development of knowledge products (KP) showcasing innovations of the Departments that are geared towards contributing to the improved delivery of social welfare and development services.

Along the establishment of a functional knowledge management (KM) system, the SWIDB led the development of the Knowledge Management Plan 2018-2022, Operational Plan for the DSWD Learning Institute; and various guidelines on KM systems. Furthermore, the Bureau also strengthened collaborative mechanisms as part of the community of practice: DSWD Core Group of Specialists; SWD Learning Network; SWD Forum; and, DSWD Knowledge Exchange Center.

Assessment, Challenges, Risks and Opportunities

Knowledge management targets exceeded. Major deviations were noted for both indicators under knowledge management. Indicator According to the SWIDB, the inclusion in OPC of the FOs regarding the production of KPs supported more development of KPs. Some of the OBS have likewise integrated it in their respective WFPs. However, as the SWIDB also mentioned, there is a need to strengthen the monitoring of utilization of the many KPs developed. The accessing of KPs through the KEC and KM portal of the Department should also be promoted.

Table 31. 2018 Targets versus Accomplishments on KM

Indicator	Accomplishments	Targets	Variance	Assessment
Number of knowledge products on social welfare and development services developed	103	13	692%	Major Deviation
Number of knowledge sharing sessions conducted	74	42	76%	Major Deviation

The number of KSS conducted also greatly exceeded the 2018 target despite the low accomplishment in the first semester (only 19 KSS conducted) for this indicator. As monitored by the SWIDB, it exceeded its target because the conduct of DSWD orientations was counted as KSS and additional KSS were conducted to address the pressing need to provide TA on capacity building. To address previous issue on limited budget, some FOs were able to strategize on its implementation such that they did not rely solely on the budget downloaded by the Bureau for the conduct of the said activities.

Resource Generation and Management

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

Assessment, Challenges, Risks and Opportunities

Implementation of projects slowed down due to delayed release of funding support. After hurdling the remittance of Australian Department of Foreign Affairs (DFAT) funds to the Bureau of Treasury per COA Audit Observation Memo (AOM) 2017-005, development and implementation of DFAT-funded projects in the Department were further slowed down in 2018. The DFAT funds became available only upon the release of the Notice of Cash Allocation (NCA) in late June 2018. Despite these challenges, the TAU continued to facilitate project development and implementation of TA projects under ADB TA 9079: Strengthening Social Protection Reforms and UNICEF (ECCD and WASH, Child Protection, and Social Policy).

Table 32. 2018 Targets versus Accomplishments on RGM

Indicator	Accomplishments	Targets	Variance	Assessment
Number of TAF-funded activities/projects completed	52%	75%	-31%	Major Deviation
Amount of grants accessed to support TAF-funded activities and projects	No data	No data	-	Inconclusive

The challenges in the availability of DFAT funds as well as the administrative and technical concerns in project development have caused the major under-performance in terms of the completion of TAF-funded activities and projects. Meanwhile, the RGMO did not put a target for grants accessed in 2018 because the ADB grant programs like the Expanded Social Assistance and RTA 9513: Advancing Inclusive and Resilient Urban Development Targeted at Urban Poor are still in the preparatory phase of implementation.

Recommendations

STO indicators and targets should be thoroughly reviewed. The 50% achievement of targets and over-performance noted in the STO indicators should denote that foundational outcomes of improving systems and processes in the organization were also partially achieved in 2018. However, various issues in monitoring and reporting of accomplishments like vague definition of indicators, targets and means of verification may have portrayed an unclear picture of the performance of STO towards the

achievement of the foundational outcomes for effective and efficient implementation of SWD programs, projects and services. The over-performance in 14 indicators may also indicate incorrect targeting. During the midterm review of the DSWD Strategic Plan, the targets committed by the OBS should be appraised. Target setting should be based on performance of the OBS in the previous years as well as on the various commitments of the DSWD to its stakeholders.

Improve the utilization rate of Information Systems. The result of Project Coffee Break mentioned among others, the underutilization of information systems developed and lack of strategic data integration and alignment, within and across DSWD Offices. Despite the over-performance of the Department under this intervention, the management should firmly resolve these issues to take advantage of the advances of the DSWD in terms of ICTM.

The targets for the development of KPs and conduct of KSS should be reviewed and closely monitored. The types of KPs and KSS to be accounted for should be clarified to avoid over-reporting of accomplishments. As there are a lot of KPs already produced, the Department should develop a mechanism for the monitoring of the utilization of the KPs.

The Department should also maximize the gains brought by the significant over-performance in the conduct of KSS. According to the findings of the Assessment of Learning Sessions and Fora in DSWD conducted by the PDPB, evaluation and feedback system for the learning sessions are still weak but can be further improved given that there are existing mechanisms which could be enhanced using proper tools and guidelines. In addition, sustaining the conduct of learning sessions should entail having a system for monitoring of participants and follow-up activities. The Department should also explore how the KSS can be used as an effective mechanism for offices to communicate across one another or collaborate when needed.

GENERAL ADMINISTRATIVE AND SUPPORT SERVICES

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

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

As the Department evolves and adapts to its growing responsibilities and mandates, improving systems and processes for effective/efficient operations and implementation of programs and services, remains a challenge. This challenge was further heightened last year, when the DSWD faced several changes in leadership both at the Central Office (e.g. three DSWD Secretaries were appointed in 2018 alone) and at the Field Offices.

Despite this, the DSWD continued to carry out its mandates and strived to achieve its targets, albeit with gaps and implementation issues to address and systems/processes to strengthen and refine.

Human Resource & Development

The DSWD develops and implements policies and systems for effective workforce planning, recruitment, selection and placement, performance management, learning and development, leadership development, employee relations and personnel administration.

In order to achieve effective workforce planning, hiring, performance management, learning & development, and personnel administration, the Department must continuously hire and capacitate its human resources. However, the Department still faces challenges in terms of ensuring/improving the efficiency and responsiveness of its human resource and development strategies.

Assessment, Challenges, Risks and Opportunities

Some Field Offices successfully filled-up the target number of positions while some lagged behind. The most pressing human resource-related concern last year is on recruitment and hiring. Based on the data below six out of 17 DSWD offices (Central Office, NCR, CAR, III, IV-B and IX) lagged behind in filling up vacant positions within timeline. The below target hiring percentage, especially in the lowest performing offices such as Central Office and IV-B, was attributed mostly to the changes in signatories/approving officers, unavailability of PSC/PSB members for interviews &

deliberations, as well as issues on compliance to documentary requirements (i.e. incompleteness/incorrectness, timeliness of turnover of documents, etc.)[27].

Table 33. 2018 Targets versus Accomplishments on Percentage of positions filled-up within timeline

Office	Accomplishments	Targets	Variance	Assessment
Central Office	59.0%	100.0%	-41.0%	Major Deviation
NCR	81.4%	100.0%	-18.6%	Minor Deviation
CAR	90.4%	100.0%	-9.6%	Minor Deviation
I	No data	No data	-	Inconclusive
II	No data	90.0%	-	Inconclusive
III	96.8%	100.0%	-3.2%	Minor Deviation
IV-A	93.0%	90.0%	3.3%	Minor Deviation
IV-B	40.0%	95.0%	-57.9%	Major Deviation
V	100.0%	100.0%	0.0%	Full target achieved
VI	97.0%	97.0%	0.0%	Full target achieved
VII	No data	No data	-	Inconclusive
VIII	100.0%	100.0%	0.0%	Full target achieved
IX	98.0%	100.0%	-2.0%	Minor Deviation
X	97.0%	90.0%	7.8%	Minor Deviation
XI	No data	No data	-	Inconclusive
XII	100.0%	100.0%	0.0%	Full target achieved
CARAGA	100.0%	100.0%	0.0%	Full target achieved

High attrition rate of MOA staff affected the accomplishments. In the case of Field Office NCR, the high attrition rate of MOA staff contributed to the inability to reach their annual target (81% vs. 100%) for hiring of vacant positions. This was further compounded by the 146 SLP positions which had been transferred to other regions but were retained in NCR's database as advised by the HRDS-Central Office. They also noted difficulties pooling applicants in highly specialized positions such as Medical Officer IV and Medical Specialist, given the qualification standards set for these items[28].

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[27] HRDS Second Semester Assessment Report (2018);

FO MIMAROPA 2018 Annual Assessment Report

[28] Field Office NCR Second Semester Assessment Report

Unavailability of Cost of Service (COS) Funds for 125 COS staff of Protective Services Program negatively affected the operations. Note however, that recruitment/hiring is not the sole driver of the availability (or lack thereof) of needed personnel. Implementation of the protective service program (PSP) in Field Office NCR was greatly affected by the unavailability of Cost of Service (COS) Funds for 125 COS staff of PSP, which resulted to limited coverage of pay-outs in satellite offices to just seven districts[29].

That other offices/programs (e.g. Disaster Operations, SocPen Program, etc.) also noted the lack of enough workers as one of their operational issues is a testament of how crucial it is to ensure continuous and timely hiring of staff.

Employee retention remains a challenge due to heavy workload, lack of job security, and non-availability of permanent & upgraded positions to be aimed for promotion. Beyond the issues surrounding the hiring process, employee retention also remains a challenge for the Department. As noted by regions who reported high attrition rates particularly among COS/MOA/JO workers – NCR, III, VI, and CARAGA – significant numbers of employees have resigned from their posts due to heavy workload, lack of job security, and non-availability of permanent & upgraded positions to be aimed for promotion[30]. The long-standing issue of contractualization and lack of systematic delegation of tasks being the driving forces for fast employee turnover and attrition, also surfaced during consultations with DSWD management and CMET members at the Central Office last year[31].

Most DSWD offices were able to provide learning and development interventions (LDIs) to their staff. Meanwhile in terms of capacity building, most DSWD offices were able to provide learning and development interventions to their staff, with some even exceeding their initial targets (Central Office, III, V, X and II) as they had additional funds to utilize. On the other hand, some were unable to meet the minimum percentage of staff to capacitate (NCR, IV-A, and IV-B) because of the lack of IDCB reports/LDI plans to base the conduct of learning activities on.

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[29] Field Office NCR Second Semester Assessment Report

[30] Field Office CARAGA Annual Assessment Report

[31] Documentation Report: Project Coffee Break Session for PPG and GASSG

Table 34. 2018 Targets versus Accomplishments on Percentage of regular staff provided with at least one (1) LDI

Office	Accomplishments	Targets	Variance	Assessment
Central Office	40.8%	25.0%	63.3%	Major Deviation
NCR	60.4%	100.0%	-39.6%	Major Deviation
CAR	100.0%	100.0%	0.0%	Full target achieved
I	No data	No data	-	Inconclusive
II	No data	90.0%	-	Inconclusive
III	41.3%	20.0%	106.3%	Major Deviation
IV-A	19.0%	50.0%	-62.0%	Major Deviation
IV-B	46.1%	90.0%	-48.8%	Major Deviation
V	74.0%	59.0%	25.4%	Minor Deviation
VI	No data	No data	-	Inconclusive
VII	No data	No data	-	Inconclusive
VIII	100.0%	100.0%	0.0%	Full target achieved
IX	N/A	100.0%	-	Inconclusive
X	29.9%	25.0%	19.4%	Minor Deviation
XI	No data	No data	-	Inconclusive
XII	100.0%	96.0%	4.2%	Minor Deviation
CARAGA	100.0%	100.0%	0.0%	Full target achieved

Overall, staff provided with compensation/benefits within timeline. So far, the DSWD was able to grant all mandated compensations and benefits to almost 100% of eligible employees, save for Field Office CAR who had positions vacated last year.

Table 35. 2018 Targets versus Accomplishments on Percentage of staff provided with compensation/benefits within timeline

Office	Targets	Accomplishments	Variance	Assessment
Central Office	100.0%	100.0%	0.0%	Full target achieved
NCR	100.0%	100.0%	0.0%	Full target achieved
CAR	100.0%	95.0%	-5.0%	Minor Deviation
I	100.0%	100.0%	0.0%	Full target achieved
II	100.0%	100.0%	0.0%	Full target achieved
III	100.0%	100.0%	0.0%	Full target achieved
IV-A	100.0%	100.0%	0.0%	Full target achieved
IV-B	100.0%	100.0%	0.0%	Full target achieved
V	100.0%	100.0%	0.0%	Full target achieved
VI	100.0%	100.0%	0.0%	Full target achieved
VII	100.0%	100.0%	0.0%	Full target achieved
VIII	100.0%	100.0%	0.0%	Full target achieved

Office	Targets	Accomplishments	Variance	Assessment
IX	100.0%	100.0%	0.0%	Full target achieved
X	100.0%	100.0%	0.0%	Full target achieved
XI	100.0%	100.0%	0.0%	Full target achieved
XII	100.0%	100.0%	0.0%	Full target achieved
CARAGA	80.0%	91.4%	12.5%	Minor Deviation

Legal Services

The Department is also expected to provide technical assistance and other needed support on legal matters, which include issues or concerns affecting the agency mandate and exercise of official functions, are provided to various offices of the DSWD to ensure compliance with existing laws, rules and regulations. Administrative cases and certain litigated cases are also handled as needed.

Assessment, Challenges, Risks and Opportunities

The DSWD was able to achieve all its performance targets on legal services. In 2018, the DSWD was seemingly able to respond and handle all disciplinary cases within timeline, as well as resolved litigated cases in favor of the Department or its personnel.

Table 36. 2018 Targets versus Accomplishments on Administrative Services

Indicator[32]	Targets	Accomplishments	Variance	Assessment
Percentage of disciplinary cases resolved within timeline	100%	100%	0.0%	Full target achieved
Percentage of litigated cases resolved in favor of the Department or Department Personnel	100%	100%	0.0%	Full target achieved
Percentage of requests for legal assistance addressed	100%	100%	0.0%	Full target achieved

Financial Management[33]

Considering the implementation of expanded social welfare and development programs, projects and services, the DSWD follows an effective financial plan, applies policies and

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[32] Only estimates were shown for the indicators due to inconsistency of data. Mode or the most frequently occurring data among the FOs was used to estimate the targets and accomplishments

[33] Performance indicators on disbursement and liquidation rates were left out of the assessment due to data issues (i.e. incomplete/unavailable data, inconsistencies)

guidelines on efficient management of financial resources, operates relevant information systems for the timely and accurate preparation of reportorial requirements, and evaluates financial capacity for better organizational performance.

Assessment, Challenges, Risks and Opportunities

The Department exhibited good fund utilization. Overall, the Department exhibited a good fund utilization rate at 96.54%, with PhP139,277,443,650.61 of its total allotment of PhP144,262,057,249.00 being utilized (actual obligations over actual allotment). This includes Automatic Appropriations (*i.e.*, Retirement and Life Insurance Premiums, Customs Duties and Taxes, Fund 170 and Fund 171) and Special Purpose Funds (*i.e.*, Pension and Gratuity Fund, Miscellaneous Personnel Benefits Fund, Calamity Fund and Others)[34].

Table 37. 2018 DSWD Total Allotment and Utilization

Appropriations	Allotment (PhP)	Utilization (PhP)	Utilization Rate (%)
Regular Allotment	**139,634,094,566.00**	**136,617,179,744.74**	**97.84**
Personnel Services (PS)	6,102,133,995.00	6,029,590,918.88	98.81
Maintenance and Other Operating Expenses (MOOE)	130,917,376,571.00	128,115,598,336.55	97.86
Financial Expenditures (FE)	781,732,000.00	777,419,636.93	99.45
Capital Outlays (CO)	1,832,852,000.00	1,694,570,852.38	92.46
Automatic Appropriations	**312,983,866.00**	**166,342,555.92**	**53.15**
Special Purpose Funds	**4,314,978,817.00**	**2,493,921,349.95**	**57.80**
TOTAL	**144,262,057,249.00**	**139,277,443,65**	**96.54**

Major contributing factors for the high utilization rate were the improvements made on the following systems/processes – MCCT Finance Module, processing of claims and payments and downloading to Field Offices.

Procurement Services

As part and parcel of its operations, the DSWD ensures the efficient acquisition of goods, consulting and non-consulting services, as well as contracting for infrastructure projects, in order to deliver social welfare and development programs, projects and services. It

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[34] Data from Financial Management Service (Central Office)

follows that procurement planning, purchasing and contract management are effectively carried out.

To ensure efficiency of acquisition of goods and contracting of services needed to deliver the DSWD's programs, projects and services, an efficient procurement system must be in place. Moreover, to guarantee that needed goods/services are obtained on time, one strategy employed was the enhancement of the Electronic Procurement Transaction and Monitoring System.

Assessment, Challenges, Risks and Opportunities

Rate of completion of procurement projects last 2018 was low overall. Despite this, the rate of completion of procurement projects last 2018 was low overall (48%) due to a sizeable number of failed bids (38%) and cancelled projects (10%). The remaining 4% were procurement requests that were extended to 2019.

Table 38. 2018 Procurement Projects Completed in Accordance with Applicable Rules and Regulations

Status of Procurement Process	Procurement Projects	%	Cost (PhP)
Completed/Awarded	2,060	48%	806,616,441.83
Cancelled	435	10%	280,543,028.07
Failed	1,616	38%	878,400,975.90
Extended to 2019	171	4%	311,137,393.18
TOTAL	4,282	100%	2,276,697,838.98

The commonly cited causes for the inability to achieve 100% project completion rate were the Purchase Requests that were either submitted late or non-compliant to the documentary requirements.

Administrative Services

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

Assessment, Challenges, Risks and Opportunities

Overall, most DSWD offices were able to carry out and maintain their properties as per target. Some, however, were unable to complete the maintenance of

buildings/vehicles and digitize vital records due to insufficiency of funds. Meanwhile, disposal of records in a few offices were delayed as the approval of request for disposal from the National Archive of the Philippines (NAP) is still pending.

As for acquisition of land titles, those who were below target were only waiting for necessary approvals/signatories (e.g. DENR, OP).

Table 39. 2018 Targets versus Accomplishments on Administrative Services

Indicator[35]	Targets	Accomplishments	Variance	Assessment
Number of facilities repaired/renovated	89	120	35%	Major Deviation
Percentage of real properties titled	100%	100%	0%	Full target achieved
Number of vehicles maintained and managed	80	311	289%	Major Deviation
Percentage of records digitized/disposed	100%	100%	0%	Full target achieved

Recommendations

Fast track the process of recruitment and hiring. Develop strategies that will help fast track the process of recruitment and hiring – ones that can withstand environmental/organizational changes. This may include, but should not be limited to, integrating planning and M&E components in hiring process.

Ensure evidence-based organizational structure redesigning. Push for an evidence-based organizational structure redesigning, especially in the Field Offices. The absorptive capacity, efficiency and functionality of DSWD offices and their structures must be reviewed and assessed.

Continue providing Technical Assistance to PSC Secretariats. HRMDS shall continue providing Technical Assistance to PSC Secretariats across OBSUs & FOs and reiterate the guidelines/policies/documentary requirements needed to facilitate hiring.

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

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[35] Only estimates were shown for 2nd and 4th indicators due to inconsistency of data. Mode or the most frequently occurring data among the FOs was used to estimate the targets and accomplishments

To address the issue of fast turnovers and high employee attrition rates, consider including outcome indicators related to improving employees' job satisfaction and wellbeing. For workload concerns, the institutionalization of a work breakdown structure can be done.

Automate processes to improve efficiency of transactions. Implement and strengthen automated processes/information systems that were designed to facilitate and expedite finance and procurement processes e.g. Electronic New Government Accounting System (e-NGAS)[36], e-Budget, Electronic Procurement Transaction and Procurement and Monitoring System.

Refrain from setting vague targets. Reconsider setting "ANA" as performance targets for legal service in order to help surface conclusive assessments as to the Department's performance along provision of legal services.

Central Office-OBS shall assert oversight functions. Central Office OBSUs to assert their "steering" and oversight functions over their Field Office counterparts, starting with monitoring and consolidation of data.

IV. Overall Recommendations

Office/s	Recommendations	Strategic Initiative/s and other Projects/Activities which could support the recommendation
Ensure responsiveness and adequacy of DSWD programs and services through improved policy-making and programming		
DBM, Operations Group Pantawid, PMB, PDPB	**Increase the benefit level of grants.** The Department shall increase the amount of benefit of social assistance provided in order to effectively respond to the needs of the beneficiaries.	Development of DSWD Policy Agenda
Operations Group	**Build resiliency at the household level.** Provision of social protection services shall be	Development of DSWD Policy Agenda

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[36] COA Circular 2004-07: "Availability of the Electronic New Government Accounting System (e-NGAS)"

Office/s	Recommendations	Strategic Initiative/s and other Projects/Activities which could support the recommendation
	strengthened at the household level to ensure comprehensive social protection for all. For instance, in the case of malnutrition, interventions shall be holistically addressed by improving households' access to all relevant social protection programs, instead of simply providing supplementary meals to malnourished children for 120 days.	
Operations Group	**Revisit SLP's program design and ensure evidence-based policy changes.** Severe challenges experienced by the Sustainable Livelihood Program call for thorough review of its program design. Sufficiency of its interventions, particularly on the EF track, shall be ensured to achieve OO1 and contribute to national and international goals. Moreover, frequent changes in the policies/guidelines hampered the efficiency of the Sustainable Livelihood Program. The program should ensure that future changes in policies/guidelines are supported by good evidence.	**Development of DSWD Policy Agenda; Strengthening Results-based Management**
DRMG	**Rethink DRRM Assistance and Services.** Given the accomplishment on OO 3, about 25% of total affected individuals did not attain immediate relief and early recovery as victims/survivors of disasters. This translates into 1.6 million individuals who did not receive government assistance/services that they deserve at the time they needed it the most.	**Development of DSWD Policy Agenda**

Office/s	Recommendations	Strategic Initiative/s and other Projects/Activities which could support the recommendation
	What could have been done better or what other options and strategy can the Philippine Government look into as it transitions to the establishment of a separate Department of Disaster Resiliency?	
Deliver Effective Capability Building Strategies for Partners and Intermediaries		
Policy and Plans	**Consider conducting pro-active accreditation strategies to improve SWDAs' level of accreditation.** Aside from provision of technical assistance, the Standards Bureau shall strengthen its strategies in engaging SWDAs to be accredited and improving their accreditation levels.	Improving Capacity to Ensure SWDA's Sustained Compliance to Set DSWD Standards
Improve Planning, Monitoring & Evaluation		
DBM, ALL DSWD clusters with the assistance of Policy and Plans	**Strengthen monitoring of outcomes and improve evidence uptake for agile policy-making.** Monitoring, as the term is defined, shall be done regularly to facilitate timely decision making and policy-making. SWDI assessment and other outcome surveys shall be conducted to collect evidence on the outcome-level performance of DSWD. Budgetary requirements for these data collection activities shall be ensured. Moreover, evidence uptake of findings from M&E reports/studies and researches shall be improved to ensure evidence-based policy-making and program development. Utilization	Strengthening Results-based Management; Creating a Learning Environment through Knowledge Sharing and Collaboration

Office/s	Recommendations	Strategic Initiative/s and other Projects/Activities which could support the recommendation
	of evidence/information could be reinforced through effective knowledge management and communication to stakeholders.	
SLP, KC-NDDP	**Closely monitor all implementation stages of the program.** For KC-NCDDP, close monitoring of the completion of all sub-projects should be done relative to the closing of the World Bank financing and in preparation for the setting-up activities (i.e., enhancement of manuals, systems, processes, etc.) of the successor plan in 2020. While for SLP, monitoring of the enhancements in the operations cycle should be ensured as part of the review and assessment of the program.	**Strengthening Results-based Management**
ALL clusters with the assistance of Policy and Plans	**Establish data collection and data quality control mechanisms for DSWD indicators.** There are no existing tools yet that will measure the indicators of some programs and services. DSWD shall establish standardized data collection mechanism and tools for measuring its indicators to ensure objectivity and reliability of reported data. Moreover, the data quality issues observed on several DSWD indicators point to the need of data quality review and stronger data quality control mechanisms.	**Strengthening Results-based Management**
NEDA, ALL clusters with the	**Targets should be carefully reviewed and adjusted accordingly.** As shown in the findings, the DSWD still suffer from weak	**Strengthening Results-based Management**

Office/s	Recommendations	Strategic Initiative/s and other Projects/Activities which could support the recommendation
assistance of Policy and Plans	targeting – some targets are too high, while some are too low. Revisit the targets and adjust them as necessary.	
Establish Internal and External Convergence		
Operations Group	**Internal and External Convergence shall be ensured, whenever relevant.** As implied in the above-mentioned findings, convergence of DSWD programs is critical to effectively achieve the intended development outcomes of the Department. ✓ Develop a Results Framework for the Promotive Social Welfare Programs Cluster to ensure sufficiency and convergence of strategies/objectives towards the achievement of OO1: Improved Well-Being. The Promotive cluster shall also establish its link with Protective programs. ✓ Comprehensive and effective case management to ensure that all social welfare needs of Pantawid beneficiaries are being addressed. ✓ Synchronize the databases of Promotive Social Welfare Programs (other relevant databases of DSWD) to monitor beneficiaries' access to other complementary programs and services. ✓ Facilitate access of beneficiaries to other complementary social protection services.	**Institutionalization and harmonization of CO/CDD approach in the Promotive Programs and strengthening internal convergence, Institutionalization of CDD in partner NGAs and LGUs and strengthening external convergence, Strengthening Results-based Management**
Operations Group	**Practice standard social preparation process across all programs.** Harmonizing the social preparation process for all Promotive programs thru integration of Community Driven Development (CDD) would help	**Institutionalization and harmonization of CO/CDD approach in the Promotive Programs and strengthening internal convergence.**

Office/s	Recommendations	Strategic Initiative/s and other Projects/Activities which could support the recommendation
	facilitate the identification of needs by the community.	
Ensure Organizational and Management Effectiveness		
DBM, GASSG	**Allocate human, budget, and physical resources strategically with the Department's requirements.** Demands for DSWD programs and services and the increasing magnitude of beneficiaries point to the need of strategic allocation of resources to meet the Department's minimum requirement to efficiently deliver its programs and services.	**DSWD Reorganization; Development of Medium-Term Expenditure Plan**
DBM, GASSG, Operations Group	**Pursue sustainability and adequacy of human resources.** The insufficiency of staff has been a persistent challenge to the Department. Apart from that, the temporary nature of some staff negatively affects the sustainability of program operations. Given this, the Department shall pursue sustainability and adequacy of human resources.	**DSWD Reorganization**
GASSG	**Ensure evidence-based organizational structure redesigning.** Push for an evidence-based organizational structure redesigning, especially in the Field Offices. The absorptive capacity, efficiency and functionality of DSWD offices and their structures must be reviewed and assessed.	**DSWD Reorganization; Strengthening Results-based Management**
GASSG	**Automate processes and utilize Information Systems to improve efficiency**	

Office/s	Recommendations	Strategic Initiative/s and other Projects/Activities which could support the recommendation
ALL clusters	**of transactions.** Implement and strengthen automated processes/ information systems that were designed to facilitate and expedite finance and procurement processes e.g. Electronic New Government Accounting System (e-NGAS)[37], e-Budget, Electronic Procurement Transaction and Procurement and Monitoring System.	
	Central Office-OBS shall assert oversight functions. Central Office OBSUs to assert their "steering" and oversight functions over their Field Office counterparts, starting with monitoring and consolidation of data.	**Strengthening Results-based Management**

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[37] COA Circular 2004-07: "Availability of the Electronic New Government Accounting System (e-NGAS)"

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Annex

Additional Indicators Reported

Table 1. 2018 Targets versus Accomplishments on other Social Technology Outputs

Indicator	Accomplishments	Targets	Variance	Assessment
Number of new concepts of models of interventions responding to emerging needs	4	3	25%	Minor Deviation
Number of new designs formulated	4	3	25%	Minor Deviation
Number of models of intervention pilot tested	2	2	0%	Full Target Achieved
Number of concepts on the enhancement of an existing program/service	2	2	0%	Full Target Achieved
Number of designs of enhanced programs/services formulated	1	2	-100%	Major Deviation
Number of enhanced models pilot tested	2	2	0%	Full Target Achieved
Number of completed social technologies promoted	13	0	100%	Major Deviation
Number of ST portfolio	0	4	-100%	Major Deviation
Percentage of LGUs reached through social marketing activities	345%	50%	590%	Major Deviation

Table 2. 2018 Targets versus Accomplishments on other NHTS Outputs

Indicator	Accomplishments	Targets	Variance	Assessment
No. of requests for statistical data granted	114	ANA	-	Inconclusive
No. of name-matching requests granted	45	ANA	-	Inconclusive
No. of requests for List of Poor Households generated	106	ANA	-	Inconclusive
No. of perfected Memoranda of Agreement	3	ANA	-	Inconclusive