

**Department of Social Welfare and Development**

# **ASSESSMENT REPORT**

**CY 2020**

Harmonized Planning, Monitoring and Evaluation System (HPMES)

Policy Development and Planning Bureau  
Research and Evaluation Division

## Table of Contents

<b>Framework of Assessment .....</b>	<b>8</b>
<b>Methodology .....</b>	<b>9</b>
<b>Situational Analysis .....</b>	<b>10</b>
<b>Organizational Outcome 1: Well-being of Poor Families Improved .....</b>	<b>15</b>
<b>Organizational Outcome 2: Rights of the Vulnerable Sectors Promoted and Protected .....</b>	<b>22</b>
<b>Organizational Outcome 3: Immediate Relief and Recovery of Disaster Victims/Survivors Ensured .....</b>	<b>37</b>
<b>Organizational Outcome 4: Continuing Compliance of Social Welfare and Development Agencies to Standards in the Delivery of Social Welfare Services Ensured .....</b>	<b>437</b>
<b>Organizational Outcome 5: Delivery of SWD Programs by LGUs through LSWDOs Improved.....</b>	<b>437</b>
<b>Support to Operations .....</b>	<b>432</b>
<b>General Administrative and Support Services .....</b>	<b>65</b>
<b>Overall Recommendations .....</b>	<b>72</b>

## Executive Summary

The CY 2020 Department of Social Welfare and Development (DSWD) Assessment Report aims to objectively assess the progress of the Department's performance for 2020 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.

Due to the COVID-19 pandemic, the DSWD program implementation and service delivery, as well as its systems and processes were tested to respond to the needs of its clientele. The imposition of community quarantine resulted to great challenges in achieving the targets set in the strategic plan while also addressing the crisis and vulnerabilities brought about COVID-19 pandemic. However difficult, it did not deter all the delivery units (Office, Bureau, Services, and Field Offices) to still produce the goods and services required of them.

### Highlights of Accomplishments

#### Organizational Outcome 1: Well-being of Poor Families Improved

**Slight decrease in the number of households provided with conditional cash grants.** The accomplishment on number of households provided with conditional cash grants is 96% of the target.

**The percentage of grievances resolved within the established time protocol remains high and is beyond target even during the pandemic.** All Field Offices resolved almost all the filed grievances within the established time protocol.

**Majority of the assessed households are classified as Level 2 or subsistence level but very high accomplishment for Self-Sufficiency level based on target.** Out of the target number of households, only 2,463,559 or 56% were assessed and generated to measure the percentage of households with improved well-being.

**Outcome indicators on education and health were temporarily not monitored due to COVID-19 pandemic.**

**All of the beneficiaries opted to proceed in Micro Development Track rather than the Employment Facilitation track, based on the submitted reports of the Field Offices.** Of those provided program modality under regular and EO 70 implementation, 86.68% were reported to be involved in microenterprise.

**Minimal and counterintuitive results of the Household Outcome Survey.** For the outcome indicator (percentage increase in access to roads, education, health centers and water [major KC investments] in KC-NCDDP municipalities), the results of the Household Outcome Survey showed that the program has contributed to the decrease in the time spent in accessing key services by 5% from the baseline of 12.91 minutes.

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

**The target number of clients for residential care facilities was not achieved, with only 6,582 clients served out of the 10,635 target in CY 2020.** Similarly, the number of clients served in non-residential facilities slightly declined in 2020, with 880 clients served out of the target 1,098.

**The Average Length of Stay (ALOS) of clients in residential care facilities lengthened to 10 years and 6 months or 3,840 days, compared to the 2019 ALOS of 2 years and 5 months or 873 days.** The lengthened stay of clients in the facilities was mainly caused by the enhanced community quarantine restrictions.

**The number of social workers and house parents has continuously improved.** In 2020, there is still sufficient number of social workers and house parents in DSWD Residential Care Facilities.

**The proportion of clients rehabilitated in residential care facilities increased in 2020.** However, while targets were achieved in both type of facilities, the proportion of clients rehabilitated in non-residential care facilities decreased.

**The SFP has served a total of 1,847,940 or 98.19% out of the 1,881,879 target children-beneficiaries for the 9<sup>th</sup> cycle. For the 10<sup>th</sup> cycle, SFP has served 585,439 or 31.11% out of the 1,881,979 target children-beneficiaries with 1,296,540 or 68.89% unserved.** Despite the imposition of community quarantine, SFP has continued the implementation with the issuance of Memorandum Circular No. 12 series of 2020 or the Guidelines in the Implementation of the Supplementary Feeding Program during the Community Quarantine Period or Other Similar Emergencies.

**After 6 months of implementation, 1,580,788 children beneficiaries were weighed to determine the improvement of their nutritional status in which the underweight from 169,210 decreased to 67,861 or 59.90% improvement rate while the severely underweight from 34,117 decreased to 8,471 or 75.17% improvement rate.**

**Out of the 3,789,874 target indigent senior citizens, 3,266,029 or 86.18% have received their social pension stipend.** The unserved beneficiaries can be attributed to the stringent protocols enforced with the implementation of community quarantine that affected the operations of the program, both at the FOs and LGUs level.

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

For the Centenarian Program, there are 952 targeted beneficiaries for 2020 with additional 33 centenarians to be provided with Centenarian Gift funded through the 2019 continuing Fund. **As of the December 2020, 985 beneficiaries were provided with ₱100,000.00 centenarian gift or 100% of the targeted number of beneficiaries.**

**The Department through the Assistance to Individuals in Crisis Situation (AICS) has provided to 915,613 clients with an assistance amounting to Php 4,004,246,495.11 in all**

**Crisis Intervention Units nationwide.** Among the assistance provided, medical assistance is still the most demanded service from AICS followed by other cash assistance.

**Four Field Offices (FOs I, VII, X, and Caraga)** reported above 93% satisfaction rating from beneficiaries who availed services at the Crisis Intervention Unit. However, other Field Offices have no submitted satisfaction ratings.

**A total of 1,016 children and 2,373 families were served under the COMPRE program.** Pilot Regions ensured the inclusion of COMPRE beneficiaries in the Social Amelioration Program and other assistance such as food, shelter, and hygiene kits provided by their respective Local Government Units and the Balik Probinsiya program.

**A total of 488 children were issued with CDCLAA from January to December 2020.**

**The accomplishment of 8,632 minors travelling abroad issued with travel clearance significantly decreased due to the imposition of community quarantine that restricted children to travel abroad.**

**For CY 2020, One Thousand Five Hundred Ninety Eight (1,598) new victim-survivors of trafficking were served, mostly women.** The highest number on the purpose of trafficking is forced labor considering that most of the cases served are intercepted from airports and seaport and other exit points in the country and were prevented from purposive exploitation of their traffickers. The DSWD Field Offices were able to provide a total of 3,272 assistance to the victims of human trafficking.

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

**The pandemic/quarantine did not stop the DSWD in providing disaster response services through delivery of food and non-food items (FNI) and/or cash-for-work (CFW) to 785,594 internally displaced households (IDH)** as more calamities of massive impact hit the country in the second half of the year – most of which occurred at the last quarter (e.g. Typhoon Quinta, Typhoon Rolly, and Typhoon Ulysses). **One thousand eight hundred thirty-two (1832) LGUs were also provided with augmentation on disaster response** (both COVID-19 and non COVID-19 related).

**Continuous learning for the QRT members was still ensured as the Department eased into the “new normal”.** Though seemingly hampered by the declaration of lockdown/community quarantine nationwide during the first semester, QRT trainings were able to pick up at the second half of the year as capacity building activities resumed via virtual platforms.

**Risk Resiliency Program for Climate Change Adaptation and Mitigation (RRP-CCAM) activities resumed by the second semester as well, thus, disparity was brought down to - 9.5% vs. the first semester’s -77.18%.**

**All internally displaced households (IDHs) served by the DSWD were assisted to early recovery, however, the actual number consists of just a portion of the total count of households affected by major calamities.** One hundred percent of the 837,681 IDHs were provided with a myriad of assistance - from food & non-food relief items, to

financial assistance under the Emergency Shelter Assistance (ESA) and Cash-for-Work programs.

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

**Annual targets on registration and licensing of SWAs/SWDAs as well as the accreditation of service providers were notably surpassed.** The outstanding first semester performance along these indicators appears to have been sustained throughout CY 2020, despite the continued community quarantine.

**Meanwhile, accreditation of SWAs, Centers and Civil Society Organizations (CSOs) was unable to gain traction.** The first semester already showed signs of sub-par performance (1<sup>st</sup> Semester Variance: -83%), and yet, it only managed to lessen the overall discrepancy to -30% by the end of 2020.

**Timeliness of the issuance of RLAs appears to have also been affected by the adjustments to the “new normal”.** Only 73% of the target 100% of SWDAs were issued RLA certificates within 30 working days upon receipt of compliant application.

**Monitoring of registered SWAs, SWDAs and Service Providers for their sustained compliance to SWD standards started to pick up by the second semester with the easing of restrictions (e.g. M/GCQ vs. 1<sup>st</sup> semester’s ECQ).** However, only Field Offices I, VII, VIII, X, and CARAGA were able to register positive variances vis-à-vis their annual targets.

**However, it must be stressed that the percentage of SWAs/SWDAs/Service Providers with valid RLA is still rather low.** As of 2020, only 20% of LGU Centers and 22.26% of Senior Citizen Centers have valid RLAs. DSWD Centers are at 67.61%, but it is still quite far from the ideal (100%). Percentages for social workers managing court-related cases (SWMCCs) (59.99%) and PMCs (30.50%) are higher, but still needs improvement.

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

**Provision of technical assistance and resource augmentation to LSWDO exceeded the annual target.** There were 1,419 LGUs provided with technical assistance (TA) out of 1,165 targets while 493 LGUs were provided with resource augmentation out of 273 targets.

**Implementation of Learning and Development Interventions is behind its set target.** In terms of the Learning and Development Interventions, out of 92 LDIs planned to be implemented within the year, only 31 (33.70%) were implemented by the FOs.

**Majority of LSWDO are in level 1 of service delivery.** As of December 2020 LSWDO Service Delivery results, majority (59.13% or 570) of the LSWDOs that were assessed achieved Level 1, which is the minimum expected Service Delivery Capacity level. Around 33.82% or 326 LSWDOs are at Level 2 and 3% or 29 at Level 3. Meanwhile 39 or 4.05% did not meet the minimum expected capacity level.

### **Overall Recommendations**

**Improve the process of crafting, enhancing and adjusting program and organizational policies and guidelines to ensure that the Department is able to respond promptly and adapt to the complex, dynamic and uncertain conditions.** In collaboration with various

stakeholders, the DSWD management and program implementers must revisit policies and guidelines to ensure that the organization is still responsive to the emergent need of vulnerable sectors and other segments of the population affected by the pandemic. Forward-looking analysis and anticipatory strategies supported by evidence-based data should be integrated to policy enhancements in light of new national reforms (impending full devolution of SWD services in accordance to the Supreme Court ruling on the Mandanas Case) and the new normal environment.

**Strengthen planning, monitoring, and evaluation in consideration of the new normal environment.** Inconclusive findings on certain objectives and indicators as a result of unresolved issues on unclear target setting are still evident in this report. With the recalibration of its strategy through the implementation of DSWD Strategy Map 2028, all DSWD OBSUs should ensure that program and office objectives are measured through properly selected performance indicators. Target adjustments should always be backed up by reliable administrative data and results of program assessment or evaluation.

**Reinforce mechanisms for convergence among social protection and SWD services.** The harmonization of the processes and initiatives across the different programs, including Specialized and Statutory programs, should be continued to ensure that all necessary intervention for the beneficiaries would be provided. Articulate operationalization of internal and external convergence strategies should also be pursued. Furthermore, foster more National Government Agency (NGA)-level engagements for project complementation.

**Invest on systems, technologies and ICT infrastructure to support the new normal operations of the Department and digitization of its processes and systems.**

**Ensure the welfare and safety of workforce.** Necessary protective equipment and supplies should always be available and provided to the workforce while they are on duty. Support mechanisms like provision of psychosocial, logistical and financial support should be strengthened. Strict compliance to the minimum health protocols should be observed at all times.

Most importantly, a Public Service Continuity Plan should be developed and integrated to the operations and processes of the Department. The plan should include key strategies covering preventive (mitigation), crisis response, and recovery to ensure continuity of operations and safety of workforce during a broad range of potential emergencies such as the pandemic.



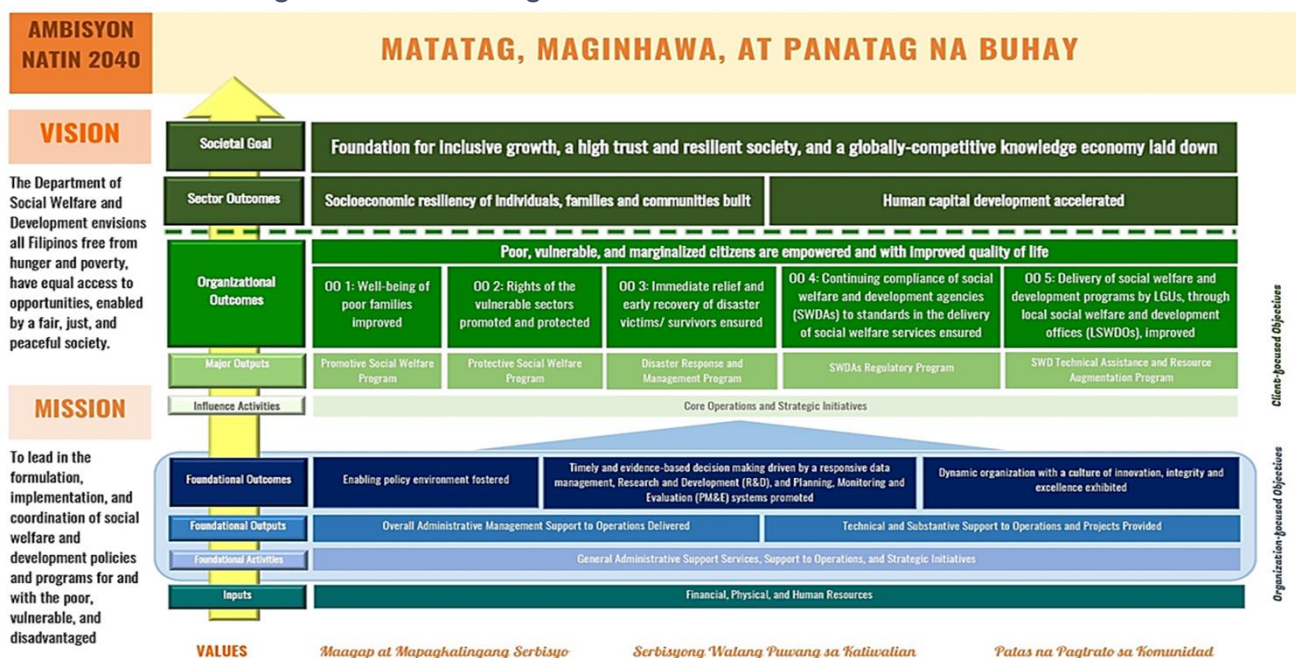
# Introduction

## Framework of Assessment

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

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

Figure 1. DSWD Strategic Results Framework 2017-2020



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

The Department's outputs are delivered by the following programs classified as follows: Promotive Social Welfare Program, Protective Social Welfare Program, Disaster Response and Management Program, SWDAs Regulatory Program, and SWD Technical Assistance and Resource Augmentation Program.



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

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

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

## **Methodology**

### **Quantitative Method**

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

### **Qualitative Method**

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

The report covered the following assessment questions:

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

---

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

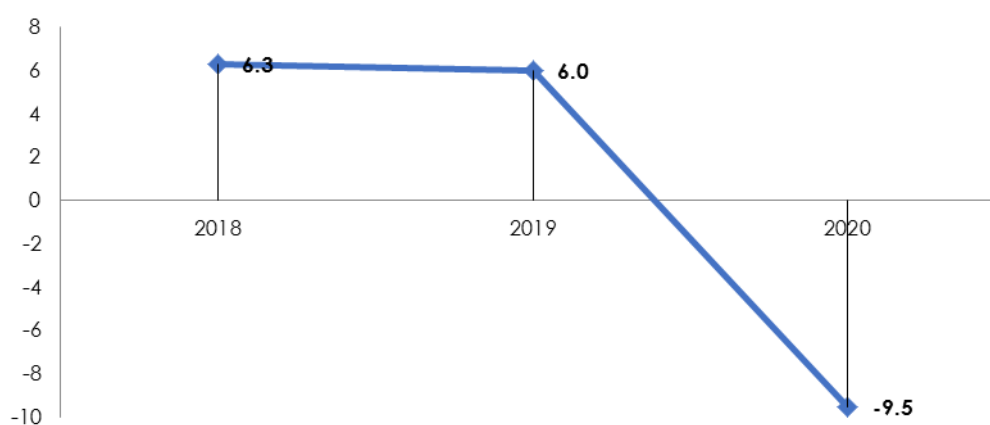
## Situational Analysis

This section provides a context on the current environment where the Department is operating. It highlights how the COVID-19 pandemic aggravated the dire situation of majority of the Filipinos. 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.

### Philippine Economic Performance

The COVID-19 pandemic which disrupted the global economy has remarkably caused major devastation to the Philippine economic performance in 2020. As reported by the Philippine Statistics Authority (PSA), the country's Gross Domestic Product (GDP) full year growth rate plummeted to -9.5% (See Figure 2). This is the biggest recorded economic collapse since the Philippines started to record GDP after World War II, according to IBON.

**Figure 2. Gross Domestic Product Year-on-Year Growth Rates, 2018 to 2020<sup>2</sup>**



In its Economic and Political Briefing Paper<sup>3</sup>, IBON accounted the following impacts of the COVID-19 pandemic and the resulting lockdown measures and government response to the economy:

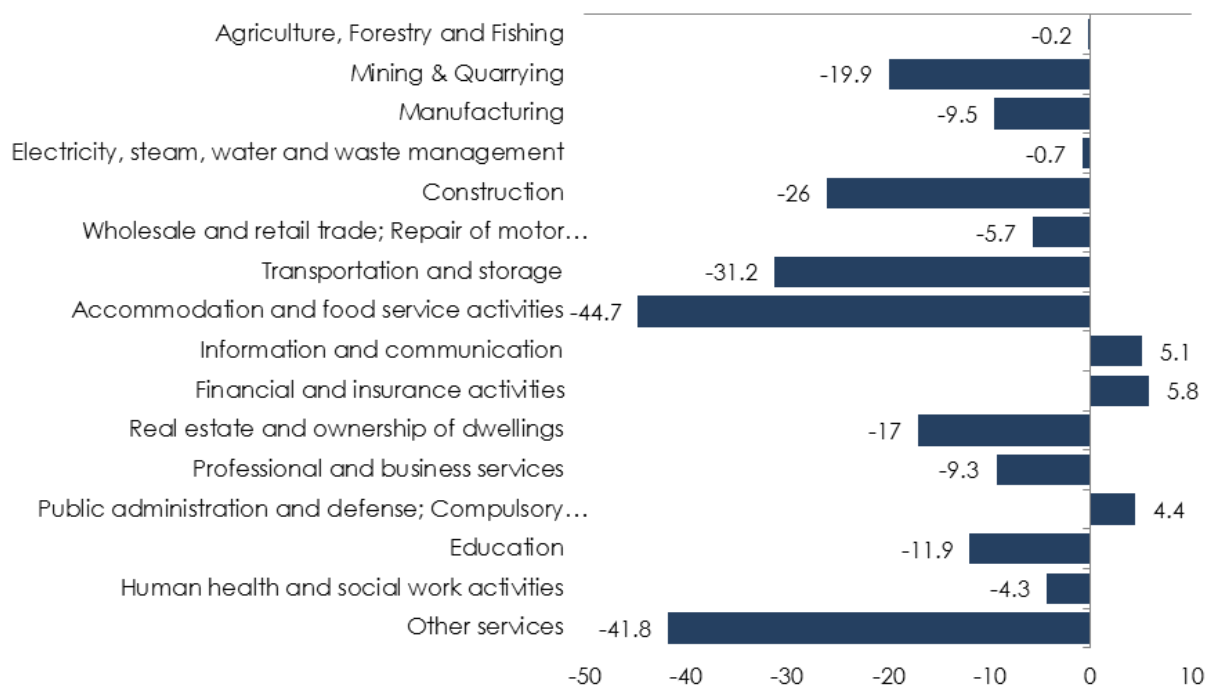
- Two years of economic growth were wiped out aside from what should have been added if there had been growth as originally projected. Measured at current prices, the economy lost Php1.54 trillion in 2020 from the year before, or an average of Php4.2 billion per day. Measured against what the economy was projected to grow to in 2020 the loss is as much as Php3.71 trillion.
- The sectors worst hit by the lockdowns and physical distancing were accommodation and food service activities (-44.7% growth), transportation and storage (-31.2%), construction (-26%), mining and quarrying (-19.9%), and real estate (-17%). The last three sectors are likely to rebound better than the first two. Much of hotel, restaurant and transport activity involves non-essential tourism and

<sup>2</sup> Source: Philippine Statistics Authority

<sup>3</sup> 2021 Yearstarter: Solving the Pandemic Crisis

recreation or otherwise can be substituted by remote and online interactions (See Figure 3).

**Figure 3. National Accounts of the Philippines by Industry Group, 2020  
(% growth, at constant 2018 prices)<sup>4</sup>**



- Unemployment is at a record high and much worse than reported or acknowledged. At the height of the lockdowns, in April 2020, the number of employed suddenly fell to 33.8 million which was as low as a dozen years before in 2008 – not yet even considering falling earnings among even those still considered employed. In absolute terms, the 39.8 million people working in October 2020 is 2.7 million less than the year before in October 2019 – for the largest contraction in employment in the country's history. Job losses were overwhelmingly among those in full-time work (worked 40 hours or over) with apparently very few finding alternatives in part-time work (less than 40 hours).
- The latest labor force data for October 2020 shows the biggest job losses in accommodation and food services (667,000), transport and storage (657,000), manufacturing (618,000), public sector (312,000), construction (205,000), and arts, entertainment and recreation (132,000). Continued quarantines and physical distancing will, again, bear down most heavily on the non-essential and substitutable activities.
- It appears that millions of households saw their savings wiped out and three-fourths of households do not have any savings. There is alarming data from the Bangko Sentral ng Pilipinas (BSP) that the percentage of households with savings drastically fell from 37.8% in the first quarter of 2020 to just 25% in the fourth quarter.

<sup>4</sup> Source: Philippine Statistics Authority

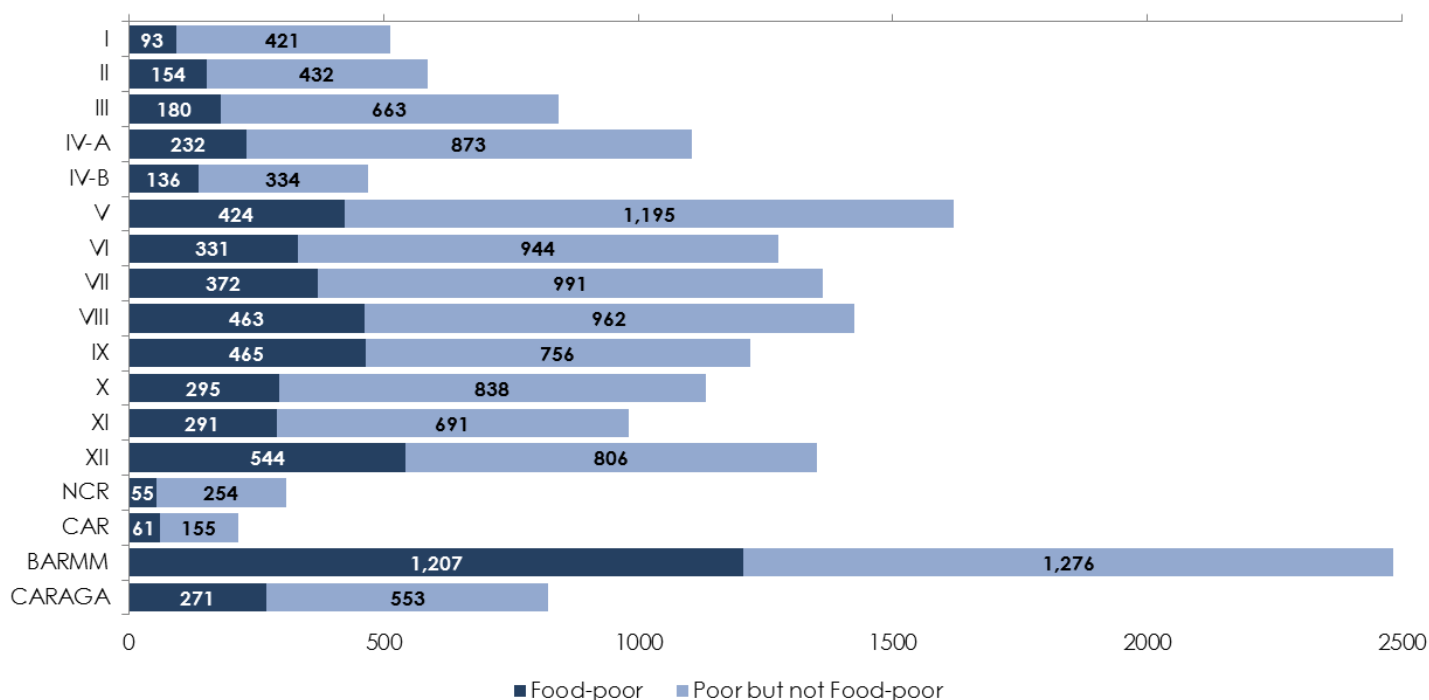
The poorest 75% of families without savings constitute a huge majority of the country that are not just vulnerable to socioeconomic distress but already in difficulty since last year. They number approximately 18.6 million families with 81.8 million people (at the current average family size of 4.4 members).

## Poverty Situation in the Philippines

In a Philippine Institute for Development Studies (PIDS) Discussion Paper entitled Poverty, the Middle Class, and Income Distribution amid COVID-19, Albert et al. provided the various poverty data discussed below that are useful in providing more complete picture of the poverty situation in the country.

- The estimated poverty rate in the Philippines, based on the 2018 FIES, is 16.8 percent<sup>5</sup> (equivalent to an estimated 17.7 million Filipinos in poverty out of a total of 105.8 million Filipinos in 2018). In terms of families/households, the household poverty incidence is 12.4 percent (corresponding to 2.9 million households in poverty out of a total 23.7 million households). Among the 17.7 million poor Filipinos, 5.6 million are estimated to be in subsistence or extreme poverty. Furthermore, around 830 thousand Filipino households are extremely poor in that they have per capita incomes less than the subsistence threshold.

**Figure 4. Distribution of Population (in thousands) by Poverty Status and by Regions, 2018<sup>6</sup>**



<sup>5</sup> As mentioned by Albert et al., this is slightly different from the PSA-released figures on account of the incorporation of a revised urban/rural definition in the 2018 FIES microdata reflecting information gathered from the 2015 Census of Population.

<sup>6</sup> Calculation of Albert et al. from 2018 FIES, PSA and Official Poverty Lines, PSA in Poverty, the Middle Class, and Income Distribution amid COVID-19

- The Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) has the highest poverty incidence and share of total poverty in the country, whether in terms of population or households. Further, the National Capital Region (NCR) or Metro Manila has the least poverty (See Figure 4).
- While the poverty incidence reports the share of the population in poverty, the Poverty Gap Index and the Poverty Squared Gap Index show, respectively the average depth and average severity of poverty. Across the indices, poverty comparisons across regions show that BARMM is consistently the poorest across regions, as of 2018. Zamboanga Peninsula is the second poorest by poverty incidence and poverty gap in terms of the actual estimate of the indices, but only seventh and fifth, by share to total poverty incidence and total poverty gap, respectively (See Table 1).

**Table 1. Poverty Incidence, Poverty Gap, Poverty Squared Gap (in %) among Filipinos, by Region, 2018**

Region	Index Estimates			Share to Total (in %)		
	Poverty Incidence	Poverty Gap	Poverty Squared Gap	Poverty Incidence	Poverty Gap	Poverty Squared Gap
I	9.92	1.76	0.49	2.9	2.22	1.78
II	16.37	3.28	0.98	3.31	2.87	2.47
III	7.08	1.33	0.41	4.75	3.86	3.46
IV-A	7.17	1.38	0.42	6.24	5.17	4.52
IV-B	15.19	3.43	1.17	2.65	2.59	2.56
V	26.96	5.65	1.77	9.14	8.27	7.52
VI	16.42	3.4	1.09	7.19	6.44	5.96
VII	17.6	3.79	1.27	7.69	7.17	6.92
VIII	30.84	7.32	2.53	8.04	8.25	8.25
IX	32.81	8.41	3.07	6.9	7.64	8.09
X	23.16	4.8	1.49	6.4	5.72	5.14
XI	19.14	4.32	1.46	5.54	5.4	5.29
XII	28.25	7.79	3.1	7.62	9.08	10.45
NCR	2.29	0.36	0.1	1.74	1.19	0.92
CAR	12.2	2.71	0.89	1.22	1.17	1.12
BARMM	61.86	18.59	7.33	14.02	18.2	20.79
CARAGA	30.62	7.26	2.51	4.65	4.77	4.77
Philippines	16.76	3.88	1.34	100	100	100

The pandemic significantly hit all sectors of the economy but Albert et al. also presented in the said paper various income contraction scenarios illustrating further increase in poverty incidence because the economic contractions will most likely cause other income segments to fall into poverty.

**Table 2. Poverty Scenarios Assuming Income Contractions and Effective Social Protection Targeting<sup>7</sup>**

Scenario	Poverty Incidence (in percent)		Estimated Number of Poor Persons (in millions)	
	Using Food Poverty Line as Threshold	With Total Poverty Line as Threshold	Belonging to Families with Income below Food Poverty Line	Belonging to Families with Income below Total Poverty Line
Status quo (Baseline 2018 data)	5.3	16.8	5.6	17.7
A0: income contraction of 5%	6.4	19.2	6.7	20.3
A1: income contraction of 5% with SAP and Small Business Wage Support (SBWS)	4.4	15.5	4.7	16.4
B0: income contraction of 10%	7.7	21.9	8.2	23.2
B1: income contraction of 10% with SAP and SBWS	5.6	18.2	5.9	19.2
C0: income contraction of 20%	11.4	28.0	12.0	29.7
C1: income contraction of 20% with SAP and SBWS	8.6	24.2	9.1	25.6

As seen in Table 2 and as mentioned by Albert et al., the worst scenario with income contraction of 20% can put poverty to roughly the poverty incidence in the 2006-2012 period when poverty stood at around a quarter of the population. Further, for the worst (C1) scenario of income reductions by 20 percent, but with the SAP and SBWS distributed to first nine deciles of households, the number of poor would increase by over half a million in the following regions: CALABARZON (800 thousand), Bicol (690 thousand), Western Visayas (660 thousand), Central Visayas (630 thousand), Central Luzon (590 thousand), and Eastern Visayas (520 thousand). These six regions combined would contribute to nearly half of the 7.9 million poorer Filipinos.

## Hunger

As poverty and hunger are closely linked, it is also notable to mention here the results of the 4<sup>th</sup> Quarter 2020 Social Weather Stations Survey on hunger:

- The average hunger rate for the full-year 2020 is a new record 21.1% of families. It surpasses the previous record of 19.9% in 2011 and 2012, and is double the average 9.3% for 2019.
- The November 2020 hunger rate of 16.0% is double the pre-pandemic 8.8% (est. 2.1 million families) of families in December 2019.
- Metro Manila now has the highest incidence of Hunger at 23.3% (est. 780,000 families), followed by Mindanao at 16.0% (est. 909,000 families), Balance Luzon at 14.4% (est. 1.6 million families), and the Visayas at 14.3% (est. 674,000 families).

<sup>7</sup> Tables 1 and 2 are calculations of Albert et al. from 2018 FIES, PSA and Official Poverty Lines, PSA in Poverty, the Middle Class, and Income Distribution amid COVID-19

## Organizational Outcome 1: Well-being of Poor Families Improved

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

### Promotive Social Welfare Programs

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

The **Pantawid Pamilyang Pilipino Program (4Ps)** is the pioneer conditional cash transfer program implemented in 2008 by the national government with the Department of Social Welfare and Development (DSWD) as the lead implementing agency. On April 17, 2020, 4Ps became a regular program of the national government thru the passage of Republic Act 11310 or “An Act Institutionalizing the Pantawid Pamilyang Pilipino Program”, or shortly “4Ps Act”. The law positions 4Ps as both a human capital development program and as the national poverty reduction strategy of the national government thru convergence with other pro-poor programs and services.

The **Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services, otherwise known as the Kalahi-CIDSS**, is a poverty alleviation program of the Philippine Government implemented by the Department with the aim to empower communities in targeted poor and disaster-affected municipalities to achieve improved access to services and to participate in more inclusive local planning, budgeting, implementation, and disaster risk reduction and management.

The **Sustainable Livelihood Program (SLP)** is a capability-building program for poor, vulnerable, and marginalized households and communities to help improve their socio-economic conditions through accessing and acquiring necessary assets to engage in and maintain thriving livelihoods. Its role as a capability-building program is to enhance the participant's livelihood assets and ability to productively utilize resources through their livelihood strategies in the form of enterprise management or employment, as well as linkages to networks that could provide access to technical, financial or market resources.



## I. Findings

### Pantawid Pamilyang Pilipino Program

#### A. Output-level Indicators

**Slight decrease in the number of households provided with conditional cash grants.** The accomplishment on number of households provided with conditional cash grants is 96% of the target. The actual served is slightly lower compared to CY 2019. The decrease of 22,211 households can be attributed to continuous validation of households in the ground per pay period. Nevertheless, the program was able to provide all 4Ps household with Social Amelioration Program (SAP) emergency subsidies ranging from P5,000 to P8,000 per family.

**Table 3. Physical Accomplishment on Output Indicators of 4Ps**

Output Indicators	Accomplishments	Targets	Variance	Assessment
Number of Pantawid households provided with conditional cash grants	4,228,601	4,400,000	-3.90%	Minor deviation
Percentage of Pantawid Pamilya-related grievances resolved within established time protocol	96.04%	88.00%	+9.14%	Minor deviation

**The percentage of grievances resolved within the established time protocol remains high and is beyond target even during the pandemic.** As shown in Table 3, all Field Offices resolved almost all the filed grievances within the established time protocol. This is amidst the ongoing pandemic when physical transactions were discouraged, temporarily causing unintended disruptions in government transactions.

**Table 4. Status of Grievances per Region**

Region	No. of Resolved Cases	No. of Resolved Cases within the established time protocol	Percentage of Resolved Cases within the established time protocol
NCR	47,382	40,971	92.08%
CAR	11,236	10,169	91.40%
I	35,700	34,691	97.33%
II	12,050	11,174	92.21%
III	37,091	36,600	98.60%
IV-A	53,134	49,697	93.32%
IV-B	58,501	55,729	96.57%
V	55,528	53,467	97.10%
VI	28,016	27,420	98.25%
VII	20,648	19,668	95.79%
VIII	17,112	16,178	94.91%
IX	42,276	41,178	98.06%
X	48,217	46,979	97.72%
XI	26,553	25,981	98.24%
XII	15,670	15,639	99.78%
Caraga	51,270	49,112	95.69%

Region	No. of Resolved Cases	No. of Resolved Cases within the established time protocol	Percentage of Resolved Cases within the established time protocol
ARMM	16,719	15,987	95.55%
<b>Grand Total</b>	<b>577,103</b>	<b>550,949</b>	<b>96.04%</b>

## B. Outcome-level Indicators

**Majority of the assessed households are classified as Level 2 or subsistence level but very high accomplishment for Self-Sufficiency level based on target.** Out of the target number of households, only 2,463,559 or 56% were assessed and generated to measure the percentage of households with improved well-being. Majority of the assessed households are classified as Level 2 or subsistence level which means that income and capacities of households are barely enough to purchase the basic food needs (SWDI assessment, 2019).

**Table 5. Physical Accomplishment on Outcome Indicators of 4Ps**

Indicators	Accomplishments	Targets	Variance	Assessment
1. Percentage of Pantawid households with improved wellbeing	2,463,559	4,400,000	-44.01%	Major Deviation
a. Survival Level	0.31% (7,724)	3.41% (150,000)	-94.85%	Major Deviation
b. Subsistence Level	72.49% (1,785,868)	91.59% (4,030,000)	-55.69%	Major Deviation
c. Self-Sufficiency Level	27.20% (669,967)	5.00% (220,000)	+204.53%	Major Deviation
2. Percentage of Pantawid Family children not attending school that returned to school	-	-	-	-
3. Percentage of Pantawid Family households not availing key health services that availed key health services	-	-	-	-

**Outcome indicators on education and health were temporarily not monitored due to COVID-19 pandemic.** Nonetheless, DSWD, Department of Education (DepEd) and Department of Health (DOH) are collectively pursuing reforms on education and health services provision for the poor households adaptive to the present pandemic context.

## Sustainable Livelihood Program

The Program repurposed its targets and funds to provide Livelihood Assistance Grant (LAG) to low-income households whose livelihoods were greatly affected by the pandemic. Nevertheless, it exceeded its revised target outputs for regular SLP and Executive Order 70 implementation with minor deviation, and LAG first tranche with major deviation. The target number of participants provided with livelihood assistance from the For Later Release funds, however, was not achieved primarily due to the delayed downloading of funds to FOs (4th quarter of 2020).

**Table 6. Physical Accomplishment on Output Indicators of SLP**

Indicators	Accomplishments	Targets	Variance	Assessment
Total number of households provided with program modalities (Seed Capital Funds, Skills Training, CBLA)	9,684	8,580	12.87%	Target achieved (minor deviation)
Total number of participants provided with livelihood assistance (Livelihood Assistance Grant [LAG]-First Tranche)	81,239	50,712	60.20%	Target achieved (major deviation)
Total number of participants provided with livelihood assistance (For Later Release - other LAG, fire victims, referrals)	10,558	138,931	-94.40%	Major deviation

**All of the beneficiaries opted to proceed in Micro Development Track rather than the Employment Facilitation track, based on the submitted reports of the Field Offices.** Of those provided program modality under regular and EO 70 implementation, 86.68% were reported to be involved in microenterprise. While, less than half were reported to be involved in microenterprise or employment for those provided with livelihood assistance under the LAG-First Tranche and For Later Release funds.

**Table 7. Physical Accomplishment on Outcome Indicators of SLP**

Indicators	Accomplishments	Targets	Variance	Assessment
Percentage of SLP households involved in microenterprise	86.68%	100%	-13.32%	Minor deviation
Percentage of SLP participants who are employed	<i>No beneficiaries opted to proceed the Employment Facilitation track</i>			
Percentage of livelihood assistance beneficiaries involved in microenterprise/ employment (Livelihood Assistance Grant [LAG]-First Tranche and For Later Release - other LAG, fire victims, referrals)	48.25%	100%	-51.75%	Major deviation

## KALAHI CIDSS-NCDDP

The Program recalibrated its target for some of its performance indicators given that the operations of KC in 2020 shifted to Disaster Response Operations Modality (DROM). Implementation efforts were focused on communities greatly affected by the

pandemic, hence the decrease in the target number of communities. Meanwhile, COVID-19 response sub-projects were prioritized and expedited, hence the increase in the target number of sub-projects completed.

## A. Output-level Indicators

**Table 8. Physical Accomplishment on Output Indicators of KC-NCDDP**

Indicators	Accomplishments	Targets <sup>8</sup>	Variance	Assessment
Number of communities implementing KC-NCDDP				
a. Region	13	13	0%	Full target achieved
b. Province	43	43	0%	Full target achieved
c. Municipality	136	136	0%	Full target achieved
d. Barangay	2,158	2,758	-21.75%	Minor deviation
Number of KC-NCDDP sub-projects completed in accordance with technical plans and schedule	2,399	3,030	-20.83%	Minor deviation
Number of households that benefitted from completed KC-NCDDP sub-projects	630,884	757,500	-16.71%	Minor deviation
Percentage of completed KC-NCDDP projects that have satisfactory or better sustainability evaluation rating	94.58%	85%	11.27%	Minor deviation
Percentage of women volunteers trained on CDD	63.42%	50%	26.84%	Minor deviation
Percentage of paid labor jobs created by KC-NCDDP projects are accessed by women	33.73%	30%	12.44%	Minor deviation
Percentage of KC-NCDDP registered grievances satisfactorily resolved in line with the GRS	98%	80%	22.50%	Minor deviation

**Minimal and counterintuitive results of the Household Outcome Survey.** For the outcome indicator (percentage increase in access to roads, education, health centers and water [major KC investments] in KC-NCDDP municipalities), the results of the Household Outcome Survey showed that the program has contributed to the decrease in the time spent in accessing key services by 5% from the baseline of 12.91 minutes. On the overall changes in costs, results showed that there was a 58% increase in cost in dry season and 61% increase in cost in wet season.

**Table 9. Physical Accomplishment on Outcome Indicators of KC-NCDDP**

Indicators	Accomplishments	Targets	Variance	Assessment
Percentage increase in access to major KC-	5% decrease in time spent in accessing	10%	-	Inconclusive

<sup>8</sup> Targets for the first two indicators were recalibrated due to the pandemic

Indicators	Accomplishments	Targets	Variance	Assessment
NCDDP investments in KC-NCDDP municipalities	key services 58% increase in cost (dry season) 61% increase in cost (wet season)			

## II. Influencing Factors

### A. Facilitating Factors

- **Continuous partnership with NGAs, FOs and LGUs.** Pantawid is collaborating with Department of Education (DepEd) and Department of Health (DOH) to pursue reforms on education and health services provision for the poor households. SLP is also in close coordination and collaboration with FOs and LGUs in the implementation of the LAG. For KC-NCDDP, there was an expansion of institutional linkages to ensure the sustainability of sub-projects.
- **Provision of technical assistance.** One of the facilitating factors in implementing both SLP and KC-NCDDP is the provision of technical assistance to FOs. For KC-NCDDP, this is in terms of organizational formation of Operations and Maintenance groups.
- **Effective management directives.** True to SLP, management directives guide the FOs to continuously adapt to changes and innovate in the program implementation.
- **Availability of various tracking tools and unified data sharing protocol for KC-NCDDP.**
- **Timely grievance resolution.** All programs consistently achieved their targets to resolved recorded grievances even during the pandemic.

### B. Hindering Factors

- **Monitoring of some indicators was suspended due to COVID-19 pandemic.** This includes the Social Welfare and Development Indicator (SWDI) assessment, education and health indicators for Pantawid. For SLP and KC-NCDDP, there were also suspension of activities and program operations brought about by travel and mass gathering restrictions and limited mobility of field staff.
- **Limited number of staff and IT equipment.** This affected the implementation and monitoring of SLP and KC-NCDDP, particularly complementing workload assignments. Some program staff were involved to more immediate activities such as the implementation of the Social Amelioration Program (SAP).
- **Bottlenecks in financial management.** Late release and downloading of For Later Release funds (downloaded to FOs in the last quarter of 2020) for SLP. Delayed approval/recalibration of Work and Financial Plan, slow-paced processing and approval of fund to be downloaded and unavailability of cash for KC-NCDDP.
- **Shift in focus of implementation/operations.** For SLP, there was a shift in the focus of implementation and repurposing of fund allocation from regular operations to LAG provision. For KC-NCDDP, there was a shift of operations from regular to

disaster response which might minimize contribution of program outputs to intended outcomes. Likewise, there was also a transition from the implementing to steering role in consideration of the full implementation of the Court Ruling on the Mandanas Case.

- **Other implementation challenges.** This includes natural calamities such as Typhoon Ulysses which affected the ongoing sub-projects in Luzon of SLP and implementation challenges in Geographically Isolated and Disadvantaged Areas (GIDAs).

### III. Recommendations

- **Pursue with the plan to triangulate Social Welfare and Development Indicator (SWDI), Pantawid Pamilya Information System (PPIS) and Listahanan data to better present contexts for convergence and development planning.** This is line with prioritizing the completion of SWDI encoding and coming up with substantial analysis on the results of 2019 SWDI Assessment.
- **Expedite the process of crafting policies and guidelines for enhancement of all programs.** For Pantawid, accelerate the crafting of policy that would guide DSWD, DepED and DOH in monitoring attendance to school and availment of health services adaptive to the present pandemic context. For SLP, there is need to process the formulation of Transition Plan for the full implementation of the Court Ruling on the Mandanas Case. Furthermore, the prompt release of full implementation guidelines with minimal amendments on new projects such as the LAG should also be prioritized.
- **Strengthen programs' strategies on management, monitoring, provision of technical assistance, and implementation arrangements.** This can be done through thorough planning of continuity and sustainability strategies during uncertain circumstances, regular conduct of monitoring and evaluation (M&E) activities and focusing on the monitoring of outcomes rather than outputs. For SLP, conduct strategic planning activities to provide clear guidance on the simultaneous implementation and monitoring of SLP regular activities, EO 70, special projects, and LAG provision.
- **Sustain high grievance resolution rates on all programs.** The responsiveness of data collection and timeliness of actions reported across all programs showcases receptive implementation procedures. This helps facilitate support and compliance of both beneficiaries and partners. However, there is still a need to develop clear policy guidelines/manual on mainstreaming grievance redress as response to the context of the new normal.
- **Continuous convergence among the core programs.** The harmonization of the processes and initiatives across the different programs, including Specialized and Statutory programs, should be continued to ensure that all necessary intervention for the beneficiaries would be provided. Articulate operationalization of internal and external convergence strategies should also be pursued. Furthermore, foster more National Government Agency (NGA)-level engagements for project complementation.

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

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 the following:

The **Residential and Non-Residential Care Sub-Program** aims to provide protection and rehabilitation to the abandoned, neglected or abused children, women, youth, persons with disabilities, senior citizens, as well as individuals and families in crisis. As mandated, the Department continues to provide residential care services to the disadvantaged and vulnerable individuals through its residential care facilities and training and vocational rehabilitation centers. A total of 71 facilities (64 residential care facilities and 7 non-residential centers) from 16 Regions are being managed by the Department.

The **Supplementary Feeding Sub-Program** is the provision of food in addition to the regular meals to currently enrolled children in the Child Development Centers (CDCs) and Supervised Neighborhood Play (SNPs) ages 2–5 years old as part of the DSWD's contribution to the Early Childhood Care and Development (ECCD) program of the government. The food supplementation is in the form of hot meals which are served during break 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.

The **Social Pension for Indigent Senior Citizens (SPIC) Sub-Program** is the additional government assistance amounting to Five Hundred Pesos (P500.00) as monthly stipend, being provided in a semestral basis through the most cost effective and efficient delivery schemes to augment the daily subsistence and other medical needs of indigent senior citizens who are frail, sickly, or with a disability, without regular income or support from family and relatives; and no pension from SSS, GSIS, etc.

Further, through Republic Act 10868 or "An Act Honoring and Granting Additional Benefits and Privileges to Filipino Centenarians, and for Other Purposes" also known as the "**Centenarian Act of 2016**", all Filipinos who have reached one hundred years old



and above, whether residing in the Philippines or abroad will be given with Centenarian gift amounting to ₱100,000.00 and Letter of Felicitation by the National Government.

**The Protective Programs to Individuals and Families in Especially Difficult Circumstances**

**Sub-Program** aims to provide protective services and augment immediate needs to vulnerable and disadvantaged individuals in need of special protection and in crisis situations Included under the sub-program are the following

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

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

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

The **Unconditional Cash Transfer Program (UCT)**, also known as Tax Reform Cash Transfer (TRCT) Project is the biggest tax reform mitigation program under the TRAIN Law. The program is to be implemented for three years starting 2018. It seeks to provide cash grants to poor households and individuals who may not benefit from the lower income tax rates but may be adversely affected by rising prices.

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

The DSWD is also mandated to provide special protection to **Minors Traveling Abroad**. The Department issues travel clearance certificate to a minor traveling abroad unaccompanied by any of the parent or those persons having parental authority and legal custody over the child.

## I. Findings

### Residential and Non-Residential Care Sub-Program

#### A. Output-Level Indicators

The target number of clients for residential care facilities was not achieved, with only 6,582 clients served out of the 10,635 target in CY 2020. As seen in Figure 5, the total number of clients served in RCFs declined again in 2020. The decline is attributed to the decrease in the number of clients served in Jose Fabella Center (JFC), Nayan ng Kabataan, and Lingap Center. These centers recorded major deviations which are above 50%. Particularly, the FO NCR reported that the failure to meet the target number of cases served in JFC for 2020 was mainly due to restrictions caused by COVID-19 pandemic. A directive was given to stop the admission of cases and referrals from different LGUs in order to ensure the safety of the center's staff and residents.

Figure 5. Targets versus Accomplishments on the Number of Clients Served in Residential Care Facilities, 2017 to 2020

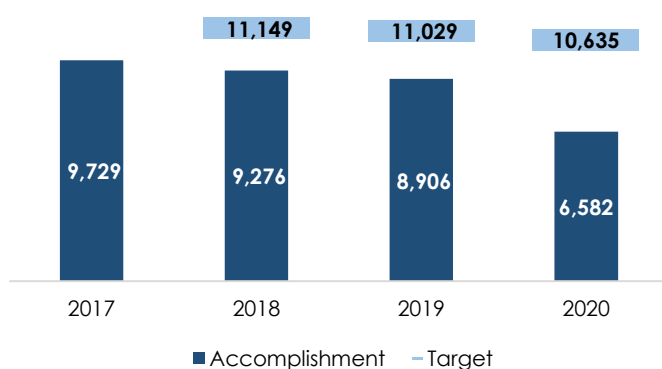
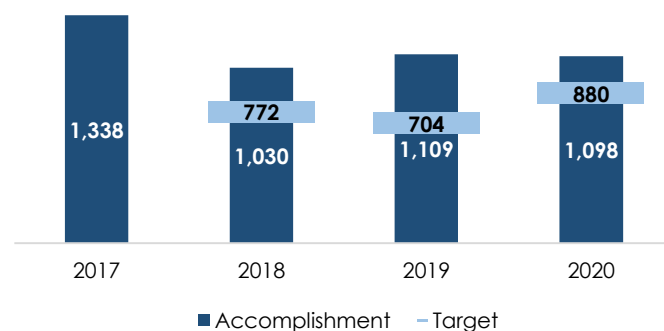


Figure 6. Targets versus Accomplishments on the Number of Clients Served in Non-Residential Care Facilities, 2017 to 2020



Similarly, the number of clients served in non-residential facilities slightly declined in 2020, with 880 clients served out of the target 1,098. In NVRC and AVRC, there was a decline in clients served because families of potential clients refused to allow their family members to resume vocational training because of the COVID-19 pandemic. As reported, clients of IHC experienced anxiety and fear caused by the pandemic and decided to defer their engagement to IHC's program

Table 10. CY 2020 Accomplishment on the Number of Clients Served in Residential Centers

Facility	Accomplishments	Targets	Variance	Assessment
<b>TOTAL</b>	<b>6,582</b>	<b>10,635</b>	<b>-38%</b>	<b>Major deviation</b>
1 RSCC	556	836	-33%	Major deviation
2 RRCY	1,377	1,191	16%	Minor deviation
3 NTSB	317	406	-22%	Minor deviation
4 MYC	44	31	42%	Major deviation
5 Haven for Children	122	208	-41%	Major deviation

Facility	Accomplishments	Targets	Variance	Assessment
6 Lingap Center	35	80	-56%	Major deviation
7 Home for Girls	728	955	-24%	Minor deviation
8 Nayon ng Kabataan	161	406	-60%	Major deviation
9 Haven for Women and Girls	253	372	-32%	Major deviation
10 Haven for Women	801	1,121	-29%	Minor deviation
11 Marillac Hills	303	311	-3%	Minor deviation
12 Elsie Gaches Village	617	638	-3%	Minor deviation
13 AMOR Village	122	116	5%	Minor deviation
14 Sanctuary Center	234	254	-8%	Minor deviation
15 Jose Fabella Center	356	2,878	-88%	Major deviation
16 HE/A/GRACES	556	832	-33%	Major deviation

**Table 11. CY 2020 Accomplishment on the Number of Clients Served in Non-Residential Centers**

Facility	Accomplishments	Targets	Variance	Assessment
<b>TOTAL</b>	<b>880</b>	<b>1,098</b>	<b>-20%</b>	<b>Minor deviation</b>
1 RSW	85	105	-19%	Minor deviation
2 NVRC	212	282	-25%	Minor deviation
3 AVRC	380	469	-19%	Minor deviation
4 Center for the Handicapped	63	93	-32%	Major deviation
5 INA Healing Center	140	149	-6%	Minor deviation

**The Average Length of Stay (ALOS) of clients in residential care facilities lengthened to 10 years and 6 months or 3,840 days, compared to the 2019 ALOS of 2 years and 5 months or 873 days.** 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). As shown in Table 11, minimum ALOS was recorded at Haven for Women, with 172 days while maximum ALOS was recorded at Elsie Gaches Village, with almost 114 years.

**The lengthened stay of clients in the facilities was mainly caused by the enhanced community quarantine restrictions.** Among the reasons of prolonged stay mentioned in the FO reports are: postponed court hearings and home visits, incapability of the family to provide safety and protection, no identified family for client's reintegration, and Parental Capability Assessment Report (PCAR) not yet forwarded and/or affected by community quarantine.

**Table 12. Targets versus Actual Average Length of Stay of Clients, 2020**

Facility	Accomplishment	Target	Variance	Assessment
<b>Average</b>	<b>3,840</b>	<b>587</b>	<b>313%</b>	<b>Major deviation</b>
1 RSCC	1,535	457	236%	Major deviation
2 RRCY	429	565	-24%	Minor deviation
3 NTSB	670	565	19%	Minor deviation
4 MYC	411	565	-27%	Minor deviation
5 Haven for Children	345	648	-47%	Major deviation
6 Lingap Center	1,884	316	496%	Major deviation
7 Home for Girls	521	371	40%	Major deviation
8 Nayon ng Kabataan	578	211	174%	Major deviation
9 Haven for Women and Girls	303	220	38%	Major deviation

Facility	Accomplishment	Target	Variance	Assessment
10 Haven for Women	172	136	26%	Minor deviation
11 Marillac Hills	802	995	-19%	Minor deviation
12 Elsie Gaches Village	41,565	2126	1855%	Major deviation
13 AMOR Village	2,781	928	200%	Major deviation
14 Sanctuary Center	7,233	395	1731%	Major deviation
15 Jose Fabella Center	932	41	2173%	Major deviation
16 Home for the Elderly/Aged/GRACES	1,285	311	313%	Major deviation

**The number of social workers and house parents has continuously improved.** In 2020, there is still sufficient number of social workers and house parents in DSWD Residential Care Facilities. As shown in the following table, 82% of the facilities' client-social worker ratio are within the acceptable standards. On the other hand, house parents in 23% of the facilities are inadequate and failed to adhere to the ideal client to house parent ratio of 1:25.

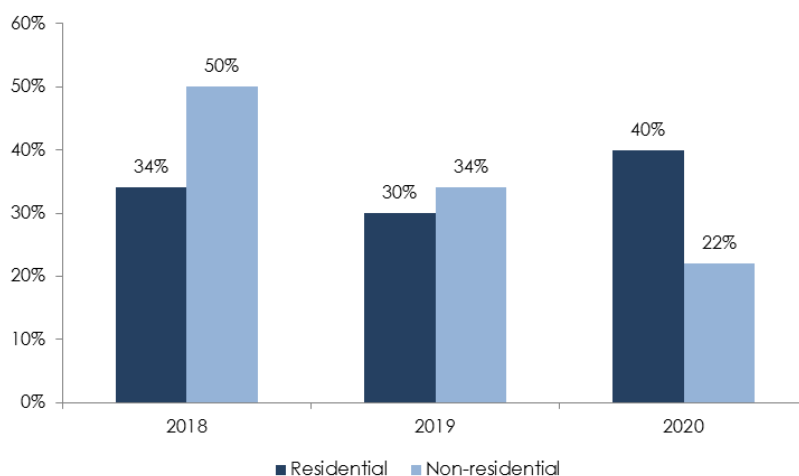
**Table 13. Targets versus Accomplishments on the Client to Staff Ratio, 2020**

Category	Accomplishments			Targets	Variance	Assessment
	2018	2019	2020			
Client-Social Worker Ratio	92%	65%	82%	70%	14%	Minor deviation
Client-House Parent Ratio	64%	75%	77%	50%	52%	Major deviation

## B. Outcome-level Indicators

**The proportion of clients rehabilitated in residential care facilities increased in 2020. However, while targets were achieved in both type of facilities, the proportion of clients rehabilitated in non-residential care facilities decreased.**

**Figure 7. Percentage of clients in residential and non-residential care facilities rehabilitated, 2018-2020**



Factors that contributed to achievement of rehabilitation rate include: (1) in Marillac Hills, each case was given much attention and interventions were equally served since number of cases are almost on the standard ratio; and (2)

various interventions being provided are effective for the continuous improvement of the residents' functioning despite the pandemic.

Particularly the FO V report cites these factors that contributed to the increase in rehabilitation rate in their centers: (1) additional indicators for rehabilitated clients in RSCC, i.e. with improved developmental milestone based on ECCD even if the child is still at the center; (2) more suspended sentence cases in RRCY referred by courts; (3) lengthened stay caused by the pandemic in Haven for Women and Girls.

However, despite the high rehabilitation rate in most of the facilities which are detailed in the tables below, the FOs reported the challenges they experienced in the residents' rehabilitation process. In RRCY CAR for example, services such as psychological assessment and therapeutic sessions were cancelled and outside activities including team building, sports encounter and advocacy visit were not conducted.

**Table 14. Residential Centers Targets on Rehabilitation Rates, 2020**

Facility	Accomplishments			Targets	Variance	Assessment
	2018	2019	2020			
<b>Total</b>	<b>34%</b>	<b>30%</b>	<b>40%</b>	<b>35%</b>	<b>5%</b>	<b>Minor deviation</b>
1 RSCC	49%	62%	56%	35%	60%	Major deviation
2 RRCY	43%	38%	57%	45%	27%	Minor deviation
3 NTSB	21%	25%	39%	45%	-13%	Minor deviation
4 MYC	38%	26%	25%	45%	-44%	Major deviation
5 Haven for Children	35%	17%	34%	40%	-15%	Minor deviation
6 Lingap Center	18%	69%	49%	40%	23%	Minor deviation
7 Home for Girls	41%	51%	45%	45%	0%	Full target achieved
8 Nayan ng Kabataan	36%	13%	30%	40%	-25%	Minor deviation
9 Haven for Women and Girls	59%	50%	56%	35%	60%	Major deviation
10 Haven for Women	37%	24%	51%	35%	46%	Major deviation
11 Marillac Hills	30%	9%	59%	35%	69%	Major deviation
12 Elsie Gaches Village	3%	3%	6%	5%	20%	Minor deviation
13 AMOR Village	6%	9%	7%	5%	40%	Major deviation
14 Sanctuary Center	45%	44%	39%	20%	95%	Major deviation
15 Jose Fabella Center	27%	21%	48%	45%	7%	Minor deviation
16 HE/A/GRACES	33%	22%	45%	20%	125%	Major deviation

**Table 15. Non-Residential Centers Targets on Rehabilitation Rates, 2020**

Facility	Accomplishments			Targets	Variance	Assessment
	2018	2019	2020			
<b>Total</b>	<b>50%</b>	<b>34%</b>	<b>22%</b>	<b>10%</b>	<b>120%</b>	<b>Major deviation</b>
1 RSW	49%	62%	7%	10%	-30%	Minor deviation
2 NVRC	43%	38%	34%	10%	240%	Major deviation
3 AVRC	21%	25%	21%	10%	110%	Major deviation
4 Center for the Handicapped	38%	26%	16%	10%	60%	Major deviation
5 INA Healing Center	35%	17%	34%	10%	240%	Major deviation

## Supplementary Feeding Sub-Program

### A. Output-Level Indicators

In CY 2020, SFP has served a total of **1,847,940 or 98.19%** out of the **1,881,879** target children-beneficiaries for the 9<sup>th</sup> cycle with a minor deviation of **34,039 or 1.81%**. Despite of the imposition of community quarantine, SFP has continued the implementation with the issuance of Memorandum Circular No. 12 series of 2020 or the Guidelines in the Implementation of the Supplementary Feeding Program during the Community Quarantine Period or Other Similar Emergencies which was approved by the Secretary on 29 April 2020, allowing the Transfer of Funds to LGUs as a mode of implementation. This strategy has contributed to the high percentage of accomplishment of the program for the year. This also validates the SFP Process Evaluation results and recommendations that Transfer of Funds to LGUs is an effective mechanism to implement the SFP.

**Table 16. Targets versus Accomplishments on the Number of children in CDCs and SNPs Provided with Supplementary Feeding, 2020**

Implementation Cycle	Accomplishments	Targets	Variance	Assessment
9 <sup>th</sup> Cycle	1,847,940	1,881,979	-1.81%	Minor Deviation
10 <sup>th</sup> Cycle	585,439	1,881,979	-68.89%	Major Deviation

For the 10<sup>th</sup> cycle, SFP has served **585,439 or 31.11%** out of the **1,881,979** target children-beneficiaries with **1,296,540 or 68.89%** unserved. It is expected that implementation will be fully completed until the 1<sup>st</sup> quarter of CY 2021 or before the official school year ends as the implementation is a school year basis. This time, the Transfer of Funds to LGUs is no longer applicable.

### B. Outcome-Level Indicators

Out of the **1,789,498** children beneficiaries who are weighed upon entry, **169,210 or 10.21%** were identified as Underweight (UW) and **34,117 or 2.06%** were Severely Underweight (SUW).

After 6 months of implementation, **1,580,788** children beneficiaries were weighed to determine the improvement of their nutritional status in which the UW from **169,210** decreased to **67,861 or 59.90%** improvement rate while the SUW from **34,117** decreased to **8,471 or 75.17%** improvement rate.

**Table 17. Targets versus Accomplishments on the Number of Malnourished Children in CDCs and SNPs Provided with Improved Nutritional Status, 2020**

Indicators	Accomplishments	Targets	Variance	Assessment
a. Severely Underweight to Underweight	25,646	34,117 (20%)	-24.83%	Full Target Achieved
b. Underweight to Normal	101,349	169,210 (80%)	-40.10%	Major Deviation

## Social Welfare for Senior Citizens Sub-Program

### A. Output-Level Indicators

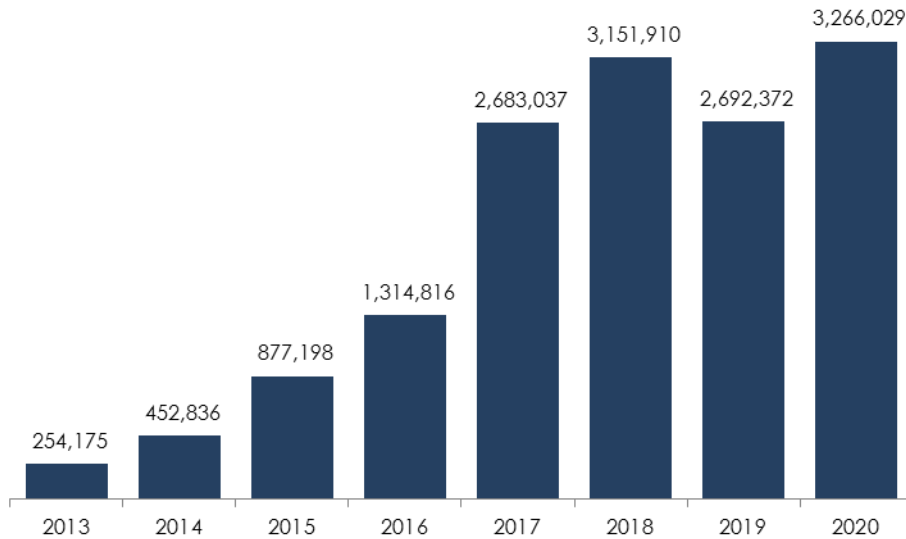
In CY 2020, out of the **3,789,874** target indigent senior citizens, **3,266,029** or **86.18%** have received their social pension stipend. The unserved beneficiaries can be attributed to the stringent protocols enforced with the implementation of community quarantine that affected the operations of the program, both at the FOs and LGUs level. Direct payout to the beneficiaries through the FOs Special Disbursing Officers (SDOs) continued while the Transfer of Funds to LGUs has been adopted to fast track the distribution of stipend.

As of 31 December 2020, 97.51% or Php22,575,467,905.12 out of the Php23,152,818,946.00 fund allocation has been utilized by the program.

**Table 18. Targets versus Accomplishments on the Number Senior Citizens Who Received Social Pension within the Semester, 2020**

Indicator	Accomplishments	Targets	Variance	Assessment
Number of senior citizens who received social pension within the semester	3,266,029	3,789,874	-13.82%	Minor deviation

**Figure 8. Number of beneficiaries covered by Social Pension, 2013-2020**



### B. Outcome-Level Indicators

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



**Table 19. Percentage of beneficiaries using social pension to augment daily living subsistence and medical needs, 2020**

Indicators	Accomplishments	Targets	Variance	Assessment
Percentage of beneficiaries using social pension to augment daily living subsistence and medical needs				
• Food	3,134,822 (82.71%)	3,789,87 (100%)	655,052 (17.29%)	Minor deviation
• Medicines and Vitamins	3,120,870 (82.34%)	3,789,874 (100%)	669,004 (17.66%)	Minor deviation
• Health check-up and other hospital or medical needs	2,401,006 (63.35%)	3,789,874 (100%)	1,388,868 (36.65%)	Minor deviation

## Implementation of Centenarians Act of 2016

### A. Output-Level Indicators

**Table 20. Targets versus Accomplishments on the Number Senior Citizens Who Received Social Pension within the Semester, 2020**

Indicator	Accomplishments	Targets	Variance	Assessment
Number of senior citizens who received social pension within the semester	985 (100%)	985 (100%)	0 0%	Full target achieved

For the Centenarian Program, there are 952 targeted beneficiaries for 2020 with additional 33 centenarians to be provided with Centenarian Gift funded through the 2019 continuing Fund. As of the December 2020, **985** beneficiaries were provided with ₱100,000.00 centenarian gift or **100%** of the targeted number of beneficiaries.

The distribution of the centenarian incentive to the target was affected due to the implementation of the community quarantine. Most Field Offices were able to process the vouchers for the incentive only in March, hence, FOs can only distribute the incentive to those LGUs with no / low cases of the COVID-19 during the period of the quarantine.

On financial accomplishment of the program based on the submitted reports from the FOs, out of the ₱98,400,000.00 fund allocation, 97.15% of ₱95,600,000.00 was already disbursed by the field offices, with only ₱2,800,000 remaining funds for disbursement.

## Protective Programs for Individuals, Families and Communities in Need or in Crisis Sub-Program

### Assistance to Individuals in Crisis Situations

#### A. Output-level indicators

As of December 2020, the Department through the Assistance to Individuals in Crisis Situation (AICS) has provided to 915,613 clients with an assistance amounting to Php 4,004,246,495.11 in all Crisis Intervention Units nationwide.

**Table 21. Accomplishments vs. Targets on Number of Beneficiaries Served, 2020**

Accomplishment	Target	Variance	Assessment
915,613	877,444	4.3%	Minor Deviation

**Table 22. Number of Services Provided by Type of Assistance, 2020**

Types of Assistance	Number of Assistance	Cost (in Php)	%
Educational Assistance	97,753	228,179,772.00	5.70
Medical Assistance	342,880	2,531,160,718.19	63.30
Transportation Assistance	5,908	16,603,672.85	0.40
Burial Assistance	68,138	386,271,070.48	9.60
Food Assistance	152,053	257,429,164.31	6.50
Non-Food Assistance	3,409	10,745,000.00	0.20
Other Cash Assistance	250,167	573,857,097.28	14.30
Psychosocial	545,871	--	
Referral	766	--	
<b>Grand Total</b>	<b>1,466,945</b>	<b>4,004,246,495.11</b>	<b>100.00%</b>

Among the assistance provided, medical assistance is still the most demanded service from AICS followed by other cash assistance.

## B. Outcome-level indicators

Outcome level results of the protective services is currently measured by the client satisfaction rating reported by the Crisis Intervention Units across the Field Offices and Central Office.

**For CY 2020, Four Field Offices (FOs I, VII, X, and Caraga)** reported above 93% satisfaction rating from beneficiaries who availed services at the Crisis Intervention Unit. However, other Field Offices have no submitted satisfaction ratings.

## Comprehensive Program on Street Children, Street Families, and Indigenous Peoples Especially Sama-Bajau (COMPRES)

### A. Output-level Indicators

- A total of 1,016 children and 2,373 families were served under the COMPRES program.
- Pilot regions through proposed activities/grants response to the COVID-19 pandemic through inclusion in the revised COMPRES Work and Financial Plan.
- Pilot Regions ensured the inclusion of COMPRES beneficiaries in the Social Amelioration Program and other assistance such as food, shelter, and hygiene kits provided by their respective Local Government Units and the Balik Probinsiya program.

## Alternative Family Care Program

A total of 488 children were issued with CDCLAA from January to December 2020. Out of the 488, majority were ages 5 to below 10 years old with 141, or 29%; followed by 1 to below 3 years old with 121 or 25%; 3 to below 5 years old with 115 or 23%; 10 to below 14 with 60 or 12%; 14 to below 18 years old with 26 or 5%; 0 to below 1 year old with 23 or 5%; The lowest belongs to Older children ages above 18 years old, with 2 or 1%

Out of the 488 cases issued with CDCLAA, majority are girls with 252 or 52% while boys have 235 or 48%.

**Table 23. Accomplishments vs. Targets per Category of Beneficiaries Served, 2020**

Category	Accomplishments	Targets	Variance	Assessment
Children placed out for domestic adoption	488	787	-38%	Major Deviation
Children endorsed for Inter-country Adoption	208	210	-0.95%	Minor Deviation
Children placed out for Foster Care	164	467	-65%	Major Deviation
<b>Total</b>	<b>860</b>	<b>1,464</b>	<b>--</b>	<b>--</b>

FO V, IX and XII got the lowest number of children placed under foster care due to the following reasons:

- Difficulty in the Recruitment of Licensed Foster Parents due to the new normal practices (Limited Movement/Transportation Protocols)
- Difficulty in the completion of the required documents of the Licensed Foster Parents (LFP Applicants have experienced transportation problems due to the border to border restrictions)
- Local Government Unit Counterparts have other priorities especially Social Amelioration Program and Social Pension and cannot focus on Foster Care Program (There are no referral cases from LGUs)
- No received endorsements of eligible children for fc from RSCC, RCF, CCAs and/or LGUs

### Challenges and Recommendations:

Issues/ Challenges	Action/s Taken and Recommendations
Difficulty in securing pertinent documents for issuance of CDCLAA e.g. as certification from radio and TV stations	<p>PMB sent a letter to Presidential Communications Operations Office (PCOO) and Kapisanan ng mga Brodcaster ng Pilipinas (KBP) on what will be the possible remedy to address the concern. Also, if possible to issue a certification thru email to lessen the mobility of the staff to go outside amidst pandemic</p> <p>PMB received an email/feedback from PCOO that</p>

	the said concern was referred to PTV Manager and Bureau of Broadcast Services (BBS) Director for necessary intervention. PMB to follow-up to PCOO on the update
<p>Requirement for RT-PCR testing both for the child and PAPs/foster parents prior to physical transfer of the child</p> <p>Some foster parents did not pursue because they decided not to undergo RT-PCR testing considering that they have to follow the 14 days quarantine period which will affect their economic/source of living.</p> <p>The foster parents/PAPs are not qualified also to avail the free swab testing with the LGU unless they have COVID-19 symptoms and/or determined with direct exposure to person/infected of virus.</p>	<p>The Field Offices can also discuss with the Regional Child Welfare Specialist Group as they have a pediatrician/medical practitioner during matching conference.</p> <p>For approval of the Guidance Note on the procedure of entrustment of children for cases of children/ PAPs/ Foster Parents Matched from other regions during Covid-19, Pandemic</p>

## Minors Travelling Abroad

### A. Output-level Indicators

**Table 24. Accomplishments vs. Targets on the Number of minors travelling abroad issued with travel clearance, 2020**

Indicator	Accomplishments	Targets	Variance	Assessment
Number of minors travelling abroad issued with travel clearance	8,632	42,326	-79.61%	Major deviation

**The accomplishment of 8,632 minors travelling abroad issued with travel clearance significantly decreased due to the imposition of community quarantine that restricted children to travel abroad.** In effect, the limited travel abroad permits, caused the major reduction of applications for travel clearance received by the DSWD. Historically, the months of March to May or during summer vacation is the peak of travel clearance applications.

## Unconditional Cash Transfer Program

Department of Social Welfare and Development (DSWD) as lead agency together with the Land Bank of the Philippines (LBP), have been tasked to implement the distribution of cash grants to 10 million poor households and individuals which includes the identified beneficiaries under the Pantawid Familyang Pilipino Program, Social Pension Program and the targeted households under the Listahanan.

Cash grants amounting to PhP 200 per month or PhP 2,400.00 per year (2018), shall be distributed for the first year of its implementation and PhP 300 per month or PhP 3,600.00 per year for the subsequent two years (2019 & 2020).

**Table 25. UCT Cash Grant Distribution as of December 2020**

Target		Payroll Generated		LBP Funded/Paid	
HH	Amount Budgeted	HH	Amount	HH	Amount
10,000,000	36,000,000,000	<b>3,923,605</b>	14,124,978,000	<b>3,923,605</b>	<b>14,124,978,000</b>

UCT Payment for 2019 began only on July 2019 which is the same month that DBM started releasing the Funds for the Grants to LBP. Despite backlogs, payouts in GIDA and Very Difficult Areas under conduits have already commenced in Region IV-B by May 2020. Other Regions such as Regions V, IX and XII are already in the works to proceed with payouts via Conduit Service Providers while others proceeded with select over-the-counter payouts as accommodated by LBP Servicing Branches. As for other regions, there had been difficulty in the resumption of procurement process due to failure of bidding negotiations. UCT 2019 Ended with 5,701,475 payroll generated, of which 5,074,711 was paid by LBP. On December 2020, Bureau of Treasury (BTr) was able to release 20B to LBP out of the 36B Notice of Cash Allocation issued by DBM last November for the FY 2020 operations. Subsequently, DSWD and LBP were able to complete the top-up grants to 3.9M UCT-Pantawid beneficiaries through their Cash Cards.

The COVID-19 Pandemic has greatly affected the program implementation of various DSWD activities especially the conduct of payouts in compliance with the safety protocols. Moreover, the declaration of ECQ / GCQ, commensurately slowed down the existing processes.

To address payout restrictions, there is a shift to focus towards opening of LBP EMV accounts for Cash Card mode of payout. These cash cards will then facilitate a faster way of providing grants not only for the UCT program but also to other government subsidy grants in the future.

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

### A. Output-level indicators

**For CY 2020, One Thousand Five Hundred Ninety Eight (1,598) new victim-survivors of trafficking were served, mostly women.** The highest number on the purpose of trafficking is forced labor considering that most of the cases served are intercepted from airports and seaport and other exit points in the country and were prevented from purposive exploitation of their traffickers.

The FO IX also gained a high number of cases because of the Processing Center for Displaced Persons, wherein, intercepted potential victims of trafficking were brought and because of its geographical location as the back-door exit going to Malaysia.

The increased number of TIP victims in FO II was due to the joint operation of Ilagan Provincial Police Office Operatives together with the Department of Labor and Employment, wherein 188 workers and 3 minors were recruited to work as a construction worker but was forced to work in a fake cigarette company operated by Chinese nationals.

## Services to Trafficked Persons

RRPTP provides a package of services to trafficking victims which include rescue, counseling, financial assistance, skills training, auxiliary services, temporary shelter and legal assistance. The financial services are for either self-employment and/or to finance their expenses while seeking employment. These services are also provided not just to TIP victims but to their families, as well. For CY 2020, the DSWD Field Offices were able to provide a total of 3,272 assistance to the victims of human trafficking.

**Table 26. Number of Services Provided to Trafficked Persons per Quarter, 2020**

Type of Assistance	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
Livelihood Assistance	80	35	111	142	368
Skills Training	27	0	1	11	39
Support for victims/Witnesses	7	196	15	7	225
Balik Probinsiya	56	3	10	11	80
Financial Assistance	43	8	49	25	125
Temporary Shelter	121	59	83	59	322
Educational Assistance	62	2	19	89	172
Psychosocial Counseling	462	95	253	243	1,053
Referral	33	53	18	28	132
Medical Assistance	6	15	12	12	45
Transportation	5	30	5	2	42
Hygiene Kit	281	68	41	44	434
Food	37	60	41	6	144
Rescue Operation	0	29	11	21	61
Home visit	13	2	2	13	30
<b>TOTAL</b>	<b>1,233</b>	<b>655</b>	<b>671</b>	<b>713</b>	<b>3,272</b>

## II. Influencing Factors

### A. Facilitating Factors

- Issuance of enhanced program guidelines and directives to adjust operations and service delivery in the context of the new normal brought about by the COVID-19 pandemic.
- Use of different modalities to reach clients and to conduct advocacy activities such as the use of tri-media as a platform, among others.
- Continuous monitoring of implementation and provision of technical assistance to partners for effective and efficient implementation of the program.
- Dedication and team work of staff to respond the needs of the clients in spite of the pandemic.

## B. Hindering Factors

- Imposition of community quarantine that limited the access of clients in the FOs to avail of the programs and services.
- Varied and unique protocols of the Local Government Units in terms of accepting clients for integration in their respective locality
- Difficulty of admission of center residents during emergency cases at the hospital
- Delayed disposition hearing due to limited schedule of court hearings
- Inadequacy of human resources in terms of number, types and competencies which cause additional tasks, overlapping roles and responsibilities, and inefficiency in delivery of services. Apart from this, many program staff do not have security of tenure.

## III. Recommendations

**Revisit program guidelines and policies** to ensure that the programs are responsive to the emergent need of vulnerable sectors and other segments of the population affected by the pandemic.

**Strengthen partnership and convergence especially with local government units.** Despite the stringent protocols enforced with the implementation of community quarantine that affected the operations of the programs, high percentage of accomplishment were recorded (in SFP, SocPen, Centenarian Program, and AICS) by allowing the Transfer of Funds to LGUs as a mode of implementation. This underscores the crucial role and contribution of LGUs in reaching out to program beneficiaries.

**Continuously provide technical assistance and capability building activities to the staff to adjust to the new normal operations.** There should be constant sharing of good practices and exchange of initiatives implemented in the context of new normal.

**Ensure the safety and protection of all personnel and provide security of tenure.** Support mechanisms to all personnel should be strengthened for them to fulfil their essential functions in the Department.

**Provide and allocate funds to establish and strengthen vital ICT system and infrastructure in order to support day-to-day operations and improve program implementation** (i.e. establishment of the Social Pension Database Information System and continuous utilization of DSWD e-Services for MTA).

**Intensify the advocacy campaign to increase people's awareness on issues** about trafficking and strengthen community participation to prevent human trafficking.



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

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

### Disaster Response and Management Program

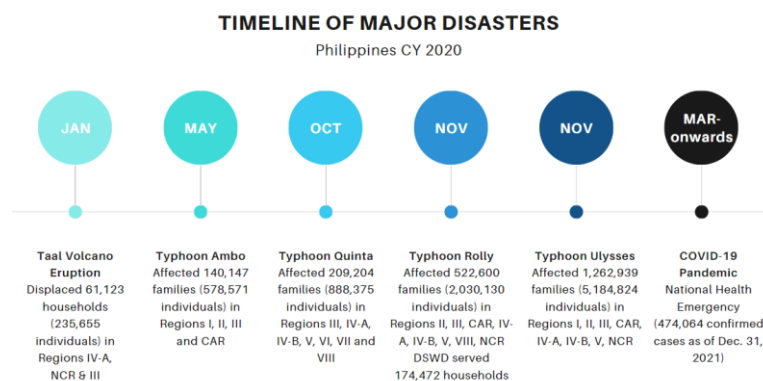
This program intends to provide emergency services during or immediately after the occurrence of a disaster in order to save lives, reduce hunger and ensure safety of the people. It involves the provision of basic subsistence needs of the affected individuals and families, as well as the repair or reconstruction of houses damaged by disaster in order to help them restore their normal level of functioning. The DSWD implements several programs & services under this program such as – (1) Provision of Food and Non-Food Assistance; (2) Provision of Temporary Shelters; Camp Coordination and Management Services; (3) Emergency Shelter Assistance; (4) Cash-for-Work/Foodfor-Work; and, (5) Cash-for-Work for Climate Change Adaptation and Mitigation.

## I. Findings

### A. Output-level Indicators

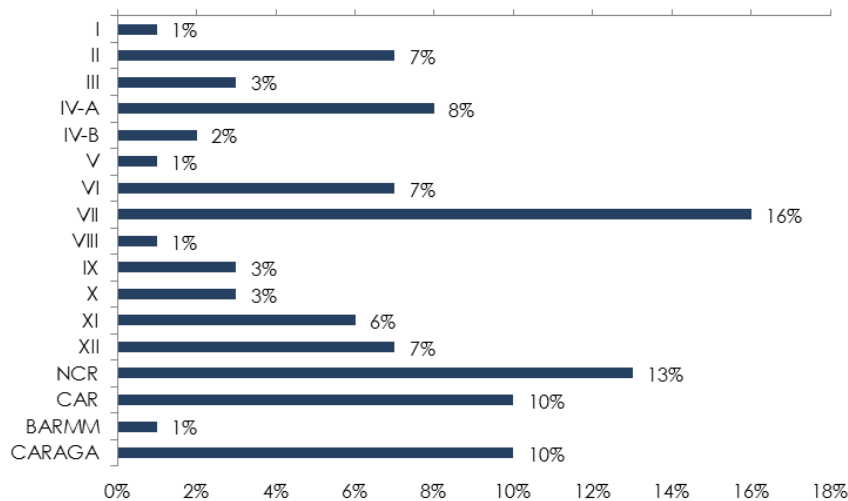
**The Department unceasingly carried out its mandate along disaster response/relief and was able to reach out to hundreds of thousands of disaster-stricken (both major and minor disasters) families, even in the midst of adversities that persisted throughout the year.** The pandemic/quarantine did not stop the DSWD in providing disaster response services through delivery of food and non-food items (FNI) and/or cash-for-work (CFW) to 785,594 internally displaced households (IDH) as more calamities of massive impact hit the country in the second half of the year – most of which occurred at the last quarter (e.g. Typhoon Quinta, Typhoon Rolly, and Typhoon Ulysses). One thousand eight hundred thirty-two (1832) LGUs were also provided with augmentation on disaster response (both COVID-19 and non COVID-19 related).

**Figure 9. Major Disasters in the Philippines, 2020**



Meanwhile, the Department also managed to respond to 134 minor incidents (confined in only one region/location), with Field Offices VII (16%), NCR (13%), CARAGA (10%) and CAR (10%) taking the lion's share.

**Figure 10. Minor Incidents Responded to by DSWD Field Offices, 2020**



**Continuous learning for the QRT members was still ensured as the Department eased into the “new normal”.** Though seemingly hampered by the declaration of lockdown/community quarantine nationwide during the first semester, QRT trainings were able to pick up at the second half of the year as capacity building activities resumed via virtual platforms. With this, there were 8% more QRT members trained last year, than initially targeted. Most trained QRTs came from FO VII (311 QRTs), followed by FO IV-B (197 QRTs), and the Central Office (190 QRTs).

**Risk Resiliency Program for Climate Change Adaptation and Mitigation (RRP-CCAM) activities resumed by the second semester as well, thus, disparity was brought down to -9.5% vs. the first semester’s -77.18%.** Last year’s RRP-CCAM accomplishment reflects 2019 continuing and 2020 implemented CFW activities, **98.42% and 89.29%, respectively.** Most of the CFW activities implemented in the 1st semester were backlogs from 2019. Meanwhile, 2020 targets were revisited considering the temporary suspension of CFW-CCAM during the Enhanced Community Quarantine. And through catch-up plans, yearly targets were almost met. The few CFWs that have yet to be completed were due to the unavailability of some beneficiaries during implementation/payout, failure to implement the project in some target barangays and/or unavailability of SDOs who can handle cash advances. Note though, that these will be carried over to 2021 targets.

FO X leads in the provision of CFW to poor families for 2020 (87,419 families), then FO VI (74,282 families) and FO CARAGA (69,235 families).

**Accomplishments for other indicators are well-noted but could not be assessed for progress due to lack of targeting.** There is no doubt that the Department continuously performs its mandate on disaster response as evidenced by the number of clients it has served (whether LGUs or affected households/individuals). However, assessment of the recorded accomplishments may be inconclusive since there was no indicated target (i.e. “as need arises” or ANA).

**Table 27. Targets vs. Accomplishments on Output Indicators along Organizational Outcome No. 3**

Output Indicator	Accomplishments	2020 Targets	Variance	Assessment
1. Number of trained DSWD QRT members ready for deployment on disaster response	1,500	1,432	+4.7%	Minor Deviation
2. Percentage of requests from Field Offices for Replenishment of standby funds acted upon	100%	ANA	--	Inconclusive
3. Number of poor families that received cash-for-work for CCAM	565,496	625,176	-9.5%	Minor Deviation
4. Number of LGUs provided with augmentation on disaster response services	1,832	ANA	--	Inconclusive
5. Number of Internally Displaced Households provided with disaster response services	785,594	ANA	--	Inconclusive
6. Number of Internally Displaced Households provided with early recovery services	52,087	ANA	--	Inconclusive

**B. Outcome-level Indicators**

**All internally displaced households (IDHs) served by the DSWD were assisted to early recovery, however, the actual number consists of just a portion of the total count of households affected by major calamities.** One hundred percent of the 837,681 IDHs were provided with a myriad of assistance - from food & non-food relief items, to financial assistance under the Emergency Shelter Assistance (ESA) and Cash-for-Work programs. However, if not compared against the population of disaster-affected households and individuals, there is no telling whether the interventions provided were able to reach a significant portion. Likewise, the absence of actual targets prevents a precise evaluation of the true outcome of the Department's disaster response from being achieved.

**Table 28. Targets vs. Accomplishments on Outcome Indicators along Organizational Outcome No. 3**

Outcome Indicator	Accomplishments	2020 Targets	Variance	Assessment
1. Percentage of disaster-affected households assisted	100% (837,681 out of	100%	--	Inconclusive

<sup>9</sup> DRMB HPMS Form 4-4A-4B Report (Annual)

to early recovery stage	837,681)			
-------------------------	----------	--	--	--

## II. Influencing Factors

### A. Facilitating Factors

- Utilization of online technology/platforms for key activities:
  - a. Virtual Teleconferencing (VTC) for the conduct of trainings and capacity building activities
  - b. Online Monitoring Platform (OMP) for RRP-CCAM
  - c. Monitoring of rainfall data shared by PAGASA
- Adept in developing/enhancing new and existing policies/manuals to adapt to the new normal
  - a. Development of CCCM COVID-19 Protocols (in partnership with IOM)
  - b. New guidelines on the deployment of QRTs
- Continuous capacity building of internal (DSWD), MSWDO and MDRRMO on Camp Coordination & Management (CCCM), Logistics and Protective Services Program (PSP)
- Efficient troubleshooting of PAP implementation/targets
- Close coordination and strong partnerships among DSWD offices/units and with other stakeholders (e.g. LGUs, NGAs, private organizations)
- Increase of office equipment and vehicles
- Adaptiveness and dedication of the DRMB/DRMD staff which enabled the unite to maintain close to normal operation even with the implementation of E/GCQ

### B. Hindering Factors

- Platforms being used either have expirations or limited subscriptions; Limited web-based material and platform for virtual learning, and challenges in internet connectivity
- Various restrictions/challenges due to the pandemic:
  - a. Postponement of trainings and RRP-CCAM activities
  - b. Difficulties/limitations in the conduct of validations
  - c. LGU protocols regarding entries of Authorized Persons Outside Residence (APOR)
  - d. Limited suppliers of raw materials especially at the height of the pandemic
  - e. Delayed delivery of supplies due to heightened demands for emergency relief goods
  - f. Health risks for DSWD personnel on the ground
  - g. Implications of postponements and other restrictions to the timelines and achievement of targets

- New guidelines (e.g. deployment of QRTs) yet to be cascaded to the FOs
- Unavailability of unified reporting and monitoring templates of among partner agencies implementing joint disaster-related PAPs (e.g. CCAM, disaster response)
- Issues on database and/or monitoring and reporting:
  - a. Different reportorial templates required by DRMB & NRLMB but almost the same data needed
  - b. Inaccurate data in the number of affected population, displaced, damaged houses and cost of assistance in the DROMIC Reports submitted by the FOs need further validation
  - c. Inability to monitor movement of standby fund vis-à-vis stockpile at the field offices, and frequent use of Standby Funds for large scale procurement
  - d. Inconsistency of weather data since there is no definite period of time for dissemination of updated Global Spectral Model (GSM) and Weather Research and Forecasting (WRF) data
- Limited number of staff / lack of manpower, especially at the Field Offices/LGUs:
  - a. Not enough designated Special Disbursement Officers (SDOs)
  - b. Lack of permanent staff for the warehousing function at the Field Offices
  - c. Lack of staff/volunteers in repacking due to the pandemic
  - d. LGU capacity in implementing disaster operations/programs due to simultaneous projects and directives
  - e. Lack of Information Officers (IOs) to prepare write-ups, documentations and IEC materials for CCAM success stories
  - f. Need more staff at the Regional Resource Management Section
  - g. Need more staff to be designated as ESA and CSAP focal persons who will monitor projects

### III. Recommendations

- Revisit DRM indicators and set actual baseline targets. Apart from setting realistic & achievable targets considering the Department's financial, technological and workforce capacity, baseline targets must also be determined. As much as possible, refrain from setting undefined targets such as "as need arises" / ANA in order to track true progress of outputs and outcomes. Seeing as the Department has been responding to disasters for the past decade, yearly targets (i.e. minimum average of HHs served) should be identifiable.
- Ensure systems, technologies and ICT infrastructure supporting key activities for disaster response are in place, considering "new normal" situation in which the Department operates:
  - a. On the expiration of online platforms (e.g. OMP for CCAM) - continuous coordination with ICTMS and other external partners to develop a monitoring tool

- b. On LDIs/Capacity Building - Continuous conversion of existing capacity building manuals and materials and purchase of licensed-webinar accounts
  - c. On monitoring and reporting - Harmonization of DRMB, NRLMB, and FOs reportorial templates; Concerned NGAs, councils and clusters to also develop unified templates for reporting and monitoring PAPs (i.e. RRP-CCAM projects)
  - d. On the preparation of Pre-Disaster Risk Assessment (PDRA) & Disaster Response Operations Monitoring and Information Center (DROMIC) Preparedness Response report - Establishment of an agreed time for sending weather data through a MOA with PAGASA; and facilitation of the procurement or external sourcing of licensed geo-processing software and hardware for use (e.g. for processing GIS layers) during work-from-home setting
  - e. Invest in the upgrading of ICT infrastructure, equipment, internet connectivity and applications, as crucial groundwork for digitization and migration to online platforms, especially in the Field Offices
- Management to heed the request of the Field Offices for additional staff and/or create plantilla positions that will be responsive to the increasing demands/scope of work. Central Office counterparts (DRMB/NRLMB) to facilitate FOs' requests to hire specific positions (e.g. PDOs, SWOs, IOs, Engineers, etc.)
  - Safety and welfare of staff responding to disasters need preferential attention. Ensure accessibility to RT-PCR swab tests for staff doing fieldwork
  - Maintain strong partnership/collaboration with NGAs, LGUs, and the private sector
  - Fast track review and approval of request for downloading of funds (e.g. ESA, CFW, QRF, procurement of equipment, renovation/repairs of warehouses)

## Organizational Outcome 4: Continuing Compliance of Social Welfare & Development Agencies (SWDAs) to Standards in the Delivery of Social Welfare Services Ensured

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

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

### Social Welfare and Development Agencies Regulatory Program

The DSWD SWDAs Regulatory Program aims to manage SWDAs and their implementation of SWD programs and services by establishing quality assurance measures. It involves registration and licensing of SWDAs to operate, as well as the accreditation of SWD programs and services of SWDAs and service providers.

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

## I. Findings

### A. Output Level Indicators

**Annual targets on registration and licensing of SWAs/SWDAs as well as the accreditation of service providers were notably surpassed.** The outstanding first semester performance along these indicators appears to have been sustained throughout CY 2020, despite the continued community quarantine. Accomplishments on registration and licensing (RL) of SWAs (+171%) and auxiliary SWDAs (+324%) registered remarkable variances of up to three-folds their yearly targets. This can be attributed to the bulk applications the



Department processed during the fourth quarter. All Field Offices (except IV-B) either exceeded or fully met their targets for RL.

Noteworthy to mention, however, that based on the HPMES submissions, the targets for CY 2020 were significantly lower than the previous year (2019 annual targets for registered/licensed SWAs: 183, auxiliary SWDAs: 157<sup>10</sup>), hence yearly improvements might be inconclusive.

Accreditation of service providers also picked up by the second semester and eventually exceeded intended numbers for CY 2020. Top performers for pre-marriage counsellors (PMC) accreditation were FOs CAR and VIII who accredited 62 PMCs each, then followed by FO VI with 61 PMCs. Leading the pack for child development workers (CDW) accreditation is FO III (1,025 CDWs), then FOs II and VI with 442 CDWs and 420 CDWs respectively.

The relentless efforts by Standards Bureau/FO-Standards Section (SB/SS) personnel in monitoring and providing technical assistance to SWAs/SWDAs via alternative means (i.e. online platforms), highly contributed to the successful achievement of RL targets.

**Meanwhile, accreditation of SWAs, Centers and Civil Society Organizations (CSOs) was unable to gain traction.** The first semester already showed signs of sub-par performance (1<sup>st</sup> Semester Variance: -83%), and yet, it only managed to lessen the overall discrepancy to -30% by the end of 2020. Somehow, targets for DSWD and LGU-run Centers were met (+129% and 100%, respectively). However, there were 46% less than the intended number of accredited NGOs in the past year, while accreditation of Senior Citizen Centers was 27% below target. Also, only half (49.77%) of the goals for accrediting Beneficiary Partner CSOs was reached.

The Field Offices reported that some Centers are still having difficulties complying with the documentary requirements, hence the less than desired quantity of accredited SWAs. Meanwhile, accreditation of Beneficiary Partner CSOs is underscored in MC No. 22, s. 2019 (to be endorsed by the SLP). Note that there was a shift in priorities due to the implementation of the Livelihood Assistance Grants (LAG) as part of the emergency measures under the Social Amelioration Program; thereby affecting the turnout of SLP-endorsed CSOs.

**Timeliness of the issuance of RLAs appears to have also been affected by the adjustments to the “new normal”.** Only 73% of the target 100% of SWDAs were issued RLA certificates within 30 working days upon receipt of compliant application. The delays were mainly caused by the mobility and staffing restrictions that came with the continued imposition of the community quarantine.

**Table 29. Targets vs. Accomplishments on Output Indicators Along Organizational Outcome #4**

Output Indicator	Accomplishments	2020 Targets	Variance	Assessment
1. Number of SWAs and SWDAs registered, licensed and accredited				
a. Registered and	201	74	+171%	Target Exceeded

<sup>10</sup> 2019 DSWD Assessment Report

Licensed SWAs				
b. Registered Auxiliary SWDAs	242	57	+324%	Target Exceeded
c. Accredited SWAs and Centers	81	116	-30%	Slightly Below Target
c.1. NGOs	(47)	(87)	(-46%)	(Below Target)
c.2. DSWD Centers	(16)	(7)	(+129%)	(Target Exceeded)
c.3. LGU-run Centers	(7)	(7)	(100%)	(Target Fully Met)
c.4. Senior Citizen Centers	(11)	(15)	(-27%)	Slightly Below Target
2. Number of CSOs accredited				
a. Implementing Partner CSOs	0	ANA	-	No Progress
b. Beneficiary Partner CSOs (Accreditation by DSWD FOs)	454	904	-49.88%	Below Target
3. Number of service providers accredited				
a. SWMCCs (Accreditation by SB)	49	24	+104%	Target Exceeded
b. PMCs (Accreditation by DSWD FOs)	406	288	+41%	Target Exceeded
c. CDWs (Accreditation by DSWD FOs)	4679	3770	+24%	Target Somewhat Exceeded
4. Percentage of SWDAs with RLA certificates issued within 30 working days upon receipt of compliant application	73%	100%	-27%	Slightly Below Target
5. Percentage of detected violations/complaints acted upon within 7 working days	Almost 100% (only 7 complaints received across DSWD Offices)	100%	Almost 100%	Almost On Target

## B. Outcome Level Indicators

- Monitoring of registered SWAs, SWDAs and Service Providers for their sustained compliance to SWD standards started to pick up by the second semester with the easing of restrictions (e.g. M/GCQ vs. 1<sup>st</sup> semester's ECQ).** However, only Field Offices I, VII, VIII, X, and CARAGA were able to register positive variances vis-à-vis their annual targets<sup>11</sup>. The others, on the other hand, were either below target (Central Office, XI) or could not be determined as their respective percentages were not identified.

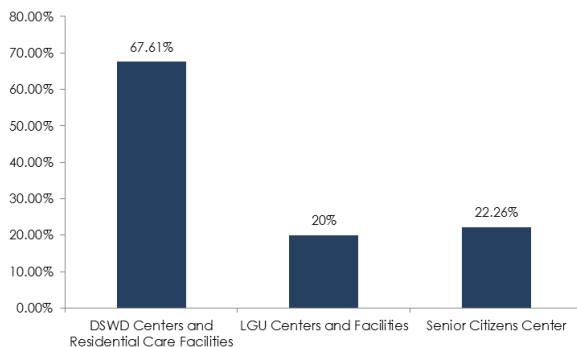
<sup>11</sup> Regional HPMS Form 4-4A-4B Submissions

**Table 30. Targets vs. Accomplishments on Outcome Indicators  
Along Organizational Outcome #4**

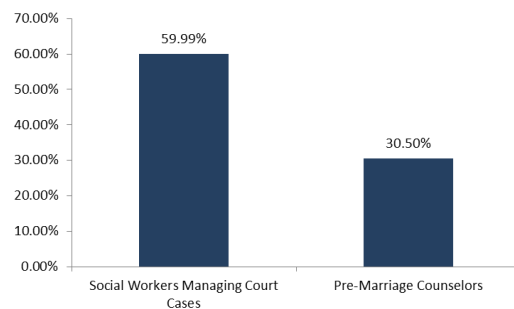
Outcome Indicator	Accomplishments	2020 Targets	Variance	Assessment
1. Percentage of SWAs, SWDAs and service providers with sustained compliance to social welfare and development standards				
Central Office	52%	100%	-48%	Below Target
NCR	inconclusive			
CAR	inconclusive			
I	83%	67%	+16%	Target Somewhat Exceeded
II	inconclusive			
III	inconclusive			
IV-A	inconclusive			
IV-B	no data provided			
V	inconclusive			
VI	inconclusive			
VII	100%	100%	0	Target Fully Met
VIII	150%	18.75%	+131.25%	Target Exceeded
IX	inconclusive			
X	22.12%	20%	+2.12%	Target Somewhat Exceeded
XI	13%	40%	-27%	Slightly Below Target
XII	no data provided			
CARAGA	41%	25%	+16%	Target Somewhat Exceeded

- However, it must be stressed that the percentage of SWAs/SWDAs/Service Providers with valid RLA is still rather low.** The most basic quality assurance criteria that SWAs and SWDAs must comply to and sustain is to register/obtain a license to operate. As of 2020, only 20% of LGU Centers and 22.26% of Senior Citizen Centers have valid RLAs. DSWD Centers are at 67.61%, but it is still quite far from the ideal (100%). Percentages for social workers managing court-related cases (SWMCCs) (59.99%) and PMCs (30.50%) are higher, but still needs improvement. A more robust and pro-active advocacy for registration, licensing and accreditation must then be done to encourage SWAs/SWDAs/SPs to apply and/or renew their RLAs.

**Figure 11. Percentage of Centers with Valid RLAs**



**Figure 12. Percentage of SPs with Valid Accreditation**



## II. Influencing Factors

### A. Facilitating Factors

- Utilization of alternative platforms (i.e. online/virtual) for various crucial activities in the implementation of regulatory functions:
  - a. Provision of TA to SWAs/SWDAs
  - b. Online processing of RLAs
  - c. Coordination with the SWAs/SWDAs, LGUs, ABSNET, ECCD focal persons, and other key intermediaries
  - d. Meetings/trainings
- Dedication and flexibility of SB/SS staff to adjust to the challenges brought by the pandemic and ensure delivery of regulatory services
- Active collaboration and strong partnership with the ABSNET clusters (i.e. helpful in monitoring SWDAs) and proactive cooperation / compliance of SWDAs who showed eagerness to be licensed
- Adjustments in the timelines (e.g. granted leeway to CDWs assessed during the last quarter of 2019 to comply with the requirements until 3<sup>rd</sup> Quarter of 2020; 60-day extension on the submission of applications during the height of the quarantine)

Support and appreciation of the LSWDOs in the advocacy and implementation of regulatory programs/services

### B. Hindering Factors

- Adjustments had to be made due to the travel restrictions due to COVID-19 pandemic which hampered key RLA activities such as assessment/monitoring visits, fieldwork, face-to-face sessions & TAs, LDIs, etc. The Bureau/Section had to come up with alternative ways in conducting these activities (i.e. migrating to online platforms), however, not all SWDAs, particularly day care centers, are equipped enough for such changes. As reported at least in Region VII, not all daycare facilities have computers, smartphones and access to stable internet.
- Overlapping activities in the department by which some of the major roles of the staffs are overtaken by other urgent concerns and tasks (e.g. SAP, Social Pension)
- Difficulty of SWAs and SWDAs to comply with some documentary requirements that had to be secured from other agencies who are also imposing lockdowns/restrictions due to the pandemic (e.g. COC, SEC, BIR, NCIP, Bureau of Fire Protection, etc.)
- No face-to-face ECCD sessions conducted from March - November 2020 due to IATF safety protocols.
- Some directives from the Central Office (e.g. DCC online accreditation, monitoring of SWDAs, assessment of SWMCCs and CSOs, interim process on

the accreditation of PMCs during a state of national emergency) came late i.e. November/December 2020.

### **III. Recommendations**

- Recalibration of annual OPC targets on RLA still a considerable recommendation given current circumstances, unless a fully operational digitized system is in place.
- Continue with the implementation of online applications and virtual assessments of SWAs, SWDAs and Service Providers.
- Address concerns related to ICT infrastructure and equipment to support RLA/regulatory functions. This must be hastened given the Secretary's directive on digitization of processes and systems.
- Ensure prompt response / adaptability to sudden changes (e.g. speedy adjustments of guidelines; timely provision of directives to Field Offices), since conditions have yet to "normalize".
- Hasten implementation of pro-active strategies to strengthen the promotion of regulatory functions of DSWD among LGUs, SWDAs/SWAs and Service Providers. It could be through ardent follow ups / sending of notification letters to encourage SWAs/SWDAs to apply for renewal, or passing a law or policy that provides more compelling sanctions against uncooperative LGUs, SWDAs/SWAs and Service Providers

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

### Social Welfare and Development Technical Assistance and Resource Augmentation Program

The Local Social Welfare and Development Offices (LSWDOs) are crucial in the delivery of social welfare services and programs at the Local Government Unit (LGU) level as mandated in the Local Government Code. The DSWD 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 to implement social welfare and development programs including disaster management. Hence, the Department has continually committed as its strategic goal under Organizational Outcome 5 (OO5) to assist LGUs specifically LSWDOs in improving the delivery of social services and programs.

#### I. Findings

**The COVID-19 Pandemic Poses Great Challenges in Achieving the Improvement of Service Delivery of LSWDO.** The 2020 is a challenging year in the DSWD due to the COVID-19 pandemic. Its own operational systems and processes were tested to respond to the needs of its clientele. The imposition of community quarantine poses great challenges in terms of achieving the targets on its strategic plan to respond the COVID-19 pandemic. Thus, the Department issued Administrative Order No. 3 also known as DSWD COVID-19 Response and Recovery Plan for 2020-2022. Plans were recalibrated to adjust to the COVID-19 response requirements, adoption of ensure economy measures in the government due to emergency situation by virtue of the National Budget Circular 580 and consider mitigation of effects of the COVID-19 on health and physical well-being of employees. As well as the DSWD preparation on the set up of full devolution considering the Mandanas Court Ruling.

##### A. Output-level Indicators

**Provision of technical assistance and resource augmentation to LSWDO exceeded the annual target.** The DSWD Field Offices continue to provide technical assistance and resource augmentation to LGUs in implementing social welfare and development programs despite the challenges brought about by the pandemic situation. There were 1,419 LGUs provided with technical assistance (TA) out of 1,165 targets while 493 LGUs were provided with resource augmentation out of 273 targets. Most of the TAs provided were along SAP, statutory programs, psychosocial support, consultation meetings and knowledge sharing sessions.

**Implementation of Learning and Development Interventions is behind its set target.** In terms of the Learning and Development Interventions, out of 92 LDIs planned to be implemented within the year, only 31 (33.70%) were implemented by the FOs.

**Table 31. Targets vs. Accomplishments on Outcome Indicators  
Along Organizational Outcome #5**

<b>Output Indicators</b>	<b>Target</b>	<b>Accomplishment</b>	<b>Variance</b>	<b>Assessment</b>
Number of learning and development interventions provided to LGUs (through LSWDOs)	92	31	-66.30%	Major Deviation
Percentage of LGUs provided with technical assistance	1,165	105.65% (1,419)	21.80%	Minor Deviation
Percentage of LGUs provided with resource augmentation	273	126.53% (493)	80.59%	Major Deviation

**B. Outcome-level Indicators**

**Majority of LSWDO are in level 1 of service delivery.** As of December 2020 LSWDO Service Delivery results, majority (59.13% or 570) of the LSWDOs that were assessed achieved Level 1, which is the minimum expected Service Delivery Capacity level. Around 33.82% or 326 LSWDOs are at Level 2 and 3% or 29 at Level 3. Meanwhile 39 or 4.05% did not meet the minimum expected capacity level. The LSWDOs are doing well in the area of Client Assessment, however they are weak on the aspect of Planning Formulation. LSWDOs that achieved Level 3 are recognized as with improved service delivery and maybe considered as possible benchmarks for good practices. Their innovations have to be documented for knowledge-sharing. On the other hand, the rest have potentials to move towards higher capacity level.

**Table 32. LSWDO Level of Service Delivery, 2020**

<b>Level of Service Delivery</b>	<b>Number of LGUs</b>	<b>Percent</b>
Low	39	4.05%
Level 1	570	59.13%
Level 2	326	33.82%
Level 3	29	3.00%
<b>Total</b>	964	100%

**Strategic Contribution Implementation**

- 1. Development of Service Delivery Capacity and Competency Assessment (SDCCA) Information System.** There were four (4) rounds of Users Acceptability Test conducted with Luzon, Visayas and Mindanao clusters in 2020. The IS has yet to be tested in terms of functionality.
- 2. Development of DSWD and LGUs Partnership Manual.** A draft partnership manual was prepared based on the series of consultation workshops with FOs, CO and selected LGUs.
- 3. Development of E-Courses (LDIs).** Two (2) Full Blown E-Courses were developed and pilot tested.



4. **Development of the Technical Assistance Agenda.** The TA Agenda was developed and approved to provide **guidance** to all the stakeholders providing services to the LSWDOs.

## II. Recommendations

Based on the presented data, majority of the output indicators expected on OO5 commitments are accomplished for CY 2020, except the target on LDI provision to LGUs. This proves that regardless of the current situations, the functions of the Department as Technical Assistance provider to LGUs and stakeholders are still being implemented in the LGUs.

The current pandemic situation of the country is a wake-up call for the Department to be ready to combat future crises. To ensure responsive and efficient delivery of social welfare program and services it is very important to take the necessary actions:

- **Invest on digitization of existing tools, processes and procedures.** The Pandemic situation has paved the way for the transition to online/digital platforms. It will maximize the reach of potential customers on the provision of technical assistance. The Department must also invest on Learning Management System (LMS) or online learning platform so that the provision of Technical Assistance and Skills Development can be conducted through modular based and online training courses.
- **Revisit the Overall Result Framework for OO5.** The existing OO5 framework must be revisited and come-up with a comprehensive set of measures to mitigate the impact of COVID-19 pandemic especially for low income LGUs. We must also consider developing indicators on how DSWD can influence the local development process in the LGUs. DSWD must ensure that priority programs and services on social welfare and development are included in the Comprehensive Development Plan, Local Development Investment Programs and Annual Investment Programs of the LGUs.
- **Anticipatory and Forward Planning of TARA Plans.** The 2019 LSWDO Service Delivery results are rich information to develop the TARA plans and agenda of the Field Offices and CO-OBS. Continues conduct of Performance Review and Evaluation Workshop with FOs on TARA Program Implementation.
- **Develop a system on monitoring and reporting of the TARA provision of the Department.** We are accountable on our investment and expenditures, it is very important that a monitoring system is in place to track changes and progress on DSWD's TARA.
- **Conduct Knowledge Audit and the Evaluation Study on Mainstreaming the Local Planning and Implementation Processes at the LGU level.**

## Support to Operations

The Support to Operations Group is responsible for fulfilling the Department's roles on policy and plans development, regulation of Social Welfare and Development Agencies (SWDAs), national poverty targeting at the family level, and liaising with Congress and partners for priority social safety nets, social welfare and development policies. The Support to Operations also provides leadership in various inter-office and inter-agency committees, councils, technical working groups at the national, regional (ASEAN) and international levels in communicating, advocating, coordinating and collaborating matters along the areas of social protection and social welfare.

Together with the counterpart units in DSWD Field Offices, the accountable offices under the STO include:

The **Policy Development and Planning Bureau (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 that 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.

**Department Legislative Liaison Office (DLLO)** which 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.

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

**National Household Targeting System for Poverty Reduction (NHTS-PR)** or the Listahanan (as brand name) which 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 households, as reference in identifying potential beneficiaries of social protection programs and services.

**Information and Communications Technology Management Service (ICTMS)** which is the Department's primary provider of information management, communication services and technology solutions.

The **Internal Audit Service (IAS)** which continues to add value to operations of every Office/Bureau/Service (OBS) through (1) review of the adequacy and effectiveness of internal controls; (2) monitoring of compliance of concerned offices to the IAS audit recommendations; (3) compliance to Internal Audit Standards for the Philippine Public Sector and Internal (IASPPS); and (4) continuous implementation and monitoring of the Integrity Management Plan (IMP).

**Social Marketing Service (SMS)** which 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.

Social Welfare Institutional Development Bureau (SWIDB) which is responsible for enhancing competencies of staff and partners (intermediaries and stakeholders) of DSWD in performing and achieving its goals as lead in the social welfare and social protection sector.

Resource Generation and Management Office which is mainly responsible in harmonizing, streamlining and facilitating the resource generation efforts and management.

## I. Findings

### Policy and Plan Development

**Table 33. Targets vs. Accomplishments on Performance Indicators Along Policy and Plans Development**

Performance Indicator	Target	Accomplishment	Variance	Assessment
Number of SWD legislative or executive issuances prepared for executive/legislative approval	6	6	0%	Fully Achieved
Number of agency policies approved and disseminated	30	57	90.00%	Major Deviation
Number of agency plans formulated and disseminated				
a. Medium-term Plans	-	3		Inconclusive
b. Annual Plans	9	8	-11.11%	Minor Deviation
Number of researches completed	5	6	20.00%	Minor Deviation
Number of positions paper prepared	120	130	8.3%	Minor Deviation

Based on the table above, there were major deviation on the *number of SWD legislative or executive issuances prepared for executive/legislative approval* and the *number of agency policies approved and disseminated*, which can be both attributed to the modifications and adjustments made by the Department to accommodate the government's response to the pandemic. For instance, the enhancements and new program guidelines to accommodate the new normal and pandemic response caused the sudden increase in the number of agency policies approved. Likewise, due to the shift in the demands from the Department, and redirecting the focus on the SAP implementation, lesser SWD issuances were prepared by DSWD for executive/legislative approval. On the other hand, there were minor deviation in the *number of annual plans formulated and disseminated* by the Department and the *number of researches completed* this year. The delays in timeline of completion of the plans and researches from the previous and current year may have caused the minor difference between the target and accomplishments this year.

The same issues and challenges to the accomplishment of all deliverables persist, particularly on the intervening tasks due to voluminous meeting and input requests from other agencies and DSWD Offices as well as the volume of administrative tasks for the committees or technical working groups that the Bureau provides secretariat

support. Urgent requests that needs to be accommodated also contributes to the challenges of the Bureau.

There was also minor deviation on the *number of position papers prepared* by the Department on proposed bills related to social welfare and development, which may be caused by the increase in proposed legislations for the poor, children, indigenous peoples, senior citizens, and other vulnerable sectors, due to the pandemic.

Overall, despite the COVID 19 strict regulations and work-related policies such as social distancing and alternative work arrangements, the management and staff still actively contributed their time and effort to produce the committed deliverables expected from each office. The year 2020 have been productive and challenging year for the different offices as considerable major outputs and activities were still delivered and smoothly conducted. With the sudden changes and modifications in the major deliverables of the Department, it was still able to commit and deliver both the regular deliverables and the additional tasks assigned along the pandemic response and recovery of the government.

The Department maximizes online platforms to deliver timely and responsive output. All Team Members of the different offices and divisions continuously showed their commitment, diligence and teamwork to achieve the Department's mandated functions. Each office accommodated new directives, learning concepts, and adjustments on new working styles and relationships. With the current manpower, the Department, through the different offices, still managed to maximize the available resources to deliver quality work and services to its clients. Likewise, it has proven that constant communication, strong collaboration and cooperation among offices and divisions would bring harmonization and efficiency.

## Social Technology Development

**Table 34. Targets vs. Accomplishments on Performance Indicators Along Social Technology Development**

Performance Indicator	Target	Accomplishment	Variance	Assessment
Number of social technologies formulated	2	2	0.0%	Fully Achieved
Number of SWD programs and services enhanced	1	0	-100.0%	Not Achieved
Number of intermediaries adopting completed social technologies	73	74	1.4%	Minor Deviation
Number of intermediaries replicating completed social technologies	121	no data	-	Inconclusive

The target number of social technologies formulated this year was fully achieved despite the modifications in the commitments and deliverables brought by the pandemic, and although the original targeted social technologies were deferred to prioritize key deliverables under DSWD Administrative Order No. 3 series of 2020 or the DSWD COVID-19 Response and Recovery Plan (RRP). In contrast, the sole target for the enhancement of SWD programs and services, was not achieved since most of the accomplishments of the Bureau focused on enhancement and development of policies, manuals, and materials, along the key deliverables of the said DSWD AO.

Intermediaries are continuously supporting social technologies of the Department thus having only minor deviation on the number of intermediaries adopting completed social technologies. And even though there are Field Offices with low accomplishments on this indicator due to augmentation to pandemic-related efforts and adjustments, it was augmented by the high accomplishments of some FOs which resulted from the utilization of online platforms amidst the new normal. However, there was still no data available on the number of intermediaries replicating completed social technologies since the Bureau is still focusing their efforts on reaching out and providing orientation to intermediaries on the completed social technologies through different social marketing means.

Overall, the commitments indicated in their Office Performance Contract, Performance Governance System (PGS) Scorecards and the DSWD RRP along social technology development were achieved, primarily due to the responsiveness and commitment of the staff and the continuous leadership and guidance of the management. Support to Operations offices have also performed support to operation function in the Department's implementation of SAP. They provide augmentation and support on the conduct Quad Media monitoring on SAP focusing on implementer's perspective, as well as membership on Inter-agency team for the management of returning Overseas Filipinos (OFs) and Locally Stranded Individuals (LSIs). Likewise, they also rendered technical support in the Department's Agency Operation Center (AOC) as grievance relation officers, and on the Department's Media Relation Unit responding to SAP related grievances posted on Social Media.

### Internal Audit

**Table 35. Targets vs. Accomplishments on Performance Indicators Along Internal Audit**

Performance Indicator	Target	Accomplishment	Variance	Assessment
Percentage of audit recommendations complied by Central Office	55%	No data yet		Inconclusive
Percentage of audit recommendations complied by Field Offices	75%	98.68%	31.6%	Major Deviation
Percentage of integrity management measures implemented by Central Office	70%	No data yet		Inconclusive
Percentage of integrity management measures implemented by Field Offices	72%	67.44%	-6.3%	Minor Deviation

The major deviation on the *Percentage of audit recommendations complied by Field Offices* is an indication of the strengthened role of IAS in adding value to management of programs, projects and services of the Department. The high accomplishment exhibits that Field Offices continuously comply and implement the audit recommendations. Aside from this, the FOs have also reported modifications of their existing internal controls, specifically, in the areas of Financial Management and Program Implementation. Further, there were no reported audit recommendations for Central Office-OBS, thus the non-availability of the data on accomplishments.

On the other hand, the minor deviation on the *Percentage of integrity management measures implemented by Field Offices* is generally affected by the community quarantine implementation at the regional level resulting to rescheduled activities. Likewise, the number reported for this indicator has not included the accomplishments for the last quarter of 2020 due to different and adjusted reporting timeline considering the pandemic. Meanwhile, the accomplishments for Central Office are still not available given that the CO-OBS are still at the assessment phase, which involves the development and submission of IMP templates 1-3A, and the compliance, as part of the monitoring and evaluation phase, has not been reached.

Overall, the accomplishments along internal audit are considered as a victory bearing in mind the modifications brought by the pandemic, the challenges faced during their remote audit of the Social Amelioration Program (SAP) and the different level of preparations for their Certified Internal Auditor (CIA) Training which proved to be long haul. This is also despite the low utilization rate of IAS which was caused by the modifications in the method of conduct of the pipelined audits and training, thus minimizes and eliminates the travel and board and lodging expenses.

Nonetheless, with the support of the management, strong coordination of the teams/divisions, as well as the commitment and dedication of the staff, they were still able to perform their commitments. The stakeholders' participation and its key activities played part of the success as well and with the Continuous Professional Education (CPE) for the IAs and MAAs. Lastly, the inclusion of the IMP in the Offices' respective OPCs helped the office to continuously comply with the program's requirements.

## National Household Targeting System for Poverty Reduction

**Table 36. Targets vs. Accomplishments on Performance Indicators Along NHTS-PR**

Performance Indicator	Accomplishments	Targets	Variance	Assessment
Number of households assessed to determine poverty status	14,492,569	15,698,900	-7.68%	Minor deviation
Number of intermediaries with MOA on Data Sharing	164	ANA	-	Inconclusive
Number of requests for statistical data facilitated	187	ANA	-	Inconclusive
Number of name-matching requests granted	650	ANA	-	Inconclusive
Number of requests for the list of poor households generated (with existing MOA with DSWD)	163	ANA	-	Inconclusive
Number of barangays with functional Barangay Verification Team (BVT)	27,034	42,045	-35.70%	Major deviation
Percentage of intermediaries utilizing Listahanan results for social welfare and development initiatives	(not reported)	100%	-	Inconclusive



Though there is a minor deviation in the *number of households assessed*, all Field Offices were able to complete the Data Collection Phase in 2020. Certificate of Completion (COC) from the barangays in all LGUs were secured as proof of completion of data collection. Towards the validation phase, several LGUs failed to comply with the request for the issuance of City Resolution/Executive Order as proof of functional Local Verification Committee (LVC) and BVT despite the provision of template.

Some of the facilitating factors for the achievement of targets are the conduct of capacity building activities, regular spot checks and monitoring activities, and promotional and advocacy activities. Cascading of guidance documents (e.g., National Action Plan, protocols for deduplication, manuals for Listahanan systems, guidelines on validation, etc.) which directed the continuation of Listahanan operations were also significant. The deployment of information systems to automate the processes of encoding, validation, deduplication, proxy means test, among others, also helped achieve the accomplishments of the targeting office. As well as the maximization of printed and digital IEC materials, as well as various media platforms (e.g., social media and broadcast media) to disseminate updates and information about the project. Augmentation of workforce from CO, FO III and MIMAROPA as encoders/ verifiers for FO IV-A and NCR also contributed in the accomplishments of the office.

On the other hand, the delayed processing and delivery of necessary project documents and equipment (i.e., Household Assessment Forms, sticker, cash allocation, authority to hire, laptops, encoding stations, etc.), hindered the timely accomplishment of targets, along with lack of support staff to facilitate administrative documents such as payroll and Travel Expense Vouchers. Moreover, pandemic related hindrances were also noted, including the implementation of minimum health protocols and standards in line with the COVID-19 pandemic, withdrawal of hired field staff due to health risks in areas heavily affected by the pandemic, and difficulty in the procurement of Personal Protective Equipment (PPEs) and funding for the swab testing of field staff. The constrictive data sharing requirements also resulted in low utilization rate of Listahanan data despite its potential use as basis for the identification of target SAP beneficiaries. Overlapping activities (i.e. SAP distribution, relief distribution on the highly affected areas of the typhoon, among others) at the LGU level also resulted to delayed resolution of grievances. The involvement of program staff to more immediate activities such as the implementation of the Social Amelioration Program and weak coordination mechanisms between DSWD and DILG, also hindered the performance of the office.



## Information and Communications Technology Management

**Table 37. Targets vs. Accomplishments on Performance Indicators Along Information and Communications Technology Management**

Performance Indicator	Target	Accomplishment	Variance	Assessment
Number of computer networks maintained	230	180	-22%	Minor Deviation
Percentage of functional information systems deployed and maintained	80%	147%	84%	Major Deviation
Percentage of users trained on ICT applications, tools and products	90%	110%	22%	Minor Deviation
Percentage of service support and technical assistance requests acted upon	95%	94%	-1%	Minor Deviation
Number of databases maintained	142	196	38%	Major Deviation
Number of functional websites developed and maintained	ANA developed	3		Inconclusive
	88 maintained	116	32%	Major Deviation

There were minor deviations observed this year on the (1) number of computer networks maintained, (2) percentage of users trained on ICT applications, tools and products, and (3) percentage of service support and technical assistance requests acted upon, which are all dependent on the demands and needs of the end-users. The maintenance of computer network actually covers the interconnectivity of the DSWD Enterprise Network, or the interconnectivity of the DSWD Central Office, Remote Datacenter, National Resources Operations Centers (NROC), Social Welfare and Development Center for Asia and the Pacific (SWADCAP), DSWD Field Offices, DSWD Provincial Operations Offices (POOs) or Cluster Operations Offices (COOs), and DSWD Centers and Institutions. And as of December 2020, a total of 180 sub-regional sites have already been connected to the DSWD Enterprise Network. For the provision of ICT capability building for end-users within the Department, the target was exceeded given the accessibility of the mode of the recently conducted trainings which happened through Open Google Meet conference. While in terms of provision of service support and technical assistance, a total of 2,572 TA requests were reported and 2,429 or 94.44% of which were resolved within the set Service Level Agreement (SLA) or timeline. Although all requests for TA have been resolved, the variance is attributed to the ones that were not resolved within the SLA/timeline, but the ICTMS has continuously strengthened its monitoring of TA resolutions within the set SLA/timeline through email notification and close supervision.

On the other hand, major deviation were reported on the (1) percentage of functional information systems deployed and maintained, (2) number of databases maintained, and (3) number of functional websites developed and maintained, which are also dependent on the existing and new developments of the ICTMS based on the need and requirements of the Department. For instance, the increase in the number of requests for information systems development caused the deviation, with seven (7) new Information Systems (IS) developed and enhancement of another two (2) IS, along with the maintenance of nineteen (19) existing in-house

IS that support the core programs and services, support to operations, and general administrative support services of the Department. Likewise, the ICTMS maintained 196 mission critical databases, which also includes new and enhanced ones, and continues to monitor and optimize table structure for efficient queries. In addition to these databases, dashboards containing poverty data maps were generated to aid in the dissemination of relevant information about SAP. Lastly, ICTMS has maintained and monitored the 116 DSWD hosted websites along with the setup, configuration and deployment of two (2) new Centos Web Panel for Web hosting Services as a stop-gap measure because of expired WHM Chanel licenses and one (1) new ASEAN-related website requested by PDPB as Secretariat of ASWC.

Overall, the ICTMS provided continuous critical support services by maximizing the meaningful use of ICT in the implementation of the various programs, projects and services of the Department. However, it can be noted that several challenges have confronted them in further improving its service management as well as leveraging ICT in the Department, and this includes the implication of Cash-Based Budgeting on the procurement of ICT projects covering 12-month subscription and with payments that will spill-over the next budget year, as well as the delays in the procurement of needed ICT services, relative to the approval of the DSWD Information Systems Strategic Plan (ISSP).

## Social Marketing

**Table 39. Targets vs. Accomplishments on Performace Indicators Along Social Marketing**

Performance Indicator	Accomplishments	Targets	Variance	Assessment
Number of social marketing activities conducted				
a. Information caravans	456	64	612.50%	Target exceeded (major deviation)
b. Press releases	1,910	432	342.13%	Target exceeded (major deviation)
c. Communication campaigns	354	51	594.12%	Target exceeded (major deviation)
Number of IEC materials developed	4,298	358	1,276.54%	Target exceeded (major deviation)

Performance Indicator	Accomplishments	Targets	Variance	Assessment
Percentage of respondents aware of at least two DSWD programs except 4Ps	96%	100%	-4.00%	Minor deviation

All output indicators exceeded their respective targets with major deviation. The SMS intensified its information and advocacy campaign, especially on the Social Amelioration Program (SAP), using various forms of media (e.g., print, broadcast, outdoor, and social media). The effort was perceived to have brought the Department's programs and services closer to the public. Evidently, the Department has garnered a universal awareness rating according to the recent reports on the Ulat ng Bayan Survey by Pulse Asia Research, Inc. Moreover, the results of the 2020

Knowledge, Attitude, and Practice (KAP) Survey indicate that almost all (96%) respondents were aware of at least two (2) DSWD programs apart from the Conditional Cash Transfer Program or 4Ps.

The intensified advocacy on program updates due to immense demand from the public for more information on DSWD programs, particularly on SAP, along with strong partnership with local media/radio stations and the Philippine Information Agency (PIA), well coordinated guesting in radio, TV, and print media, as well as engagement with partners and stakeholders such as Civil Society Organizations, bloggers, journalists, leaders of communications students' organizations, among others, helped the Department achieve its accomplishments along social marketing. Moreover, it was also important that there were strategy on the maximization of digital platforms mixed with limited face-to-face interaction, and availability of broadcast media and social media platforms to communicate information with minimal physical interaction. The conduct of Communication for Development and Digital Media Training to all DSWD Information Officers also helped boost the Department's performance, and also being recognized as the most responsive agency by the People's Television, Inc. (PTV) public service show entitled, "Digong 8888 Hotline".

On the other hand, the were hindering factors experienced by the Department, one is the difficulty in conducting face-to-face information caravans due to travel and mass gathering restrictions, as well as the difficulty in reaching geographically isolated and disadvantaged areas (GIDAs) due to weak cellular signal coverage. Insufficient workforce complement at the regional level, particularly Regional Information Officers (RIOs), specialized positions (video editor, creative artist, writer), and administrative staff, also hindered in achieving the targets, in addition to the issue on lack of media production equipment at the regional level, such as video camera, editing software (video and audio), camera stabilizer, microphone, green screen, reflector, floodlights, drone, batteries, tripod, memory card, hard drive, printer, etc.

## Knowledge Management

**Table 40. Targets vs. Accomplishments on Performance Outcome Indicators Along Knowledge Management**

Performance Indicator	Accomplishments	Targets	Variance	Assessment
Number of knowledge products on social welfare and development services developed	108	78	38.46%	Major deviation
Number of knowledge sharing sessions conducted	65	52	25.00%	Minor deviation

Targets for both output indicators on knowledge management (KM) were exceeded with major deviation on the *number of knowledge products (KPs)*, and minor deviation on *knowledge sharing sessions (KSS)*. Most of the KPs developed were guidelines and good practices documentations. On the other hand, most of KSS conducted were focused on providing orientation on Social Amelioration Program (SAP) related information and concerns.

There are several factors that help facilitate the accomplishments of the office, this includes the (1) conduct of series of technical assistance sessions to various Offices,

Bureaus, and Services (OBS) and Field Offices (FOs) focused on challenges, critical needs and effective practices in implementing KM mechanisms, (2) maximization of online platforms in conducting KSS, (3) continuous efforts to establish learning networks and cascade guidelines on the proper conduct of KSS, management of facilities and partnership, and (4) forging of partnership with various local and international associations on social welfare and development (SWD). Likewise, the demand for information on SAP also contributed on reaching the targets, as well as on considering other types of KPs, apart from good practice documentations, and other types of KSS, apart from SWD fora.

However, hindering factors were on adjustments in the transition from the conduct of KSS with physical interaction to the use of online/digital platforms, absence of IT infrastructure to support KM implementation, and weak mechanism to capture institutional knowledge from retirees or employees separated from the service.

## **II. Influencing Factors**

The pandemic brought additional and sudden change in the regular deliverables of the Department, along with these are strict health regulations, mobile restrictions and alternative work arrangements. But despite these, the Department is still on track in achieving its target outputs and outcomes along Support to Operations and each Office, Bureau and Service (OBS) was still able to perform its regular and new tasks for the year. Most of the target accomplishments were achieved, some were even exceeded, while those that were not fully achieved were actually replaced by efforts along pandemic response and recovery.

The different OBS continuously delivered its regular functions and managed to comply with the directives as contained in the Department's Response and Recovery Plan. The offices under the Support to Operations even performed actual Operations functions in order to ensure efficient and timely provision of services to our clients. Each office actively contributed their time and effort to accommodate new deliverables and functions relative to providing support to the government's response to the pandemic, and willingly learned new concepts and system adjustments under the new normal.

Nonetheless, the pandemic really affected all the aspects of services of the Department, and it showed us that there are still much to improve and enhance in our existing processes, guidelines and policies. Thus the need for continuous monitoring and assessment of the Department's commitments to provide the most efficient and effective services to the sectors being served.

## **III. Recommendations**

In general, in terms of processes and policies, there is a strong need to review and assess the current indicators, deliverables and timelines considering the new directives and tasks along pandemic response and recovery of the Department. Along with this, is the conduct of review and assessment of the policies and guidelines to accommodate the new normal. Likewise, upgrading and provision of ICT equipment to facilitate the alternative work arrangements is needed, coupled with capacity building efforts for the staff on various online mechanisms, tools and platforms. Lastly, strict compliance to the minimum health protocols shall be observed at all levels, as well as provision of fund allocation for the protection (i.e., PPE and swab tests) of the staff.

## **NHTO**

### **On Processes**

- Timely downloading of funds and processing of procured supplies for the continuation of Listahanan 3 in 2021
- Continued conduct of monthly Regional Field Coordinators (RFC) meeting as part of technical assistance and monitoring to regional counterparts
- Strengthen coordination between DILG and DSWD to properly cascade relevant information to LGUs and elicit their support for Listahanan

### **On Human Resource**

- Strict compliance to the minimum health protocols shall be observed on the ground, coupled with fund allocation for the protection (i.e., PPE and swab tests) of field staff

### **On Planned Deliverables**

- Strengthen the advocacy activities for Listahanan 3 to promote data utilization of the database to partner stakeholders and intermediaries, and at the same time, lighten the requirements for data sharing and mandate all government agencies with social protection programs to use the Listahanan data or similar databases through legislative support or law enactment
- Ensure the continuation of the validation activity and endorsement of pertinent documents i.e. authority to hire and funding requirements

## **SWIDB**

### **On Processes**

- Adoption of innovative ways of knowledge sharing that are sustainable and replicable
- Moving towards results-oriented knowledge management initiatives
- Focusing on monitoring outcome level indicators related to the utilization of KPs and gains from KSS

### **On Planned Deliverables**

- Production of digital learning modules as a new way to document and cascade knowledge on SWD
- Strengthening of documentation of coaching and mentoring sessions and exit interviews to effectively capture institutional knowledge from retired and resigned employees

## **STB**

### **On Processes**

- Review and assess the current indicators, deliverables and timelines considering the new directives and tasks along pandemic response and recovery programs

### **On Planned Deliverables**

- Enhance and align the Social Technology guidelines and the Social Technology Agenda 2020-2025 with the Department's new thrusts, priorities and policies;
- Provision of psychosocial and logistical support to frontliners, especially those who are augmenting and assisting the OFs and LSIs;

- Upgrading and provision of ICT equipment to facilitate the alternative work arrangements and enhance capacities of staff on various online mechanisms, tools and platforms

## **IAS**

### **On Processes**

- Review and upgrade the IAS internal policies and guidelines, along the trainings/updates received from CIA, IASPPS, ISO and EODB, which embraces the streamlining of audit processes. This includes, but not limited to, updating of flowcharts based on streamlining and process improvement, as well as, amendment operations manual, IAS policies and guidelines

### **On Planned Deliverables**

- In relation to IAS and IMC mandates, OBS should continue implement activities that will help mitigate if not totally eliminate the risks in the Department
- All OBS should implement the DSWD-wide Integrity Management Program.

## **ICTMS**

### **On Processes**

- One Time Payment for subscription projects which are not necessarily based on monthly consumption but on the agreed specifications and level of service as specified in the Terms of Reference and Contract
- Request for Multi-Year Obligational Authority (MYOA) and Multi-Year Contract (MYC) for recurring ICT projects
- Allocate capital outlay budget to allow ICTMU to procure the needed ICT equipment and software licenses for field staff
- Develop training modules to standardize application development at the regional level
- Review the applicability of developed information systems at the regional level and provide technical assistance to Field Offices
- Early Procurement which can be undertaken for the majority of the planned procurement of agencies as included in the NEP submitted to Congress.
- Revisit and assess the procurement guidelines to allow online modes of transaction
- Streamlining Procurement Transactions thru Business Process Reengineering [BPR]. Technical Assistance on Business Process and Requirements Analysis (BPRA), can be provided by the ICTMS to the Procurement Management Service [PMS] and the Bids and Awards Committee (BAC) to include the BAC Secretariat and the BAC Technical Working Group (TWG)

### **On Planned Deliverables**

- Partnership with other Agencies to facilitate ICT procurement
- Request for Management intervention, direction and advice on how we can effectively respond to the demands of the service for various ICT service management requirements while dealing with the rigid procurement procedures and inflexible finance and management policies.

## **PDPB**

### **On Processes**

- Strengthen the systematic delegation of tasks and workload review which are beneficial to handle the major deliverables of the Bureau



- Pursue digitalization of available reports, publications, researches, and any other technical papers which can be used as references for planning and policy development; and increase cloud storage to accommodate bulk of digital references
- Ensure the alignment of schedules for planning and budgeting related activities

#### **On Human Resource**

- Fast track the processing of unfilled vacant positions, taking into consideration the restrictions and modifications in the selection process brought about by the pandemic
- The Bureau shall sustain and intensify its efforts through teamwork, harnessing individual strengths and developing resilience amidst the pandemic
- Constant coaching and mentoring (horizontal and vertical level)
- Strong collaboration and cooperation with the other PDPB Divisions for harmonization and efficiency
- Constant updating of Staff whereabouts to check and ensure safety, physical and mental wellbeing of all PDPB Officials and Staff

#### **On Planned Deliverables**

- Continuous monitoring and implementation of deliverables and continued work planning for CY 2021
- Establish data review and data sharing mechanisms for all types of data managed by the Department
- Develop transition plan for functions related to SAP operations (e.g. data management/SAP Daily Tracking, PR, Encoding of beneficiary database)
- Agree the delineation of tasks with other OBS (i.e DLLO, FMS)

### **SMS**

#### **On Processes**

- Revisit the annual and endline targets for output indicators, such that target setting should be based on the performance in the previous years as well as on the various commitments of the DSWD to its stakeholders
- Establish measures to determine the link between the social marketing activities conducted, including IEC materials disseminated, and the knowledge of stakeholders on DSWD programs and services

#### **On Human Resource**

- Strengthen workforce complement at the regional level by opening up new positions for RIOs, specialized positions, and administrative staff, upgrading RIOs to a higher salary grade, securing the tenure of existing staff, and allocate funding support to renew those under job order status

#### **On Planned Deliverables**

- Intensify the communication strategies to support the DSWD's Recalibrated Strategy and SULONG Recovery Plan
- Allocate capital outlay budget to procure the necessary media production equipment
- Widen exposure to broadcast media to inform those in the marginalized sectors with minimal access to digital media



## General Administrative and Support Services

The General Administrative and Support Services (GASS) provides leadership and administrative management support to the entire operations of the Department. It is the main responsibility of GASS to ensure that all the administrative tasks are delivered based on the target and its timelines, specifically in the management of assets, infrastructure development, financial and human resources, procurement activities, legal assistance and other strategic support services. The accountable offices under GASS are the following:

The **Finance and Management Service (FMS)** is responsible for the preparation and implementation of an effective financial plan to support the Department's operation of the programs, activities and projects and other organizational functions. FMS also ensure that the financial performance of the Department has been evaluated and reported accordingly.

The **Procurement Management Service (PMS)** is mandated to ensure the efficient, effective, and timely provision of supplies and other logistical requirements to support the Department in the attainment of its vision and mission. It directs all activities of the agency pertaining to procurement planning, purchasing, and contract management and monitoring.

The **Human Resource Management and Development Service (HRMDS)** is primarily responsible for services related to personnel movement, personnel administration, learning and development, and ensuring the wellbeing of DSWD personnel toward greater employee productivity and overall organizational effectiveness.

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

The **Administrative Services (AS)** provides and upkeep the 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.

### I. Findings

#### Financial Management

Below is the summary of accomplishments based on the financial performance of the Department's commitment in the DSWD Strategic Plan.

**Table 41. Targets vs. Accomplishments on Performance Indicators Along Financial Management**

Performance Indicators	Accomplishments	Targets	Variance	Assessment
1. Percentage of budget utilized				
a. Actual obligations over actual allotment incurred	87.09%	100%	-12.91%	Minor Deviation

Performance Indicators	Accomplishments	Targets	Variance	Assessment
b. Actual disbursements over actual obligations incurred	81.22%	80%	+1.22%	Minor Deviation
2. Percentage of cash advance liquidated				
a. Advances to officers and employees				
- Current year	91.80%	50%	+41.80%	Major Deviation
- Prior years	60.73%	50%	+10.73%	Minor Deviation
b. Advances to Special Disbursing Officers (SDOs)				
- Current year	91.94%	50%	+41.94%	Major Deviation
- Prior years	95.71%	50%	+45.71%	Major Deviation
c. Inter-agency transferred funds				
- Current year	78.27%	50%	+28.27%	Minor Deviation
- Prior years	54.77%	50%	+4.77%	Minor Deviation
3. Percentage of Audit Observation Memorandum (AOM) responded within timeline	85.71%	100%	-14.29%	Minor Deviation
4. Percentage of Notice of Suspension (NS) or Notice of Disallowance (ND) complied within timeline	100%	100%	0.0%	Full target achieved

Most of the indicators were achieved as targeted, except for the Indicator 1 and 3 with a minor deviation in the accomplishment.

**The Department was able to utilize 81.22% of the total allotment.** To ensure that the programs, projects and activities of the Department will be implemented, a total of **Php159,490,688,000.00** has been allocated with a utilization of **Php114,551,055,340.62** or 81.22% as of December 2019.

**Table 42. Allocation vs. Obligations and Disbursements**

Allocated Budget	Obligations	Disbursements	Utilization Rate (%)	
			Obligations	Disbursement
Php159,490,688,000.00	Php141,029,523,728.71	Php114,551,055,340.62	87.09%	81.22%

## Procurement Services

Below is the summary of accomplishments based on the procurement activities performance of the Department's commitment in the DSWD Strategic Plan.

**Table 43. Targets vs. Accomplishments on Performance Indicators Along Procurement Services**

Performance Indicators	Accomplishments	Targets	Variance	Assessment
1. Percentage of procurement projects completed in accordance with applicable rules and regulations	84.51% (12,338)	95% (14,600)	-15.49%	Minor Deviation
2. Percentage compliance with reportorial requirements from oversight agencies	84.21% (64)	100% (76)	15.79%	Minor Deviation

Performance Indicators	Accomplishments	Targets	Variance	Assessment
3. Percentage of Technical Assistance provided to Central Office OBSUs and Field Offices relating to various procurement projects as requested and/or as initiated through Procurement Facilitation Meetings	356	100% (118)	201.69%	Full target achieved
4. Percentage of capacity-building trainings/workshops conducted as planned	0	100%	-100%	Not achieved

Under Indicator 1, the Purchase Requests (PRs) received were processed and translated into a Request for Quotation (RFQs) / Abstract of Quotations (AOQs) using different modalities of procurement and Bids and Awards Committee (BAC) resolutions. Invitation to Bids (ITB), Requests for Expressions of Interest (REI), and Notice of Negotiated Procurement (NNP) has been also facilitated.

In accomplishing the target indicators, PMS has conducted series of meetings to ensure that the deliverables were accomplished as targeted such as pre-procurement conference, pre-bid conference, bid opening, BAC regular meetings and Special BAC meetings.

## Human Resource Management and Development

Below is the summary of accomplishments based on the human resource management and development performance of the Department's commitment in the DSWD Strategic Plan.

**Table 44. Targets vs. Accomplishments on Performance Indicators Along Human Resource Management and Development**

Performance Indicators	Accomplishments	Targets	Variance	Assessment
1. Percentage of positions filled-up within timeline (No. of vacancies filled up)	489 (100%)	489 (100%)	0%	Full target achieved
2. Percentage of regular staff provided with at least one (1) learning and development intervention	2292 (142%)	1611 (100%)	+42.27%	Major Deviation
3. Percentage of staff provided with compensation/ benefits within timeline	99.58%	100%	-0.42%	Minor Deviation

Only the Indicator 3 was not fully achieved but with a very minimal variance corresponding to less than 1%. Some other indicators were facilitated as targeted despite of the change in the platform of delivering the tasks due to imposition of strict community quarantine protocol brought about by the pandemic.

## Legal Services

Below is the summary of accomplishments based on the legal services performance of the Department's commitment in the DSWD Strategic Plan.

**Table 45. Targets vs. Accomplishments on Performance Indicators  
Along Legal Services**

Performance Indicators	Accomplishments	Targets	Variance	Assessment
1. Percentage of disciplinary cases resolved within timeline	100% (4)	100% (4)	0	Full target achieved
2. Percentage of litigated cases resolved in favour of the Department or Department Personnel	0	ANA	N/A	N/A
3. Percentage of requests for legal assistance addressed	100% (1,374)	100% (1,374)	0	Full target achieved

All of the target indicators has been achieved. As to Indicator 2, there was no resolved litigated cases but has been added in the pending cases.

### Administrative Services

Below is the summary of accomplishments based on the administrative services performance of the Department's commitment in the DSWD Strategic Plan.

**Table 46. Targets vs. Accomplishments on Performance Indicators  
Along Administrative Services**

Performance Indicators	Accomplishments	Targets	Variance	Assessment
1. Number of facilities repaired/renovated	2807% (2,105)	100% (75)	+2706.7%	Major deviation
2. Percentage of real properties titled	60% (15)	64% (16 out of 25)	-6.3%	Minor deviation
3. Number of vehicles maintained and managed	220	212	+3.8%	Minor deviation
4. Percentage of records digitized/ disposed	79%	70%	+12.9%	Minor deviation

Most of the targeted indicators was achieved except for Indicator 2 with 6% variance. In terms of Indicator 1, the basis for the repair/renovation depends on request received from the OBSUs.

## II. Influencing Factors

### A. Facilitating Factors

#### Financial Management

- Commitment of staff to accomplish the required financial data / reports.
- Different issuances from the Department of Budget and Management (DBM) as guidance and reference.
- Approved deletion of the formulation of DSWD Medium Term Expenditure Plan (MTEP) by the Secretary last 20 January 2021, in FMS OPC due to Mandanas Ruling and Policy Direction of DSWD Management.

- Evaluation of DSWD Offices, Bureau, Services and Units (OBSUs) and Field offices (FOs) submitted services in the Citizens Charter towards the end of CY 2020 in which there were 55% of Business Processes of the Agency was evaluated using the Anti-Red Tape Act (ARTA) compliance checklist, of which 70% were streamlined and re-engineered.
- Pilot testing of the Digital Payment for AICS as well as formulating the guidelines for Digital Signature.

### **Procurement Services**

- Regular conduct of Procurement Facilitation Meetings and continuous provision of technical assistance on procurement to DSWD-OBSUs and FOs.
- Continuous updating of the PMS Directory of Suppliers / Bidders / Service Providers for ready reference.
- Constituted the Anti-Red Tape (ARTU) of PMS as well as submitted its Citizens Charter and its Criteria of Processes, Transactions and Services to the Task Force on Ease of Doing Business (TFEODB) or the Committee on Anti-Red Tape (CART).
- GASSG passed the Surveillance Audit and continues to be ISO certified.

### **Human Resource Management and Development**

- Accessibility of learning platforms to most and given the alternative work arrangements which also allowed personnel to pace their work deliverables enabling participation in available Learning and Development Interventions (LDIs).
- Timely processing and provision of COVID-19 Hazard Pay to skeletal employees.

### **Legal Services**

- Automation and adoption of available ICT advancements and its application to the LS processes and procedures to facilitate a speedy and more efficient coordination and delivery of needed services for its clients.

### **Administrative Services**

- Regular provision of technical assistance to the OBSUs and FOs.
- Vehicle preventive maintenance were imposed to ensure a flexible transport system to all officials and to secure a more cost-effective repairs.
- Utilization of Document Management System for digitization and faster retrieval of files.

## **B. Hindering Factors**

### **Financial Management**

- The pandemic affected the on-time utilization of funds of the Department due to change in the implementation processes and policies of programs and services.
- There was a short time frame to accommodate changes on policy directions.
- Lack of staff requirements, financial support and related technical training.

### **Procurement Services**

- Imposition of Enhanced Community Quarantine that affected the conduct of activities of the Department that requires gathering such as trainings and workshops.
- The bulk or volume of the PRs requests was near the end of the quarter of CY 2020.

### **Human Resource Management and Development**

- Readiness and capacity of DSWD employees in terms of availability of needed Information and Technology resources and stability of internet connection to avail online digital LDIs had been a pressing concern of employees.

### **Administrative Services**

- Increase in demand for technical assistance and limited budget.
- Non-implementation of target activities such as inter-agency meetings and land survey due to COVID-19 pandemic and conflict in the mode of payment with Department of Environment and Natural Resources (DENR).
- Old vehicles, shuttle vehicles used for different activities of the Department as well as for the disaster operations.
- No appropriate funding for supplies for archival of digitized records.

## **III. Recommendations**

### **Financial Management**

- Provision of financial support in the hiring of additional staff, resource persons, and/or consultants to properly guide the implementing office in the process of re-engineering.
- Review and rationalization of the FMS Performance Indicators to include only those within the control of the office.

### **Procurement Services**

- Continues conduct of technical assistance to facilitate early procurement process.
- On time submission of requests for procurement by the end users.

### **Human Resource Management and Development**

- Develop strategies to measure the original committed outcome indicator in terms of the positions filled-up within timeline as well as to include strategies to fast track the hiring process of the whole Department.
- Continue to strengthen the provision of relevant and appropriate interventions, primarily refocusing on keeping employees safe and healthy as a thrust under DSWD Administrative Order No. 3, series of 2020 or the "DSWD Covid-19 Response and Recovery Plan (2020-2022)" and in helping the employees to adapt in the new normal.
- Assert the steering and oversight functions of HRMDS over their FOs' counterparts, starting with monitoring and consolidation of data.

### **Legal Services**

- Streamline processing and provision of requests for legal opinion that would cater to the "new normal" for a more efficient and effective administration of advice and assistance.

### **Administrative Services**

- Synchronize targets between PMS and FOs counterparts to ensure that variance for specific indicator will not result to a major deviation.
- Joint DSWD-DENR effort to prepare the Work and Financial Plan (WFP) which will form part of the DSWD-DENR Memorandum of Agreement (MOA).
- Allocate appropriate funding to acquire more fleet to cater the needs of the officials, staff and employees.
- Allocate appropriate funding and synchronization of targets with the FOs.



## Overall Recommendations

**Improve the process of crafting, enhancing and adjusting program and organizational policies and guidelines to ensure that the Department is able to respond promptly and adapt to the complex, dynamic and uncertain conditions.** In collaboration with various stakeholders, the DSWD management and program implementers must revisit policies and guidelines to ensure that the organization is still responsive to the emergent need of vulnerable sectors and other segments of the population affected by the pandemic. Forward-looking analysis and anticipatory strategies supported by evidence-based data should be integrated to policy enhancements in light of new national reforms (impending full devolution of SWD services in accordance to the Supreme Court ruling on the Mandanas Case) and the new normal environment.

In particular, the following must be urgently given priority by the DSWD management:

- Protect the vulnerable and most disadvantaged sectors and prevent the worsening of inequity in the country by advocating for the expansion of government relief and recovery measures. The Department must always be vigilant in alleviating the impact of COVID-19 pandemic to the daily suffering of millions of Filipino families. The DSWD management should look into the various relief and recovery measures already proposed by development experts and adjust the current programs to proactively respond to the projected worsening of the economy, continuous rise in unemployment, inflation, and hunger, and to other health-related emergencies and economic shocks that may have significant effect to the income of the poor and vulnerable households.
- Assess the effects of the COVID-19 pandemic to program implementation and service delivery and use the results as one of the basis for the crafting of devolution plan of SWD services to be fully devolved.
- Accelerate the crafting of Pantawid Pamilya policy that would guide DSWD, DepED and DOH in monitoring attendance to school and availment of health services adaptive to the present pandemic context.
- Prioritize the prompt release of full implementation guidelines with minimal amendments on new projects such as the LAG for SLP.
- Provide direction and advice on how the DSWD can effectively respond to the demands of the service for various ICT service management requirements while dealing with the rigid procurement procedures and inflexible finance and management policies.

**Strengthen planning, monitoring, and evaluation in consideration of the new normal environment.** Inconclusive findings on certain objectives and indicators as a result of unresolved issues on unclear target setting are still evident in this report. With the recalibration of its strategy through the implementation of DSWD Strategy Map 2028, all DSWD OBSUs should ensure that program and office objectives are measured through properly selected performance indicators. Target adjustments should always be backed up by reliable administrative data and results of program assessment or evaluation. Further, the following recommendations should be highlighted:

- Practice thorough planning of continuity and sustainability strategies during uncertain circumstances.
- Regularly conduct M&E activities and foster a culture of evidence-informed program design and implementation. Apart from setting realistic and achievable targets considering the Department's financial, technological and workforce capacity, baseline targets must also be determined. As much as possible, refrain from setting undefined targets such as "as need arises" / ANA in order to track true progress of outputs and outcomes.
- Focus on the monitoring of outcomes rather than outputs.
- Develop a system on monitoring and reporting of the TARA provision of the Department. It is very important that a monitoring system is in place to track changes and progress on DSWD's TARA. Consider developing indicators on how DSWD can influence the local development process in the LGUs. DSWD must ensure that priority programs and services on social welfare and development are included in the Comprehensive Development Plan, Local Development Investment Programs and Annual Investment Programs of the LGUs.

**Reinforce mechanisms for convergence among social protection and SWD services.** The harmonization of the processes and initiatives across the different programs, including Specialized and Statutory programs, should be continued to ensure that all necessary intervention for the beneficiaries would be provided. Articulate operationalization of internal and external convergence strategies should also be pursued. Furthermore, foster more National Government Agency (NGA)-level engagements for project complementation.

Pursue with the plan to triangulate Social Welfare and Development Indicator (SWDI), Pantawid Pamilya Information System (PPIS) and Listahanan data to better present contexts for convergence and development planning. This is line with prioritizing the completion of SWDI encoding and coming up with substantial analysis on the results of 2019 SWDI Assessment.

Strengthen partnership and convergence especially with local government units. Despite the stringent protocols enforced with the implementation of community quarantine that affected the operations of the programs, high percentage of accomplishment were recorded by allowing the Transfer of Funds to LGUs as a mode of implementation. This underscores the crucial role and contribution of LGUs in reaching out to program beneficiaries.

**Invest on systems, technologies and ICT infrastructure to support the new normal operations of the Department and digitization of its processes and systems. Specifically, the Department should:**

- Step up registration of beneficiaries and pursue contactless and simplified process of registration and updating while ensuring completeness and validity of personal data.

- Invest on Learning Management System (LMS) or online learning platform so that the provision of Technical Assistance and Skills Development can be conducted through modular based and online training courses.
- Upgrading and provide ICT equipment to facilitate the alternative work arrangements, coupled with capacity building efforts for the staff on various online mechanisms, tools and platforms.

**Ensure the welfare and safety of workforce.** Necessary protective equipment and supplies should always be available and provided to the workforce while they are on duty. Support mechanisms like provision of psychosocial, logistical and financial support should be strengthened. Strict compliance to the minimum health protocols should be observed at all times.

Most importantly, a Public Service Continuity Plan should be developed and integrated to the operations and processes of the Department. The plan should include key strategies covering preventive (mitigation), crisis response, and recovery to ensure continuity of operations and safety of workforce during a broad range of potential emergencies such as the pandemic.