

Department of Social Welfare and Development

# ASSESSMENT

# REPORT

# CY 2021



**DSWD**  
Department of Social Welfare and Development



**Policy  
Development &  
Planning Bureau**

## EXECUTIVE SUMMARY

The CY 2021 Department of Social Welfare and Development (DSWD) Assessment Report aims to objectively assess the progress of the Department's performance for CY 2021 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. Nevertheless, the Department remained steadfast in committing to achieve the targets set in the strategic plan while also addressing the crisis and vulnerabilities brought about by the COVID-19 pandemic. However difficult, the pandemic did not deter all the Offices, Bureaus, Services, and Field Offices to deliver the needed goods and services to its internal and external clients.

### Highlights of Accomplishments

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

- a. The number of Pantawid Pamilyang Pilipino Program (Pantawid) households provided with conditional cash grants in CY 2021 was 4,372,124 at the end of December 2021, which was 99.4% of its annual target of 4,400,000 households
- b. The bulk (73.5%) of the Pantawid households were still at the subsistence level, while 26.1% were already at the self-sufficiency level
- c. The compliance rate of Pantawid households on the health conditionality (98.3%) and that of on the education conditionality (97.5%), exceeded the annual target of 95.0%
- d. The Kapit-Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services - National Community-Driven Development Program (KC-NCDDP) was implemented in 14,208 barangays in 669 municipalities with minor deviations from the annual targets of 15,559 barangays and 676 municipalities
- e. Gender equality and participation of women in paid labor were ensured with 61.5% of women volunteers trained on CDD
- f. On the Sustainable Livelihood Program (SLP), a total of 183,027 participants were provided with livelihood assistance grant, exceeding the annual target with major variation at +57.2% variance. Meanwhile on the regular implementation of the program, the percentage of SLP participants engaged in microenterprise exceeded the target of 100.0%.

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

- a. On the Residential and Non-Residential Care Sub-Program, the average length of stay of clients improved from 10 ½ years in 2020 to 4 ¼ years in 2021. The social worker-client ratio also improved from 82% in 2020 to 94% in 2021, while the houseparent-client ratio improved as well from 77% in 2020 to 87% in 2021.

- b. On the Supplementary Feeding Program (SFP), the 80.0% target improvement in the nutritional status of the beneficiaries was almost achieved with 73.1% of the 1,685,170 children beneficiaries transitioned from being underweight to having normal weight.
- c. Through the Bangsamoro Umpungan sa Nutrisyon (BangUN) Project, the number of children in Child Development Centers (CDC) and Supervised Neighborhood Plays (SNPs) provided with supplementary feeding in 2021 was 17,060 which exceeded its target of 15,000
- d. The Social Pension for Indigent Senior Citizens (SPISC or SocPen) program served 3.6 million beneficiaries which is 93.1% of the target
- e. Through the implementation of the Centenarians Act of 2016, a total of 1,305 centenarians were provided with the cash grants of ₱100,000.00
- f. Under the Assistance to Individuals in Crisis Situation (AICS), a total of 3,625,834 clients were served and 98.2% of them rated the service provided as satisfactory or better
- g. The Alternative Family Care Program placed 594 children for domestic adoption, 1,361 children for foster care, and 244 children endorsed for inter-country adoption. Meanwhile, 7,979 minors traveling abroad were issued with travel clearance
- h. The Comprehensive Program for Street Children, Street Families, and Badjaus catered to 4,571 street children and 3,743 street families, including 1,457 Sama-Badjau children and 1,585 Sama-Badjau families, thereby exceeding the targets for 2021
- i. On the Unconditional Cash Transfer (UCT) Program, a total of 9,502,319 beneficiaries received their cash grants

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

- a. Under the Disaster Response and Management Program, a total of 4,133 local government units (LGUs) were provided with augmentation, benefitting 658,074 internally displaced households. Also, a total of 585,278 poor families received cash-for-work for Climate Change Adaptation and Mitigation
- b. On resources and logistics management, a total of 1,843,468 family food packs and 2,025,433 non-food items were delivered, where 73.1% of requests for which were supplied within the timeline set

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

- a. Under the SWDAs Regulatory Program, a total of 449 private SWDAs were registered and 361 private social welfare agencies (SWAs) and auxiliary SWDAs were granted license to operate. Meanwhile, a total of 183 licensed SWAs and 809 partner CSOs attained accreditation for their SWD programs and services.

- b. All (100.0%) of registration, licensing, and accreditation (RLA) certificates were issued in a timely manner
- c. There were 41 of 714 (or 5.7%) registered and licensed private SWAs and 48 of 507 (or 9.5%) accredited SWDAs with sustained compliance to SWD standards, which seems to be on target but the assessment is inconclusive due to the non-uniform reporting of the outcome indicators

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

- a. Under the SWD TARA Program, technical assistance was provided to 1,469 LGUs, while resource augmentation was provided to 987 LGUs, exceeding their respective targets for 2021
- b. Majority (57%) of LSWDOs are in level 1 or the minimum expected Service Delivery Capacity level

### Overall Analysis

1. On the **Promotive Social Welfare Program**, the 2021 targets for the majority of output indicators (64.7% or 11 of 17) and outcome indicators (53.3% or 8 of 15) were not achieved. While the accomplishments for many (72.7% or 8 of 11) unattained targets of output indicators were assessed to have minor deviations, more than half (62.5% or 5 of 8) of outcome indicators had accomplishments greatly deviating from the set targets for 2021. For indicators with attained targets, facilitating factors include continuous partnership with stakeholders, provision of technical assistance, and digital transformation of business processes.
2. On the **Protective Social Welfare Program**, the 2021 targets for more than half (55.7% or 34 of 61) of output indicators were not achieved, with majority (64.6% or 22 of 34) of the accomplishments having minor deviations from the targets. Nevertheless, the accomplishments for most (82.1% or 23 of 28) outcome indicators exceeded their targets, with majority (65% or 15 of 23) of them having major deviations. Among the reported good practices that facilitated the accomplishments include the constant horizontal and vertical coordination and collaboration among implementing offices and other stakeholders.
3. On the **Disaster Response and Management Program**, a third (33.3% or 4 in 12) of the output indicators had their targets achieved or exceeded even with the help of strengthened capacity building, partnership engagements, and continuous improvement of systems and mechanisms. Meanwhile, a quarter (25.0% or 3 of 12) of the output indicators were not achieved albeit with minor deviations. Meanwhile, the accomplishments for the remaining (41.7% or 5 of 12) output indicators cannot be assessed due to the absence of numerical targets. Notably, the target for the sole outcome indicator on the assistance to early recovery stage was fully achieved in 2021.
4. On the **SWDAs Regulatory Program**, the targets for all 13 reported output indicators along RLA were achieved with most (84.6% or 11 of 13) of them even exceeding the set targets for 2021. The institutionalization of the use of alternative platforms (i.e. online/virtual) and streamlining of various crucial activities enabled the Department to

achieve such feat. However, the assessment of the accomplishments for the two (2) outcome indicators on the sustained compliance to SWD standards is inconclusive due to non-uniform reporting.

5. On the **SWD TARA Program**, the targets for all four (4) output indicators exceeded their targets for 2021, with half (50.0% or 2 of 4) of them registering major deviations. The the conversion of face-to-face activities into online/digital mode of delivery facilitated the good performance. On the other hand, the accomplishments for all three (3) outcome indicators on improved LSWDO functionality cannot be assessed given that no annual targets were set for 2021.

## Challenges

1. Force majeure events, such as the continuing COVID-19 pandemic, as well as natural and man-made disaster occurrences, which limited the mobility of staff and hampered the implementation of projects and programs
2. Financial bottlenecks experienced due to the delayed approval and downloading of funds, lack of Special Disbursing Officers (SDOs), limited cash bonds, and prohibition of LGU fund transfer
3. Limited human and IT resources to complement the heavy workload and needed digital literacy adjustments for the new normal environment
4. Limited information on the progress of organizational outcomes and inconsistency of targets with the DSWD Strategic Plan

## Recommendations

1. Sustain good practices and cultivate lessons learned in crafting, enhancing, and adjusting program and organizational policies and guidelines to enable the Department to respond promptly and adapt to the complex, dynamic, and uncertain conditions
2. Strengthen planning, monitoring, and evaluation in consideration of the new normal environment
3. Continuous convergence among social protection and SWD programs and services
4. Continue to invest on systems, technologies, and ICT infrastructure to support the new normal operations of the Department and digitization of its processes and systems
5. Act upon human resource concerns at various levels
6. Ensure the welfare and safety of workforce

## TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	i
INTRODUCTION .....	1
Framework of Assessment.....	1
Methodology .....	2
SITUATIONAL ANALYSIS.....	3
COVID-19 Situation in ASEAN countries.....	3
Philippine Economic Performance .....	3
Poverty Situation in the Philippines .....	5
Organizational Outcome 1:.....	6
Well-being of Poor Families Improved .....	6
Organizational Outcome 2:.....	15
Rights of the Vulnerable Sectors Protected and Promoted .....	15
Organizational Outcome 3:.....	31
Immediate Relief and Early Recovery of Disaster Victims/Survivors Ensured.....	31
Organizational Outcome 4:.....	37
Continuing Compliance of Social Welfare and Development Agencies to Standards in the Delivery of Social Welfare Services Ensured.....	37
Organizational Outcome 5:.....	44
Delivery of Social Welfare and Development Programs by Local Government Units through Local Social Welfare and Development Offices Improved.....	44
Support to Operations .....	47
General Administrative and Support Services.....	63
OVERALL RECOMMENDATIONS .....	71

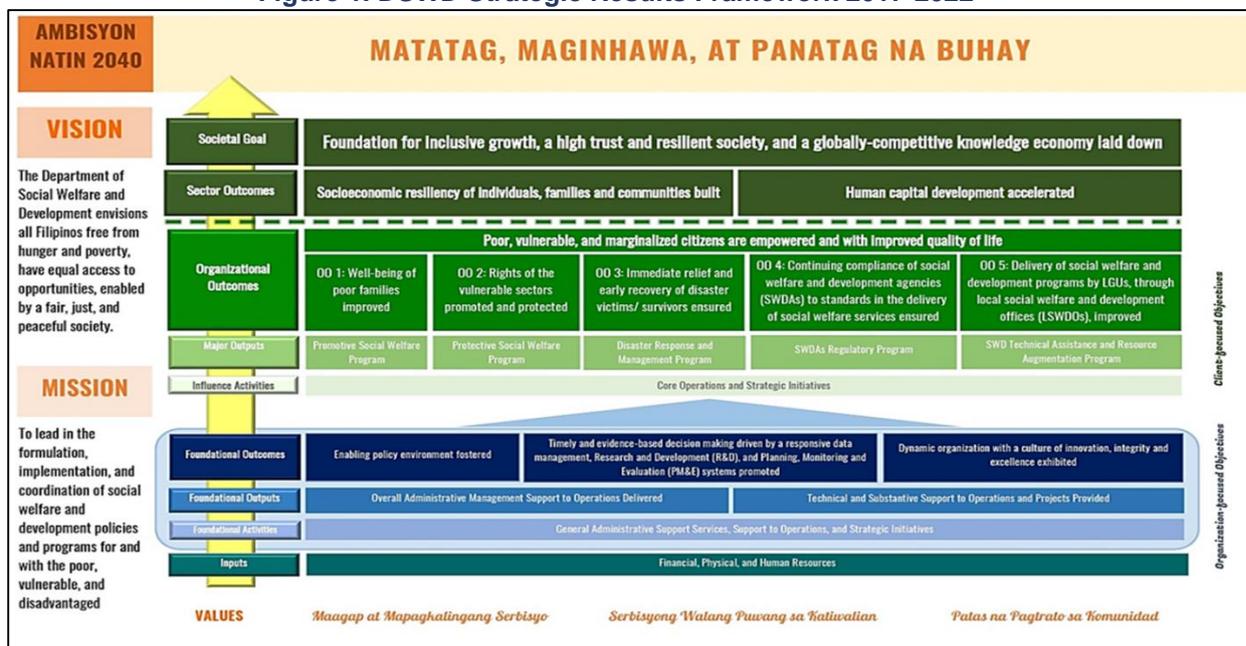
# INTRODUCTION

## 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 is anchored on 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 2017-2022



The DSWD Strategic Results Framework was developed focusing on the intended socio-economic and development outcomes of the PDP 2017-2022. The Department are expected to contribute to the sectoral and societal goals of the Philippines through the 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 ensure 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, Social Welfare and Development Agencies (SWDAs) Regulatory Program, and Social Welfare and Development (SWD) Technical Assistance and Resource Augmentation (TARA) 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. Delivery of outputs along GASS and STO is crucial in achieving the client-focused objectives.

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.

Among the outputs of the HPMES is the DSWD Assessment Report which 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 as 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 in 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.

### COVID-19 Situation in ASEAN countries

The COVID-19 pandemic has made a toll in public health, economic, and social aspects of the world but inoculation somehow helped in managing the challenges experienced. As the COVID-19 virus continued spreading and even evolving into different variants, economic restrictions remain which negatively impacts Southeast Asian economies and hence on Southeast Asian households. Through the gradual roll-out of vaccines across the population, the number of cases were reduced, thereby allowing the progressive opening up of economic activities. However, it is evident that the fight against the pandemic is far from over.

As of 11 October 2021, the Philippines remained to be the second-ranking member state of the Association of Southeast Asian Nations (ASEAN) with the highest cumulative number of confirmed COVID-19 cases at 2,666,562 and resulting deaths at 39,624. Notably, the Philippines is within the upper half of ASEAN member states, along with Indonesia, Thailand, Malaysia, and Vietnam, with the most number of fully vaccinated population recorded at 22,874,013 individuals. However, the country lies within the bottom half, together with Myanmar, Vietnam, Indonesia, and Lao PDR, when it comes to vaccination rate per 100 population posting 20.6% vaccination rate. Hence, the Philippines shall intensify its vaccination efforts to attain herd immunity.

**Table 1. COVID-19 in ASEAN as of 11 October 2021**

ASEAN member state	Total confirmed cases	Total deaths	Cumulative vaccinated	Cumulative fully vaccinated	Fully vaccinated per 100 population
Indonesia	4,227,932	142,651	99,373,294	56,908,664	20.6
<b>Philippines</b>	<b>2,666,562</b>	<b>39,624</b>	<b>25,195,827</b>	<b>22,874,013</b>	<b>20.6</b>
Malaysia	2,332,221	27,265	24,425,756	21,207,610	64.7
Thailand	1,710,884	17,691	34,188,488	22,460,213	32.1
Vietnam	839,662	20,555	37,725,480	14,242,628	14.5
Myanmar	478,651	18,134	8,390,746	3,872,956	7.1
Singapore	124,157	153	4,711,200	4,600,348	78.0
Cambodia	114,810	2,506	13,456,872	11,136,261	65.7
Lao PDR	28,540	26	2,983,763	2,080,368	28.2
Brunei	8,980	64	319,711	206,482	46.8

Source: ASEAN: COVID-19 Situational Report in the ASEAN Region

### Philippine Economic Performance

The COVID-19 pandemic, which disrupted the global economy, has remarkably cause major devastation to the Philippine economic performance since its onset. However, in 2021, the Philippine economy showed signs of improvement starting in the second quarter according to the report of the Philippine Statistics Authority (PSA). In the fourth quarter of 2021, the gross domestic product (GDP) posted a growth rate of 7.7%, resulting in a 5.6% full-year growth in 2021.

**Figure 2. Gross domestic product, Q1 2019 to Q4 2021 growth rates, at constant 2018 prices**



Source: Philippine Statistics Authority

According to the National Economic and Development Authority (NEDA), the economy has safely re-opened for most of 2021. However, the surge in COVID-19 cases prompted the government to impose continued community quarantine restrictions in critical areas.

Overall, the Philippine economy is moving towards recovery as evidenced by the improvement on the GDP growth rate from -9.6% in 2019-2020 to 5.6% in 2020-2021. The industry and services sectors were able to recuperate from negative to positive growth rate. The agriculture, forestry, and fishing sectors, however, was still struggling with -0.3% annual growth rate from 2020 to 2021. The industry sector is primarily driven by construction with 9.8% annual growth rate. On the other hand, human health and social work activities contributed the most to the positive growth rate under the services sector, registering 15.0% annual growth rate.

**Table 2. Gross domestic product growth rates, 2019-2020 and 2020-2021 at constant 2018 prices, by industry group**

Industry Group	Annual 2019-2020	Annual 2020-2021
<b>Gross Domestic Product (overall)</b>	<b>-9.6</b>	<b>5.6</b>
<b>Agriculture, Forestry, and Fishing</b>	<b>-0.2</b>	<b>-0.3</b>
<b>Industry</b>	<b>-13.2</b>	<b>8.2</b>
Mining & Quarrying	-19.9	2.6
Manufacturing	-9.5	8.6
Electricity, steam, water and waste management	-0.7	4.5
Construction	-26	9.8
<b>Services</b>	<b>-9.2</b>	<b>5.3</b>
Wholesale and retail trade	-5.7	4.3
Transportation and storage	-31.2	6.3
Accommodation and food service activities	-44.7	7.8
Information and communication	5.1	9.1

Industry Group	Annual 2019-2020	Annual 2020-2021
Financial and insurance activities	5.8	4.5
Real estate and ownership of dwellings	-17	2.2
Professional and business services	-9.3	6.2
Public administration and defense	4.4	5.2
Education	-11.9	8.0
Human health and social work activities	-4.3	15.0
Other services	-41.8	2.1

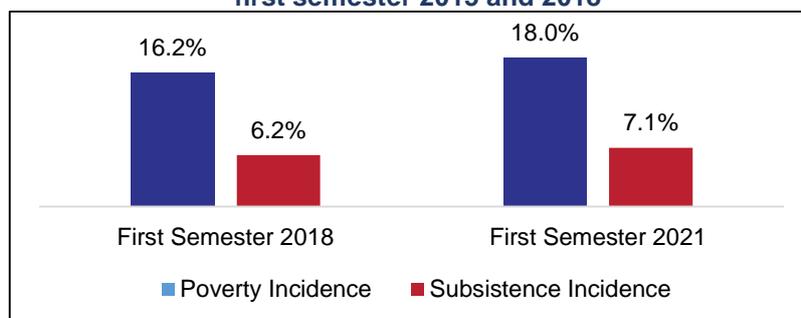
Source: Philippine Statistics Authority

## Poverty Situation in the Philippines

The first semester 2021 poverty incidence among population, or the proportion of Filipinos whose per capita income is not sufficient to meet their basic food and non-food needs, was estimated at 23.7%, according to the official poverty statistics released by the PSA. This translates to 26.14 million Filipinos who lived below the first semester 2021 per capita poverty threshold estimated at ₱2,416 on average, per month. On the other hand, subsistence incidence among Filipinos, or the proportion of Filipinos whose per capita income is not enough to meet even the basic food needs, was registered at 9.9% or 10.94 million food poor Filipinos in the first semester of 2021. The per capita food threshold was estimated at ₱1,679 on average, per month.

Among families, the poverty incidence in the first semester of 2021 was estimated at 18.0%, which is equivalent to 4.74 million poor families. Meanwhile, the subsistence incidence among families was recorded at 7.1%, or around 1.87 million food poor families in the first semester of 2021.

**Figure 3. Poverty and subsistence incidence among families, first semester 2015 and 2018**



Source: Philippine Statistics Authority

Meanwhile, when it comes to self-perception on poverty, the Fourth Quarter of 2021 Social Weather Report indicates that 43% of Filipino families feel poor, while 31% feel that they are food poor.

## 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

Among the promotive social welfare programs of DSWD are the: (1) Pantawid Pamilyang Pilipino Program; (2) Kapit-Bisig Laban sa Kahirapan - Comprehensive and Integrated Delivery of Social Services; and (3) Sustainable Livelihood Program. These three programs share the common ultimate goal of promoting empowerment and improvement in the well-being of the poor and vulnerable. The array of interventions provided by these programs are aligned with the poverty graduation approach through simultaneous provision of livelihood, skills training, life coaching, safety net, and access to savings and health information and services.

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 17 April 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

**The annual targets for the output indicators of Pantawid were almost achieved.** The number of Pantawid households provided with conditional cash grants in CY 2021 was close to reaching its annual target of 4,400,000 households at 99.4% accomplishment rate. Meanwhile, the percentage of Pantawid Pamilya-related grievances resolved within established time protocol remained high and near to its annual target of 91.0%.

**Table 3. Targets vs. accomplishments on Pantawid output indicators, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of Pantawid households provided with conditional cash grants	4,372,124	4,400,000	-0.6%	Target not achieved (Minor deviation)
Percentage of Pantawid-related grievances resolved within established time protocol	88.6%	91.0%	-2.6%	Target not achieved (Minor deviation)

#### B. Outcome-level Indicators

**The bulk of the Pantawid households were still at the subsistence level.** As CY 2021 ended, Pantawid was still far from reaching its target of having 61.0% of Pantawid households already at the self-sufficiency level, given the accomplishment of 26.1%. Nevertheless, it is good to note that there were less Pantawid households at the survival level at measly 0.4% than the expected percentage of 2.0%.

**The annual targets for compliance of Pantawid households were achieved.** The percentage compliance of Pantawid households on the two primary conditionalities of the program exceeded their respective targets for CY 2021 with minor deviation, signifying that indicator on compliance rates for health and education are both high.

**Table 4. Targets vs. accomplishments on Pantawid outcome indicators, CY 2021**

Indicators	Accomplishment	Target	Variance	Assessment
Percentage of Pantawid households with improved wellbeing				
a. Survival Level	0.4% (13,638)	2.0%	-79.0%	Target not achieved (Major deviation)
b. Subsistence Level	73.5% (2,361,250)	37.0%	+98.6%	Target exceeded (Major deviation)
c. Self-Sufficiency Level	26.1% (838,483)	61.0%	-57.2%	Target not achieved (Major deviation)

Indicators	Accomplishment	Target	Variance	Assessment
Percentage compliance of Pantawid households on school attendance of children	97.5%	95.0%	+2.7%	Target exceeded (Minor deviation)
Percentage compliance of Pantawid households on availment of health services	98.3%	95.0%	+3.5%	Target exceeded (Minor deviation)

**Fund utilization was relatively high.** With the passing of the Republic Act 11310 institutionalizing Pantawid, its budget allocation and human resources improved<sup>2</sup>. With 98.1% of the total active households receiving their grants through cash cards, and the remaining 1.9% through over-the-counter (OTC) payments, the budget utilization of the program was relatively high. Overall, the budget utilization rate of Pantawid for CY 2021 was 90.8%, while the disbursement rate was 81.8%.

## Kalahi-CIDSS NCDDP

### A. Output-level Indicators

**Minor deviations were observed on the indicators related to number of communities implementing KC-NCDDP, except regional coverage.** This is due to the delays in the approval of the additional funding and commencement of project implementation for PAMANA, which caused the activities to start only during the third quarter of CY 2021. Although it must be noted that some communities have conducted social preparations and/or sub-project implementation, while some are set to finish by 1st semester of CY 2022.

**Table 5. Targets vs. accomplishments on KC-NCDDP output indicators, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of communities implementing KC-NCDDP				
A. Region	15	15	0.0%	Target fully achieved
B. Province	58	62 <sup>a</sup>	-6.5%	Target not achieved (Minor deviation)
C. Municipality	669	676 <sup>a</sup>	-1.0%	Target not achieved (Minor deviation)
D. Barangay	14,208	15,559 <sup>a</sup>	-8.6%	Target not achieved (Minor deviation)
Number of KC-NCDDP sub-projects completed in accordance with technical plans and schedule	749	3,429	-78.2%	Target not achieved (Major deviation)

<sup>2</sup> Pantawid had a 21% increase in contractual positions nationwide since the enactment of the 4Ps Law

<sup>a</sup> CY 2021 targets were recalibrated from the DSWD Strategic Plan 2018-2022 targets

Indicator	Accomplishment	Target	Variance	Assessment
Number of households that benefitted from completed KC-NCDDP sub-projects	336,382	857,250	-60.8%	Target not achieved (Major deviation)
Percentage of women volunteers trained on CDD	61.50%	50.0%	+23.0%	Target exceeded (Minor deviation)
Percentage of paid labor jobs created by KC-NCDDP projects are accessed by women	24.0%	30.0%	-20.0%	Target not achieved (Minor deviation)
Percent of registered grievances satisfactorily resolved in line with the GRS	Not Reported	80.0%	-	Inconclusive
Number of family beneficiaries served through Balik Probinsya Bagong Pag-asa (BP2) Program	1,134	2,000	-43.3%	Target not achieved (Major deviation)
No. of community vulnerable areas (CVAs) provided with disaster response services	313	376	-16.8%	Target not achieved (Minor deviation)

**Meanwhile, major deviations were recorded in terms of number of KC-NCDDP sub-projects completed in accordance with technical plans and schedule and the number of households that benefitted from completed KC-NCDDP sub-projects, as well as in the number of family beneficiaries served through Balik Probinsya Bagong Pag-asa (BP2) Program.** The delayed release of Special Allotment Release Order (SARO) from the Department of Budget and Management (DBM) resulted to delay in the processing and downloading of funds for the sub-project proposals submitted by the communities which then resulted to late conduct of activities leading to non-completion of several sub-projects based on targeted timelines, coupled with limited mobility due to lockdown and health protocols. Further, the targeted number of families provided with BP2 recovery assistance were not met due to the slow dispatch operations and frequent changes in the send-off schedule, with the surges in COVID-19 cases and imposition of lockdowns in the receiving LGUs. This resulted to waiving of application of some families and some of the LGUs also deferred their participation in the program. On disaster response services, minor deviation was observed due to the withdrawal of commitment of some LGUs brought by the delays also in the implementation.

**Gender equality and participation of women in paid labor were ensured** as seen on the data on inclusion and access of women on the project implementation.

## **B. Outcome-level Indicators**

**There are still no data on the KC-NCDDP outcome indicators that can be reported yet given the delay in the implementation of the program.** The succeeding rounds of the Household Outcome Survey is yet to be conducted. The Sustainability Evaluation, on the other hand, is conducted six (6) months after completion of sub-projects. Based on the

updated implementation timeline, the sub-projects are projected to be finished by the 4<sup>th</sup> quarter of 2021, hence the Sustainability Evaluation will take place by the 2<sup>nd</sup> quarter of 2022.

**Table 6. Targets vs. accomplishments on KC-NCDDP outcome indicators, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Percentage increase in access to major KC-NCDDP investments in KC-NCDDP municipalities	Not reported	TBD	-	Inconclusive
Percentage of completed KC-NCDDP projects that have satisfactory or better sustainability evaluation rating	TBD	85.0%	-	Inconclusive

**Almost all of the allocated budget for KC-NCDDP implementation was utilized.** Of the total allocated budget under Additional Financing for the KC-NCDDP implementation in CY 2021 amounting to ₱3,382,997,243.00 (covering Maintenance and Other Operating Expenses), 95.9% were utilized amounting to ₱3,245,024,096.61.

## SUSTAINABLE LIVELIHOOD PROGRAM

### A. Output-level Indicators

**Targets were fully achieved on most of the SLP output level indicators as monitored through different M&E systems.** Offline Monitoring Assessment System (OMAS) is an offline information system that is used as a reporting tool of Implementing Project Development Officers (IPDOs) to report, process and secure a database of all served participants by year of program implementation with information, e.g. such as; a.) Project details and status Participant personal information; b.) Program Intervention information with amount on actual grant received; c.) Microenterprise information; and d.) Employment information.

Likewise, an Offline Base System (OBS) is an Offline Information System that is used as a reporting tool of Monitoring Project Development Officers (MPDOs) to report, process and secure a database of all monitored and assessed established microenterprises, associations and employed participants. It contains information on the data being collected by the following tools during the incubation period (21 months).

**Table 7. Targets vs. accomplishments on SLP output indicators, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
<b>Number of Households Provided with Program Modalities</b>				
Total number of households who received seed capital fund and total number of households trained (Seed Capital Funds, Skills Training, and CBLA) by SLP Regular/Referrals, EPAHP, EO70, and Livelihood for Marawi IDPs	37,445	42,726	-12.4%	Target not achieved (Minor deviation)

Indicator	Accomplishment	Target	Variance	Assessment
<b>Number of Households Provided with Program Modalities</b>				
Total number of households who received Employment Assistance Fund by SLP Regular/Referrals, EPAHP, EO70, and Livelihood for Marawi IDPs	8	8	0.0%	Full Target Achieved
Total number of participants provided with Livelihood assistance grants	183,027	116,432	+57.2%	Target exceeded (Major deviation)
Total number of participants who received complementary livelihood recovery services from partners by SLP LAG Implementation	4,026	4,012	0.3%	Target exceeded (Minor deviation)

## B. Outcome-level Indicators

**The outcome of the emerging livelihood intervention seems to be lagging behind, but the outcome of special project looks promising.** The CY 2021 physical accomplishments, participants were served using the CY 2021 GAA for SLP Regular Executive Order 70 Implementation. EO 70 institutionalizes the Whole-of-Nation Approach in ending local communist armed conflict and attaining inclusive and sustainable peace. Through EO 70, the National Task Force to End Local Communist Armed Conflict (NTF-ELCAC) was created EO 70 also directed the formulation and adoption of the National Peace Framework by the member agencies). It is important to note that only those participants encoded in the Offline Baseline System (OBS) are counted as physical accomplishments, therefore, the stated physical accomplishments for the SLP Outcome Indicators are still at 97.41% since the encoding of served participants is still on-going up to this date, minor deviation only as the FOI Secretariat acknowledged the extent of the information being requested, thus needing more time to extract data from the provinces.

**Table 8. Targets vs. accomplishments on SLP outcome indicators, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
SLP Regular/Referrals and EPAHP, EO 70 Implementation and Livelihood for Marawi IDPs (CY 2021 GAA)				
Percentage of SLP Participants engaged in microenterprise	113.42%	100.0%	13.4%	Target exceeded (Minor deviation)
Percentage of SLP participants employed	75%	100.0%	-25.0%	Target not achieved (Minor deviation)
Number of SLP participants with established or recovered enterprise, or are employed - SLP LAG (CY 2021 GAA)				
Microenterprise Development	91.3%	100.0%	-8.8%	Target not achieved (Minor deviation)

Indicator	Accomplishment	Target	Variance	Assessment
Employment Facilitation	0.02%	100.0%	-99.98%	Target not achieved (Major deviation)
SLP Regular/Referrals and EPAHP, EO 70 Implementation and Livelihood for Marawi IDPs (CY 2019-2020 GAA)				
Percentage of SLP participants involved in microenterprise	73.7%	100.0%	-26.4%	Target not achieved (Minor deviation)
Percentage of SLP participants employed	0.0%	0.0%	0.0%	N/A
Number of SLP participants with established or recovered enterprise, or are employed				
Microenterprise Development	58.4%	100%	-41.6%	Target not achieved (Major deviation)
Employment Facilitation	0.02%	100%	-99.98%	Target not achieved (Major deviation)

**Fund utilization was high.** CY 2020 Continuing Appropriations, out of the SLP allotted budget amounting to ₱1,260,185,586.60, the amount of ₱1,198,492,584.85 or 95.1% was utilized, while in CY 2021 Current Appropriations, out of the ₱4,279,210,000.00 (Personnel Services and MOOE) allotted budget, a total of ₱4,010,004,596.55 or 93.7% was utilized as of 31 December 2021, respectively.

## II. Influencing Factors

### A. Facilitating Factors

1. Continuous partnership with National Government Agencies (NGAs), Field Offices (FOs), and Local Government Units (LGUs)
2. Provision of technical assistance and learning development interventions
3. Digital transformation of business processes
4. Wide access of Pantawid households to digital modes of payment
5. Efforts exerted by the Field Offices to sustain high compliance rate of Pantawid program beneficiaries
6. Launching of the electronic Family Development Session (FDS) to help the Pantawid beneficiaries comply with the education and health conditionalities
7. Enhancement of the knowledge, skills, and attitude of the grievance officers of Pantawid through capacity building
8. Continuous monitoring, reporting, capacity building, and technical assistance to Field Offices through various platforms
9. Deployment of BP2 Social Welfare Officers to FOs whenever needed to provide staff augmentation in the assessment of the applicants and provision of technical assistance in the case management of the family-beneficiaries
10. FO Program Development Officers (PDOs) were provided with learning development initiatives such as community organizing, cascading of the SLP mainstreaming manual, and other training initiated by the FOs.

### B. Hindering Factors

1. Continued threat and restrictions due to the COVID-19

2. Bottlenecks in financial management
3. Limited staff and outdated IT equipment to complement heavy caseload
4. Non-compliance on program conditionalities of some Pantawid households causing the delisting from the list of beneficiaries
5. Implementation of the National Advisory Council (NAC) Resolution No. 4, series of 2020: 4Ps Grievance Resolution Standards and Indicators, which revised the definition of resolved grievances
6. Backlog in the updating of grievance resolution status in the tracker of Pantawid grievances (Google Sheets)
7. Late deployment of the grievance redress module in the third version of the Pantawid Pamilya Information System
8. Waiving of application of eligible families for BP2 and withdrawal of commitment and rescheduling of KC NCDDP sub-project implementation

### III. Recommendations

#### PANTAWID PAMILYA

##### On processes

1. Pursue contactless and simplified process of registration and updating while ensuring completeness of validity of household data
2. Assess and examine the reasons for the limited movement of Pantawid households from the subsistence level to the self-sufficiency level and devise strategies to promote such transition
3. Develop mechanisms to promote compliance to conditionalities and address common reasons for non-compliance
4. Closely monitor and evaluate various modes of payment, especially focusing on digital payments, to address payment-related grievances

##### On planned deliverables

1. Maximization of the results of the SWDI assessment
2. Continuous registration of new eligible households to reach the 100% target households of 4,400,000
3. Revisit the formula for the indicator on the “percentage of Pantawid-related grievances resolved within established time protocol” to reflect the actual percentage of grievances resolved within established time protocol relative to all grievances received, rather than those that have been resolved only
4. Monitoring and evaluation of gains from digitization efforts

##### On human resource

Continuously capacitate the field implementers and grievance officers in handling and managing the different types of grievances and provide refresher courses on the procedural guidelines of the Grievance Redress System

#### KC-NCDDP

##### On processes

1. Coordinate various development partners and stakeholders to strengthen convergence and establish positive pressure toward institutionalizing CDD initiatives
2. Orient the Local Social Welfare and Development Offices (LSWDOs) and other agencies and organizations in the National Capital Region on the BP2 Program to maximize the referral mechanism of the potential BP2 families
3. Strengthen vertical and horizontal coordination among partner agencies to ensure effective and efficient BP2 Program implementation

### **On planned deliverables**

The DSWD BP2 Team to send - off those families who could not wait the dispatch schedules of the BP2 Council Dispatch Operations and/or with urgent needs for relocation in the provinces;

## **SLP**

### **On processes**

1. To fast track on the cascading of the updated OMAS with 2017 onwards Final Assessment Report System
2. FOs stated that prompt guidance on the implementation of funds from various sources for better planning and strategizing on beating timeline is essential
3. Enhancement of *Memorandum Circular No. 22 series of 2019 or the Comprehensive Guidelines on the Implementation of the Sustainable Livelihood Program (SLP)* to include a new normal landscape especially on the conduct of assemblies

### **On planned deliverables**

1. Provision of Capital Outlays for the purchase of high-end laptops which is necessary for the updating and reporting on the Offline Monitoring Assessment System (OMAS) and Offline Base System (OBS)
2. SLP is encouraged by the FOs to cascade necessary information on the full implementation of the Mandanas Ruling in order to be guided accordingly

### **On human resource**

1. Field Offices highly recommends that there should be sufficient staff to continuously implement the program, since most of the FOs are lobbying to have additional human resources to complement the grant utilization and to fulfill the project monitoring of the served beneficiaries
2. Authority to hire must be issued in the preceding year in order to immediately commence the implementation onset of the reference year

## 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 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 (RCF) and training and vocational rehabilitation centers. A total of 71 facilities from 16 Regions are being managed by the Department. Out of these, 64 are residential care facilities and seven (7) are non-residential centers.

The **Supplementary Feeding Sub-Program** aims to improve and maintain the nutritional status of the targeted children beneficiaries through the implementation of **Supplementary Feeding Program (SFP)** and the **Bangsamoro Umpungan sa Nutrisyon (BangUN) Project**. The SFP 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 project, BangUn, aims to contribute in saving the lives of 0-12 years old children from getting sick or dying as a result of extreme poverty and ongoing armed conflict in ARMM. BangUn Project implements a holistic approach in addressing malnutrition among children in ARMM through Nutrition Direct Services, Nutrition Education and Advocacy and Building Resilient Communities.

The **Social Welfare for Senior Citizens Sub-Program** covers the provision of cash grants to indigent senior citizens to augment daily subsistence and medical needs, and to grant additional benefits to Filipino centenarians. **Social Pension for Indigent Senior Citizens (SPISC)** is an additional government assistance in the amount of ₱500.00 monthly stipend to augment the daily subsistence and other medical needs of indigent senior citizens. The grant

covers individuals aged 60 years and above who are i.) frail, sickly, or with disability; ii.) without pension from GSIS, SSS, AFPMBAI and other insurance company; and iii.) no permanent source of income or regular support from his/her relatives.

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.

Included under the **Protective Programs for Individuals, Families, and Communities in Need or in Crisis Sub-Program** are the implementation of Protective Services for Individuals and Families in Especially Difficult Circumstances, Comprehensive Program for Street Children, Street Families and Indigenous People, Especially Bajaus, Alternative Family Care Program, and the Unconditional Cash Transfer Program.

The provision of counselling, referral for psychological and legal service, as well as financial assistance to disadvantaged and marginalized sectors is part of the social protection services of the Department under the **Assistance to Individuals in Crisis Situation (AICS)**. These protective services aim to help individuals and families cope with the difficult situation that they are presently experiencing, such as illness, death, loss of job or source of income, among others. In response to these crises, the provision of AICS was extended and included the provision of **Assistance to Communities in Need (ACN)** to help communities in preparing for, mitigating, and recovering from natural and man-made disasters. ACN has core projects namely Construction/Repair/Improvement of the child development center and Senior Citizen’s Center. The AICS is implemented nationwide through the Crisis Intervention Unit at DSWD Central and Field Offices, and DSWD Satellite Offices in the provinces.

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 (CDCLAA), R.A. 10165 or the Foster Care Act, and R.A. 11222 or the Simulated Birth Rectification Act, provides children with opportunities to be part of a new family by either placing them for adoption or foster care.

The DSWD is mandated to provide special protection to children from all forms of abuse, exploitation, trafficking, and/or sale or any other practice prejudicial to their development. In compliance with this mandate, among the services of DSWD is the **issuance of travel clearance certificate minors traveling abroad** unaccompanied by any of the parent or those persons having parental authority and legal custody over the child.

The Department together with a number of Social Welfare and Development Agencies (SWDAs) and individuals continue to reach out and help Street Children, Street Families and Badjaus through the **Comprehensive Program for Street Children, Street Families and Sama Badjaus** using different approaches and strategies from numerous community based programs and services. They aim to provide them with their basic needs and emotional support, rescuing them from the streets and placing them under protective custody to provide them opportunities for a better life.

**Unconditional Cash Transfer (UCT)** is the biggest tax reform mitigation program under the Tax Reform for Acceleration and Inclusion Law (TRAIN) Law. 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. Accordingly, the UCT Program is a social mitigation measure to be implemented for three (3) years starting 2018 and is supposed to end in 2020. It aims to protect the disadvantaged, poor, and vulnerable sectors. Beneficiaries of the UCT Program include households of the Pantawid Pamilyang Pilipino Program (4Ps), beneficiaries of the Social Pension for Indigent Senior Citizens and selected poor households registered in the National Household Targeting System for Poverty Reduction (NHTS-PR or Listahanan).

**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.

## I. Findings

### RESIDENTIAL AND NON-RESIDENTIAL CARE SUB-PROGRAM

#### A. Output-Level Indicators

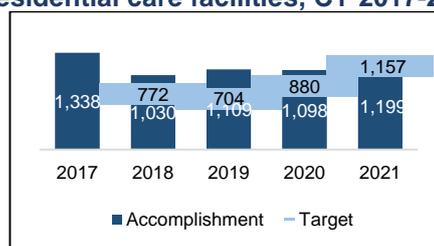
**The target number of clients served in residential care facilities was not achieved**, with only 6,651 clients served out of 10,578 target in CY 2021. As reported by the FOs, the reason for the decreasing number of admission of clients brought by stringent health protocols and quarantine restrictions was due to the pandemic. Among the reasons were the following: (1) Lesser number of referrals for admission due to the pandemic despite a coordination of the FOs/ Centers and Residential Care Facilities (CRCFs) to LGUs and other partners; (2) Noncompliance with the required RT-PCR test and other requirements of the LGU due to limited/ exhausted budget, travel restrictions among others; (3) Temporary closure and on-hold admission for some CRCFs due to reported cases of COVID infections among the residents and staff; and (4) The higher number of targets versus the bed capacity of the CRCFs is way beyond control considering the lesser admission and restrictions implemented.

Despite difficulties, the CRCFs continuously provided quality service and nurturing to all the clients under their care. The activities set forth were implemented accordingly in an appropriate and timely response. Appropriate interventions were provided towards achieving the goal of rehabilitation, healing, and recovery.

**Figure 4. Targets vs. accomplishments on the number of clients served in residential care facilities, CY 2017-2021**



**Figure 5. Targets vs. accomplishments on the number of clients served in non-residential care facilities, CY 2017-2021**



**Table 9. Targets vs. accomplishments on the number of clients served in residential care facilities, CY 2021**

Facility	Accomplishment	Target	Variance	Assessment
<b>All Residential Centers</b>	<b>6,651</b>	<b>10,578</b>	<b>-37.1%</b>	<b>Target not achieved (Major deviation)</b>
Reception and Study Center for Children	628	869	-27.7%	Minor deviation
Regional Rehabilitation Center for the Youth	1,192	1,445	-17.5%	Minor deviation
National Training School for Boys	263	427	-38.4%	Major deviation
MIMAROPA Youth Center	41	38	+7.9%	Minor deviation
Haven for Children	105	184	-42.9%	Major deviation
Lingap Center	38	73	-47.9%	Major deviation
Home for Girls	743	900	-17.4%	Minor deviation
Nayon ng Kabataan	124	364	-65.9%	Major deviation
Haven for Women and Girls	263	429	-38.7%	Major deviation
Haven for Women	723	1,183	-38.9%	Major deviation
Marillac Hills	209	341	-38.7%	Major deviation
Elsie Gaches Village	637	668	-4.6%	Minor deviation
AMOR Village	117	129	-9.3%	Minor deviation
Sanctuary Center	230	262	-12.2%	Minor deviation
Jose Fabella Center	767	2,427	-68.4%	Major deviation
Home for the Elderly/Home for the Aged/GRACES	571	839	-31.9%	Major deviation

On the other hand, the number of clients served in non-residential facilities slightly increased in 2021, with 1,199 clients served out of the target 1,157.

**Table 10. Targets vs. accomplishments on the number of clients served in residential care facilities, CY 2021**

Facility	Accomplishment	Target	Variance	Assessment
<b>All Non-Residential Centers</b>	<b>1,199</b>	<b>1,157</b>	<b>+3.6%</b>	<b>Target exceeded (Minor deviation)</b>
Rehabilitation Sheltered Workshop	100	110	-9.1%	Minor deviation
National Vocational Rehabilitation Center	271	270	+0.4%	Minor deviation
Area Vocational Rehabilitation Center	516	499	+3.4%	Minor deviation
Center for the Handicapped	78	85	-8.2%	Minor deviation
INA Healing Center	234	193	+21.2%	Minor deviation

**The Average Length of Stay (ALOS) of clients in residential care facilities in 2021 improved to 4 years and 3 months, compared to that of the previous year of 10 years and 6 months or 3,840 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). The minimum ALOS was recorded at Jose Fabella Center,

with 75 days while maximum ALOS was recorded at Elsie Gaches Village, with a little over 31 years.

**Table 11. Targets vs. actual average length of stay of clients in days, CY 2021**

Facility	Accomplishment	Target	Variance	Assessment
<b>Average across facilities</b>	<b>1,569</b>	<b>553</b>	<b>+183.7%</b>	<b>Target exceeded (Major deviation)</b>
Reception and Study Center for Children	515	457	+12.7%	Minor deviation
Regional Rehabilitation Center for the Youth	330	565	-41.6%	Major deviation
National Training School for Boys	482	565	-14.7%	Minor deviation
MIMAROPA Youth Center	514	565	-9.0%	Minor deviation
Haven for Children	552	648	-14.8%	Minor deviation
Lingap Center	1,493	316	+372.5%	Major deviation
Home for Girls	427	371	+15.1%	Minor deviation
Nayon ng Kabataan	758	211	+259.2%	Major deviation
Haven for Women and Girls	285	220	+29.5%	Minor deviation
Haven for Women	178	136	+30.9%	Major deviation
Marillac Hills	781	995	-21.5%	Minor deviation
Elsie Gaches Village	11,354	2126	+434.1%	Major deviation
AMOR Village	2,158	928	+132.5%	Major deviation
Sanctuary Center	4,459	395	+1,028.9%	Major deviation
Jose Fabella Center	75	41	+82.9%	Major deviation
Home for the Elderly/Home for the Aged/GRACES	749	311	+140.8%	Major deviation

**The number of social workers and house parents have maintained its improvement since 2018.** In 2021, the ratio of social workers and house parents to clients in DSWD Residential Care Facilities is the highest recorded in the past three (3) years. As shown in the following table, 94% of the facilities' client-social worker ratio are within the acceptable standards. On the other hand, house parents in 13% of the facilities are inadequate and failed to adhere to the ideal client to house parent ratio of 1:25.

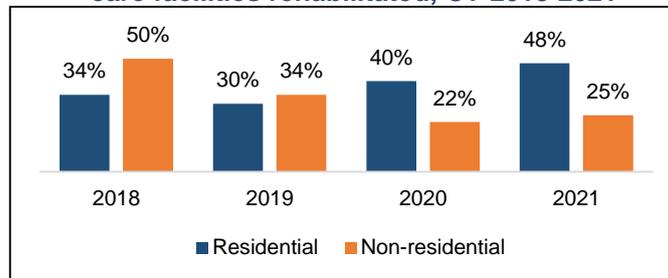
**Table 12. Targets versus accomplishments on the client to staff ratio, CY 2018-2021**

Category	Accomplishment				Target	Variance	Assessment
	2018	2019	2020	2021			
Client-Social Worker Ratio	92%	65%	82%	94%	80%	+17.5%	Target exceeded (Minor deviation)
Client-House Parent Ratio	64%	75%	77%	87%	60%	+45.0%	Target exceeded (Major deviation)

## B. Outcome-level Indicators

The proportion of clients rehabilitated in residential and non-residential care facilities both increased in 2021.

**Figure 6. Percentage of clients in residential and non-residential care facilities rehabilitated, CY 2018-2021**



The targets for the percentage of rehabilitated clients in both residential and non-residential care facilities were achieved except for two centers.

**Table 13. Targets vs. accomplishments on rehabilitation rates of residential centers, CY 2018-2021**

Facility	Accomplishment				Target	Variance	Assessment
	2018	2019	2020	2021			
<b>All Residential Centers</b>	<b>34%</b>	<b>30%</b>	<b>40%</b>	<b>47%</b>	<b>35%</b>	<b>+34.3%</b>	<b>Target exceeded (Major deviation)</b>
Reception and Study Center for Children	49%	62%	56%	62%	35%	+77.1%	Major deviation
Regional Rehabilitation Center for the Youth	43%	38%	57%	53%	45%	+17.8%	Minor deviation
National Training School for Boys	21%	25%	39%	53%	45%	+17.8%	Minor deviation
MIMAROPA Youth Center	38%	26%	25%	34%	45%	-24.4%	Minor deviation
Haven for Children	35%	17%	34%	55%	40%	+37.5%	Major deviation
Lingap Center	18%	69%	49%	58%	40%	+45.0%	Major deviation
Home for Girls	41%	51%	45%	57%	45%	+26.7%	Minor deviation
Nayon ng Kabataan	36%	13%	30%	51%	40%	+27.5%	Minor deviation
Haven for Women and Girls	59%	50%	56%	55%	35%	+57.1%	Major deviation
Haven for Women	37%	24%	51%	58%	35%	+65.7%	Major deviation
Marillac Hills	30%	9%	59%	59%	35%	+68.6%	Major deviation
Elsie Gaches Village	3%	3%	6%	6%	5%	+20.0%	Minor deviation
AMOR Village	6%	9%	7%	5%	5%	0.0%	Full target achieved
Sanctuary Center	45%	44%	39%	51%	20%	+155.0%	Major deviation
Jose Fabella Center	27%	21%	48%	34%	45%	-24.4%	Minor deviation
Home for the Elderly/ Home for the Aged/ GRACES	33%	22%	45%	51%	20%	+155.0%	Major deviation

**Table 14. Targets vs. accomplishments on rehabilitation rates of non-residential centers, CY 2018-2021**

Facility	Accomplishment				Target	Variance	Assessment
	2018	2019	2020	2021			
<b>All Non-Residential Centers</b>	<b>50%</b>	<b>34%</b>	<b>2%</b>	<b>25%</b>	<b>10%</b>	<b>+150.0%</b>	<b>Target exceeded (Major deviation)</b>
Rehabilitation Sheltered Workshop	49%	62%	7%	7%	10%	-30.0%	Minor deviation
National Vocational Rehabilitation Center	43%	38%	34%	51%	10%	+410.0%	Major deviation
Area Vocational Rehabilitation Center	21%	25%	21%	14%	10%	+40.0%	Major deviation
Center for the Handicapped	38%	26%	16%	29%	10%	+190.0%	Major deviation
INA Healing Center	35%	17%	34%	24%	10%	+140.0%	Major deviation

**SUPPLEMENTARY FEEDING SUB-PROGRAM**  
Supplementary Feeding Program

**A. Output-Level Indicators**

The accomplishments for the 10<sup>th</sup> and 11<sup>th</sup> cycle of the SFP implementation were below the target for CY 2021. The 10<sup>th</sup> cycle of the SFP implementation has served 1,867,624 children from the CDCs and children under the SNPs with a 99.2% accomplishment out of the 1,881,979 target beneficiaries. The total unserved beneficiaries were 14,355 or 0.8% deviation.

On the other hand, the 11<sup>th</sup> cycle of the SFP has served 1,681,170 beneficiaries or 86.79% accomplishment out of 1,937,378 target beneficiaries. There were 252,208 unserved beneficiaries or 13.0% deviation. Meanwhile, 39,547 or 37.4% of the children beneficiaries provided milk feeding.

**Table 15. Targets vs. accomplishments on SFP output indicators, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of children in CDCs and SNPs provided with supplementary feeding (10th Cycle Implementation)	1,867,624	1,881,979	-0.8%	Target not achieved (Minor deviation)
Number of children in CDCs and SNPs provided with supplementary feeding (11th Cycle Implementation)	1,685,170	1,937,378	-13.0%	Target not achieved (Minor deviation)

Indicator	Accomplishment	Target	Variance	Assessment
Number of children in CDCs and SNPs provided with Milk Feeding (11th Cycle Implementation)	39,547	105,801	-62.6%	Target not achieved (Major deviation)

## B. Outcome-Level Indicators

The SFP was able to about to fully achieve the target improvement in the nutritional status of the beneficiaries corresponding to 73.1% improvement of the Underweight to Normal and 71.3% of the Severely Underweight to Underweight as of the end of 2021.

**Table 16. Targets vs. accomplishments on SFP outcome indicators, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Underweight to Normal	73.1%	80.0%	-8.6%	Target not achieved (Minor deviation)
Severely Underweight to Underweight	71.3%	20.0%	+256.5%	Target exceeded (Major deviation)

For 2021, a total amount of ₱3,752,115,654.94 was utilized or 98.0% of the annual allotment of ₱3,830,416,000.00 (covering Maintenance and Other Operating Expenses) for the SFP implementation.

## SUPPLEMENTARY FEEDING SUB-PROGRAM Bangsamoro Umpungan sa Nutrisyon (BangUN) Project

### A. Output-Level Indicators

The number of children in CDC and SNPs provided with supplementary feeding in CY 2021 through the BangUN Project exceeded its target. The advance procurement implemented by the program during December 2020 improved the efficiency of the project implementation.

Meanwhile, on the provision of milk feeding among pregnant and lactating women minor deviation of -29.4% were observed due to limited number of pregnant and lactating women (PLW) beneficiaries in the area.

**Table 17. Targets vs. accomplishments on BangUN Project output indicators, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of children in CDCs and SNPs provided with supplementary feeding (BangUN)	17,060	15,000	+13.7%	Target exceeded (Minor deviation)
Number of Pregnant and Lactating Women provided with Milk Feeding (BangUN)	4,940	7,000	-29.4%	Target not achieved (Minor deviation)

## B. Outcome-Level Indicators

The project did not set targets for the outcome indicator, thus 18.5% of the children served has improved nutritional status from severely underweight to underweight.

**Table 18. Targets vs. accomplishments on BangUN Project outcome indicators, CY 2021**

Indicators	Accomplishment	Target	Variance	Assessment
Improved status of Severely Underweight and Underweight Children 0-120 months old for Basilan, Sulu, Tawi-Tawi and Maguindanao (BangUN)	18.5% (2021 Midline)  33.3% (2020 Endline)	-	-	Inconclusive

## SOCIAL WELFARE FOR SENIOR CITIZENS SUB-PROGRAM

### Social Pension for Indigent Senior Citizens (SPISC)

## A. Output-Level Indicators

In CY 2021, the Social Pension Program budget allocation has increased exponentially to over ₱23.4B. This represents a 2,540% increase in a span of 10 years, that is accompanied by a 2,634% increase in the physical target of 3,835,066 senior citizens for 2021. The social pension stipend remains at ₱500.00 per month and benefits have not increased despite the increase in budget. For CY 2021, out of the 3,835,066 target indigent senior citizens, 3,568,881 or 93.1% have received their social pension stipend. Among the Field Offices (FOs), FOs VI, VII, and XI met their 100% targets while FOs IV-A and VIII had the lowest accomplishment with 60% and 58%, respectively. For BARMM, the 2021 funds were downloaded last 24 December 2021 hence, the schedule of pay-outs will be conducted starting January 2022.

**Table 19. Targets vs. accomplishments on SPIC output indicator, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of senior citizens who received social pension	3,568,881	3,835,066	-6.9%	Target not achieved (Minor deviation)

## B. Outcome-Level Indicators

**All 3.6 million beneficiaries who received social pension used their stipend to augment their daily living subsistence** (i.e., food and medical needs). The accomplishment exceeded its target for the year with minor deviation.

**Table 20. Targets vs. accomplishments on SPIC outcome indicator, CY 2021**

Indicators	Accomplishment	Target	Variance	Assessment
Percentage of beneficiaries using Social Pension to augment daily living subsistence and medical needs	100.0%	95.0%	+5.3%	Target exceeded (Minor deviation)

It was also important to note that the program was able to developed draft Operations Manual (OM) that describes the program objectives and logical framework, as well as the business processes for the program, viz. identification of potential social pensioners, assessment and validation of potential social pensioners, payment processes, delisting and replacement procedures, reporting as well as M&E system that will further improve the monitoring of program outcome.

From January to December 2021, a total amount of ₱23,230,884,757.88 was utilized or 99.03% of the annual allotment of ₱23,458,267,000.00 (covering Maintenance and Other Operating Expenses and Personnel Services) for the SPISC implementation.

**SOCIAL WELFARE FOR SENIOR CITIZENS SUB-PROGRAM**  
Implementation of Centenarians Act of 2016

**A total of 1,305 beneficiaries were provided with the cash grants of ₱100,000.00.** Validation of the centenarians was mostly concluded in CY 2020, thus 98.9% of the centenarians were provided with the cash gifts. The physical target for the Centenarian is based on the number of poor and non-poor senior citizens aged 100-year old of the Listahanan database as of December 2017 and submission of the FOs in coordination with the LGUs on the list of potential centenarians for the said year.

**Table 21. Accomplishments vs. Targets on the implementation of Centenarians Act of 2016 output indicator, CY 2021**

Indicators	Accomplishment	Target	Variance	Assessment
Number of centenarians provided with cash gift	1,305	1,326	-1.6%	Target not achieved (Minor deviation)

From January to December 2021, a total amount of ₱135,302,205.06 was utilized or 99.59% of the annual allotment of ₱135,857,000.00 (covering Maintenance and Other Operating Expenses) for the Centenarian Act implementation.

**PROTECTIVE PROGRAMS FOR INDIVIDUALS, FAMILIES AND COMMUNITIES IN NEED OR IN CRISIS SUB-PROGRAM**  
Assistance to Individuals in Crisis Situations  
Assistance to Communities in Need

**A. Output-Level Indicators**

From January to December 2021, a total of 3,625,834 of clients were served through the **Assistance to Individuals in Crisis Situation (AICS)** program amounting to Php20,460,859,979.94 which brought really high deviation from their target. Among the types of cash assistance, *Other Cash Assistance* was mostly served with 1,222,832 (23.75%) served clients which were availed by “walk-in” and “referred” clients. This includes clients who were challenged in meeting their daily needs considering the adverse effect of the COVID-19 pandemic that greatly affected sources of income, as well as those clients who attended to their sick loved ones at the hospital or at home. On the other hand, minor deviation was observed on **Assistance to Communities in Need (ACN)**, a total of 721 projects were funded and approved, 501 of this were completed, 175 are on-going, and 45 are still under pre-construction stage, which were mainly affected by the directive that there shall be no funds downloaded to the LGUs starting January 2019.

**Table 22. Targets vs. accomplishments on AICs and ACN output indicators, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of beneficiaries served through AICS	3,625,834	1,778,073	103.9%	Target exceeded (Major deviation)
Number of projects completed through ACN	501	721	-30.5%	Target not achieved (Minor deviation)

## B. Outcome-Level Indicators

**Minor deviation was observed for the outcome indicator on AICS with 98.2% of the clients rated the service as satisfactory or better, gathered through their feedback mechanism.** Six (6) of the seventeen (17) Offices implementing AICS got 100% on this indicator, while the rest of the regions ranged from 93.5% to 99.8%.

**Table 23. Targets vs. accomplishments on AICs and ACN outcome indicators, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Percentage of clients who rated protective services provided as satisfactory or better	98.2%	95.0%	+3.4%	Target exceeded (Minor deviation)

For 2021, a total amount of ₱20,460,859,979.94 was utilized or 86.84% of the annual allotment of ₱23,560,925,000.00 (covering Maintenance and Other Operating Expenses) for Protective Services, including that for the AICS.

## PROTECTIVE PROGRAMS FOR INDIVIDUALS, FAMILIES AND COMMUNITIES IN NEED OR IN CRISIS SUB-PROGRAM

### Alternative Family Care Program Minors Traveling Abroad

**Minor deviations were recorded on indicators along Alternative Family Care Program and Minors Traveling Abroad.** A total number of 9,664 applications for travel clearance were received and assessed by the Field Offices from January to December 2021. Out of the total, 82.56% or 7,979 minors have been issued with travel clearance, 1,669 or 17.27% were found exempted, and only 16 or 0.17% applications were disapproved. For Alternative Family Care programs, from January to December 2021, a total of 313 foster children were placed under foster care, a total of 594 were issued with Certification Declaring a Child Legally Available for Adoption (CDCLAA), and 244 cases were issued Intercountry Adoption (ICA).

**Table 24. Targets vs. accomplishments on the Alternative Family Care Program and issuance of certificate to minors traveling abroad, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of children served through Alternative Family Care Program				
a. Children Placed Out for Domestic Adoption	594	770	-22.9%	Target not achieved (Minor deviation)
b. Children Placed Out for Foster Care	1,361	1090	+24.9%	Target exceeded (Minor deviation)
c. Children Endorsed for Inter-country Adoption	244	197	+23.9%	Target exceeded (Minor deviation)

Indicator	Accomplishment	Target	Variance	Assessment
Number of minors traveling abroad issued with travel clearance	7,979	9,664	-17.4%	Target not achieved (Minor deviation)

## PROTECTIVE PROGRAMS FOR INDIVIDUALS, FAMILIES AND COMMUNITIES IN NEED OR IN CRISIS SUB-PROGRAM

### Comprehensive Program for Street Children, Street Families, and Badjaus

Looking at the accomplishments of the Comprehensive Program for Street Children, Street Families, and Badjaus, it can be noted that **the annual targets for all indicators were exceeded.**

**Table 25. Targets vs. accomplishments on the Comprehensive Program for Street Children, Street Families, and Badjaus, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of clients served through the Comprehensive Program for Street Children, Street Families and Badjaus				
a. Children				
Street children	3,114	2,641	+17.9%	Target exceeded (Minor deviation)
Badjau children	1,457	1,159	+25.7%	Target exceeded (Minor deviation)
b. Families				
Street families	2,158	813	+165.4%	Target exceeded (Major deviation)
Badjau families	1,585	887	+78.7%	Target exceeded (Major deviation)

As of December 2021, a total amount of ₱34,027,818.67 was utilized or 97.4% of the annual allotment of ₱34,924,000.00 (covering Maintenance and Other Operating Expenses) for program implementation.

## PROTECTIVE PROGRAMS FOR INDIVIDUALS, FAMILIES AND COMMUNITIES IN NEED OR IN CRISIS SUB-PROGRAM

### Unconditional Cash Transfer

**A total of 9,502,319 beneficiaries received their unconditional cash grants.** In the latter part of CY 2021, the payout for unpaid Unconditional Cash Transfer (UCT) beneficiaries resumed after the suspension brought by the restrictions of the pandemic, this includes the distribution of cash cards and over-the-counter payouts. UCT staff together with its partner agencies and offices continued to conduct over-the-counter (OTC) payouts to its beneficiaries despite the move of converting all mode of payments into cash cards, considering the availability of funds in the servicing branches and delays in delivery of cash cards, hence, the agencies and offices opted to conduct OTC payouts.

**Table 26. Targets vs. accomplishments on UCT output indicator, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of UCT beneficiaries who received cash grants	9,502,319	-	-	Inconclusive

## SOCIAL WELFARE FOR DISTRESSED OVERSEAS FILIPINOS AND TRAFFICKED PERSONS SUB-PROGRAM

### Social Welfare Services to Distressed Overseas Filipinos Recovery and Reintegration Program for Trafficked Persons Social Welfare Services to Displaced Persons

On Social Welfare for Distressed Overseas Filipinos and Trafficked Persons Sub-Program, of the total 21,291 social welfare services provided to distressed overseas Filipinos and families, provision of basic needs/AICS ranked first as the most availed service, followed by Psychosocial Services while the least number of services provided were on Socio cultural activities and Training/Capability Buildings, which is understandable during this time of pandemic. While for repatriated returning OFWs, a total of 7,972 overseas Filipinos were served, most of them were referred by various agencies, including the clients referred by the Social Welfare Attachés (SWAtts). Based on record, these clients were provided with at least two (2) types of services. In addition, Recovery and Reintegration Program for Trafficked Persons (RRPTP) is also provided to victim-survivors of trafficking utilizing a multi-sectoral approach, wherein for this year, a total of 1,914 victim-survivors of human trafficking were assisted nationwide, which is a 15% increase from CY 2020 cases. Field Offices NCR, III, IX, and BARMM also noted an increasing number of suspected trafficking victims who are Indigenous Peoples.

**Table 27. Targets vs. accomplishments on the social welfare for distressed overseas Filipinos and trafficked persons sub-program output indicators, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of trafficked persons provided with social welfare services	1,914	2,000	-4.3%	Target not achieved (Minor deviation)
Number of distressed overseas Filipinos and families provided with social welfare services	21,291	18,400	+15.7%	Target exceeded (Minor deviation)
Number of Filipino deportees provided with social welfare services	7,972	8,000	-0.4%	Target not achieved (Minor deviation)

For 2021, a total amount of ₱18,768,987.29 was utilized or 75.74% of the annual allotment of ₱24,780,000.00 (covering Maintenance and Other Operating Expenses) for the RRPTP implementation. While a total amount of ₱72,918,311.73 was utilized or 80.08% of the annual allotment of ₱91,061,000.00 (covering Maintenance and Other Operating Expenses and Personnel Services) for the provision of social welfare services to distressed overseas Filipinos.

## II. Influencing Factors

### A. Facilitating Factors

1. Constant coordination and collaboration between the Program Management Bureau (PMB) with the Field Offices (FOs) and the Finance and Management Service (FMS), as well as with other agencies, on various concerns (i.e. monitoring of funds, request for fund augmentation, modification and downloading of funds to FOs, staff augmentation especially on deployment of Special Disbursing Officers, availability of supplies)

2. Adjustments in guiding policies and interventions to better respond to the present situation and needs of the beneficiaries
3. Established procedures and systems and ease of providing technical assistance through online platforms that allows real time TA to FOs.
4. Validation and updating of database of centenarians, both at the regional and CO level.
5. Established units within FOs and the presence of Social Welfare and Development (SWAD) social workers that facilitates the assessment of travel clearance application in far flung areas, hence reducing the travel time of applicants particularly those that reside far from the DSWD Field Offices.
6. Collaborative efforts of inter-agency committees such as the Inter-Agency Council Against Trafficking (IACAT) and the Local Committees on Anti-Trafficking and Violence Against Women and their Children (LCAT VAWCs)
7. Engagement with concerned GOs, NGOs, and faith-based organizations for immediate and multi-disciplinary response to the concerns of OFs
8. Recent rescue operation of IPs who are possible victims of human trafficking

## **B. Hindering Factors**

1. Multiple failed biddings that limits the identification of able suppliers to provide the goods required by the program.
2. Implementation of different quarantine restrictions in the implementing LGUs that caused delays in program implementation.
3. Financial bottlenecks resulting from the lack of SDOs, limited cash bonds, and prohibition of LGU fund transfer
4. Unfilled vacant positions resulting to limited workforce
5. Challenges in securing requirements for the issuance of the Certification Declaring a Child Legally Available for Adoption (CDCLAA)
6. Transfer of Funds (TOF) to Local Government Units is not allowed as mode of distribution of Social Pension stipend.
7. Inadequate administrative cost in the implementation of the program
8. Disaster occurrence in some regions caused delayed and cancellation of scheduled pay-outs, validations and other activities
9. The closing of border (both local and international), imposition of community quarantine and closure of some establishments i.e. spa and hotels affected the movement of people and it lessened the reported trafficking victims and number of clients served in the facility.
10. Shift to the use of cash card as mode of release along with delayed delivery of cash cards
11. Incomplete provisions of the Memorandum of Agreement (MOA) between DSWD and Landbank of the Philippines on the release of the UCT cash grants to beneficiaries with exceptional cases

## **III. Recommendations**

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

#### **On processes**

1. Continuously monitor the Field Offices' submission of the breakdown of allocation for the cost of care augmentation
2. Consult with Legal Service and DSWD medical personnel the consent for vaccination among children under the DSWD CRCF

3. Continuously participate in the DSWD Technical Working Group on the development of Integrated Electronic Case Management, an engagement with UNICEF and World Bank
4. Continuously participate in the monthly meeting of the Change Management Team and submission to the National Commission on Senior Citizen of the requirements submitted by concerned FOs

**On planned deliverables**

1. Coordinate with PhilHealth on the drafting of Memorandum of Agreement for CY 2023
2. Amend the Rehabilitation Indicator Guidelines to harmonize the Case Classification

**Supplementary Feeding Sub-Program**

**On processes**

1. Fast track the finalization of the Operations Manual of the SFP for common reference in the implementation of the program and cascade the approved Standard Operating Procedures of SFP
2. Further promote local procurement of goods especially from poor local farmers within the community. Early procurement of goods should also be continued
3. Continuous technical assistance to LSWDOs on implementation, utilization and liquidation of funds and preparation for succeeding feeding cycles. Develop comprehensive technical assistance plan for key implementers based on identified gaps and issues experienced by the LGUs. Maximize the use of different modes of communications in providing technical assistance
4. Review of the work and financial plan to tailor fit with the increased allocation in the approved FY 2022 General Appropriation Act

**Social Welfare for Senior Citizens Sub-Program**

**On processes**

1. Improve delivery of social pension stipend through Hybrid Operating Procedures
2. Increase the value of cash assistance/pensions
3. Constant coordination with National Commission of Senior Citizens relative to transitioning of social pension
4. Continuous updating of the database of centenarians and on-time submission of necessary documents to facilitate on-time distribution of centenarian's gift

**On planned deliverables**

1. Review of the staffing composition of the social pension program in both Central Office and FOs
2. Finalize the SocPen Operations Manual and include a section on grievance structures and institutional arrangements
3. Forge partnership with relevant agencies (i.e., Social Security System) for more efficient and accurate validation of SocPen beneficiaries
4. Formulate an assessment tool for identifying indigent senior citizens to address program inclusion/exclusion error

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

**On processes**

1. Request the Secretary's issuance reiterating the provision of MC 13, series of 2020, or the 2020 Omnibus Guidelines on Domestic Adoption, that FO-ARRS social worker to solely handle adoption and other alternative parental care programs

2. Explore other media publications for the tri-media announcement or coordinate with other agencies who have contacts with other TV or radio stations to secure media certification for CDCLAA
3. Institutionalization of regular meetings with the TWG on Alternative Family Care
4. Ensure sustainability of the Online System for Domestic Adoption and Foster Care Applications by including its utilization in the FO OPC in the succeeding years
5. Continue the initiative on the proposed digitalization of AICS to centralize the data across all Field Offices
6. Additional SDOs, renewal of bond premium and fast track the preparation of cash advances/replenishments to ensure continuous provision of financial assistance across all protective programs
7. Fast tracking of processing of payments for the service providers in the FOs
8. Provide financial assistance for transportation of returning overseas Filipinos (OFs) for certain priority cases such as those who were not able to board chartered flights
9. Continuously provide technical assistance and updates to the FOs and LGUs for smooth implementation of various protective programs
10. Closely coordinate with the Land Bank of the Philippines for the full implementation of grant distribution through cash cards

**On planned deliverables**

1. Have a compendium on successful adoption and foster care stories as part of good practices on adoption and foster care implementation
2. Conduct online capacity building sessions to ensure that the skills of field staff are updated and upgraded despite the restrictions caused by the COVID-19 pandemic

## **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.

As per RA 10121 or the Philippine Disaster Risk Reduction and Management Act of 2010, the Department leads the Response Pillar of National Disaster Risk Reduction and Management Council (NDRRMC). In line with this, the DSWD now implements several programs & services 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/Food-for-Work; and, (5) Cash-for-Work for Climate Change Adaptation and Mitigation.

The COVID-19 pandemic magnified further the importance of an efficient and effective disaster/emergency response from the government. In this light, the Department created the SULONG RECOVERY PLAN 2021-2022 (Administrative Order No. 2, s. 2020), with a strategic priority dedicated to disaster response – “Strategic Priority 1: Mitigate the socioeconomic impact of COVID-19 pandemic, natural disasters, and human-induced emergencies to DSWD clientele and alleviate their conditions during these situations”.

### **Resources and Logistics Management**

During and after the occurrence of any disaster, the DSWD’s role carries on through the implementation of relief and recovery programs to address the needs of disaster victims. It follows that the DSWD provides assistance to constituencies in several parts of the country where certain disasters (like typhoons) recur.

As activities underlying its relief operations, the DSWD produces and delivers family food packs (FFPs) and other food/non-food items to areas affected by natural and manmade disasters. Correspondingly, the DSWD operates a facility (the National Resource Operations Center) where procured and donated relief goods are processed and stored prior to delivery and distribution to beneficiaries.

## I. Findings

### DISASTER RESPONSE AND MANAGEMENT

#### A. Output-level Indicators

**Majority of output-level indicators on disaster response management were achieved in CY 2021.** The set annual target for three (3) of six (6) output indicators of DRMB were achieved this year, with two (2) of them exceeded with minor deviation. While two (2) outcome indicators cannot be assessed due to absence of quantifiable targets (as need arises only), the indicator on the “number of households with damaged houses provided with early recovery services” was not achieved and had minor deviations from the annual target.

**Table 28. Targets vs. Accomplishments on output indicators along Disaster Response and Management, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of trained DSWD QRT members ready for deployment on disaster response	2,345	1,809	+29.6%	Target exceeded (minor deviation)
Percentage of requests from Field Offices for replenishment of standby funds acted upon	100% (83 out of 83)	100%	0%	Target fully achieved
Number of poor families that received cash-for-work for CCAM	585,278	583,669	+0.3%	Target exceeded (minor deviation)
Number of LGUs provided with augmentation on disaster response services	4,133	ANA	-	Inconclusive
Number of internally displaced households provided with disaster response services	658,074	ANA	-	Inconclusive
Number of households with damaged houses provided with early recovery services	119,459	168,599	-29.1%	Target not achieved (minor deviation)

#### B. Outcome-level Indicators

**The outcome indicator on disaster response management was fully achieved in CY 2021.** Overall, the DRMB was able to provide food and non-food relief assistance, and cash assistance under the Emergency Shelter Assistance (ESA) and Cash-for-Work (CFW) Program to 783,802 internally displaced households. These interventions were vital to assist the disaster-affected population to early recovery. It was noted, however, that the accomplishment does not account to the whole disaster-affected population given the augmentative function of the Bureau.

**Table 29. Targets vs. accomplishments on outcome indicators along disaster response and management, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Percentage of disaster-affected households assisted to early recovery stage	100%	100%	0%	Target fully achieved

## RESOURCES AND LOGISTICS MANAGEMENT

For CY 2021, none of the output-level indicators along resource and logistics management were fully achieved. Three (3) out of six (6) performance indicators were inconclusive because of the non-availability of data and ANA targets. For “Percentage of FOs’ requests for augmentation of funds for warehouse operations acted upon”, the data is unavailable due to delineation of functions between DRMB and NRLMB. All requests for fund augmentations of FOs, including those for warehouse operations were already received and processed by DRMB as the fund controller for Disaster Fund.

**Table 30. Targets vs. accomplishments on output indicators along resources and logistics management, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Percentage of FOs’ requests for augmentation of funds for warehouse operations acted upon	N/A	100.0%	-	Inconclusive
Percentage of FNI augmentation requests delivered based on approved RIS and dispatch/delivery plan within the timeline set	73.1%	100.0%	-26.9%	Target not achieved (Minor deviation)
Number of Family Food packs (FFPs) delivered	1,843,468	ANA	-	Inconclusive
Number of Non-food items delivered	2,025,433	ANA	-	Inconclusive
Average customer satisfaction rating from FOs/OBS and other stakeholders on FNI delivery service provided	4.8	4.0	+19.8%	Target exceeded (Minor deviation)
Percentage of spoilage managed within the acceptable rate	95.7%	100.0%	-4.3%	Target not achieved (Minor deviation)

On the other hand, three (3) out of six (6) indicators had minor deviations. For “Percentage of FNI augmentation requests delivered based on approved RIS and dispatch/delivery plan within the timeline set”, the variance is due to lack of space available in FOs and issues regarding delivery schedule. NRLMB also noted some of the factors

which affected the delivery of outputs for this indicator such as the unavailability of good rice due to infestation, unavailability of raw materials and non-food items due to prolonged procurement process, augmentation focused on the newly received request for Typhoon Odette Operations and lack of absorptive capacity from FOs.

For CY 2021, 1,843,468 FFPs were delivered (₱1,037,778,081.54) for the augmentation requests of local government units during disaster relief operations.

**Table 31. Number and cost of FFPs delivered by region/office, CY 2021**

Region/Office	FFPs Delivered	Cost (in ₱)
Central Office	48,246	11,565,992.10
NCR	590,311	332,232,210.70
CAR	103,600	58,478,328.40
I	100,504	68,476,938.40
II	163,836	98,134,721.00
III	100,498	58,104,356.75
IV-A	121,249	67,779,945.20
MIMAROPA	72,942	48,915,648.24
V	22,100	17,042,604.15
VI	118,557	63,538,992.50
VII	105,500	61,879,424.00
VIII	50,900	26,982,060.00
IX	19,097	11,775,412.35
X	133,565	56,157,305.25
XI	30,000	17,932,500.00
XII	20,000	12,234,500.00
Caraga	42,314	26,422,372.50
BARMM	0	0.00
Others	249	124,770.00
<b>Total</b>	<b>1,843,468</b>	<b>1,037,778,081.54</b>

Moreover, a total of 2,025,433 non-food items were delivered (₱545,568,693.61). The regional breakdown is as follows:

**Table 32. Number and cost of non-food items delivered by region/office, CY 2021**

Region/Office	Non-Food Items Delivered	Cost (in ₱)
Central Office	127,057	16,848,951.10
NCR	261,601	47,026,371.30
CAR	58,220	15,612,535.80
I	186,350	65,886,080.80
II	151,126	16,553,561.80
III	29,252	5,837,535.80
IV-A	55,282	84,643,298.05
MIMAROPA	45,433	26,023,361.70
V	164,277	14,627,767.80
VI	205,410	20,007,139.80
VII	65,070	19,868,936.00
VIII	159,085	23,257,114.20
IX	118,940	23,975,206.56
X	122,328	57,026,763.80
XI	30,109	42,823,428.30
XII	163,560	23,334,411.80
Caraga	82,175	41,859,004.00

Region/Office	Non-Food Items Delivered	Cost (in ₱)
BARMM	0	0.00
Others	158	357,225.00
<b>Total</b>	<b>2,025,433</b>	<b>545,568,693.61</b>

## II. Influencing Factors

### A. Facilitating Factors

1. Strengthened capacity building through virtual learning, which is responsive to the needs during the pandemic
2. Established partnerships facilitating the acquisition of necessary equipment for donation and trainings, and approval of necessary guidelines
3. Continuous improvement of templates, systems, and mechanisms, relative to coordination, validation, and monitoring of all disaster related response efforts, as well as preparation and dissemination of reports
4. Enhanced indicators for the provision of early recovery services as indicated in the SULONG Recovery Plan 2021-2022 along with the enhancement of reporting templates to properly monitor the implementation of early recovery programs and services
5. Advanced preparation of all supporting documents to fast track the process of approval and implementation once fund is available
6. Maximization on the use of available funds, and resource complementation with the Field Offices and other fund sources

### B. Hindering Factors

1. Challenging learning environment due to limited information technology resources and digital literacy, intermittent internet connectivity, and absence of premium/licensed virtual communication platforms and other necessary software packages to maximize features for virtual learning
2. Delays in the approval/signing of the Memorandum of Agreement (MOA)
3. Lack of mechanism to efficiently monitor and assess the Field Offices and LGUs relative to augmentation, distribution, and implementation of early recovery programs and services
4. Fund limitation/non-approval of request for funding for the implementation of the ESA, CFW, and other special projects

## III. Recommendations

### On systems

1. Coordinate with the Information and Communications Technology Management Units (ICTMUs) of the Field Offices to establish stable internet connectivity prior to an activity
2. Explore procurement of Zoom premium accounts subject to accounting rules and regulations
3. Consider developing asynchronous learning modality to help the learners maximize their time and be flexible to study in a self-phase manner
4. Explore procurement of necessary software packages

### **On processes**

1. Provide guidance to FOs on the utilization of the enhanced Disaster Response Operations Monitoring and Information Center (DROMIC) Reporting and the Food and Non-Food Items LGU Augmentation and Distribution Monitoring template
2. Provide guidance to FOs on the use of enhanced templates and establish monitoring and coordination mechanisms from planning for provision of early recovery interventions up to implementation of identified programs, activities, and projects (PAPs)
3. Ensure availability of space from FOs/OBS based on their warehouse capacity vis-à-vis to the requests of augmentation submitted to NRLMB
4. Ensure availability of raw materials for production to continuously produce and deliver items. Ensure enough stockpile of non-food and other food items to facilitate the delivery of requests received from FOs and other OBS
5. For the long procurement process of food and non-food items, develop mechanisms with Procurement Management Service to fast track the process
6. Consider changing ANA as targets for FFPs and non-food items. Targets can be based on the trend of number of FFPs and non-food items from the previous years.
7. Explore other strategies to maximize use of available funds (e.g., provision of assistance to totally damaged houses only/adjustment of rate of assistance)
8. Ensure availability of normalization funds prior to renewal of contract

### **On planned deliverables**

1. Continue best practice of forging Memorandum of Understanding (MOU) or MOA with partner agencies when it comes to provision necessary training
2. Propose the development of a “mother” MOA governing the partnership between DSWD and the Office of the Presidential Adviser on the Peace Process
3. Formulate a monitoring matrix on partnership updates
4. Identify partnership agenda with United Nations (UN) agencies to avoid duplication/similarity

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

The DSWD is mandated to regulate Social Welfare and Development Agencies according to RA 4373 (“An Act to Regulate the Practice of Social Work and the Operation of Social Work Agencies in the Philippines”). In response to this, the Department’s work consists mainly of developing and setting of standards for and assessing of the quality of social welfare and development (SWD) programs & services being offered to the poor and vulnerable individuals, families and communities.

Through the Department’s Standards Bureau/Sections (SB/SS), the Organizational Outcome is operationalized via the DSWD SWDAs Regulatory Program, which 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.

### 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

### SOCIAL WELFARE AND DEVELOPMENT AGENCIES REGULATORY PROGRAM

#### A. Output-level Indicators

**The easing of quarantine levels and mobility restrictions in the second half of 2021 allowed the Department to conduct blended virtual assessments and physical visits, hence the significant growth in the numbers of registered, licensed, and accredited (RLA) SWAs and SWDAs compared to CY 2020.** The Central Office is still relying on virtual assessments for monitoring and RLA of SWDAs and Social Workers Managing Court Cases (SWMCC) given the higher risk of COVID-19 infection in Metro

Manila. Meanwhile, the Field Offices have been able to conduct a combination of virtual and physical visits to the SWDAs and LGUs, depending on the restrictions.

As such, annual targets on RLA for CY 2021 have not only been surpassed but a significant increase has also been noted vis-à-vis the accomplishments for CY 2020.

**Table 33. Physical accomplishments on RLA, CY 2020-2021**

RLA Indicator	CY 2020 Accomplishment	CY 2021 Accomplishment
Registered Private SWDAs	201	449
Licensed Private SWAs and Auxiliary SWDAs	242	361
Accredited SWAs and Centers	81	183
a. Private SWAs	(47)	(113)
b. DSWD Centers	(16)	(27)
c. LGU-run Centers	(7)	(21)
d. Senior Citizen Centers	(11)	(22)

Apart from the dedication of Standards Bureau/Section staff and the cooperation of SWAs/SWDAs to be registered, licensed and accredited, regulatory policies adapting to the new normal (i.e., improvement of transaction procedures, conduct of validation assessments via Google Meet, online submission of documentary requirements) also helped forge a faster and more efficient processing of RLAs. Continuous provision of technical assistance and fervent monitoring and follow-up of applications also helped boost the number of RLAs issued last year. The application of ISO 9001:2015 standards on frontline services like the RLA of SWAs, SWDAs and Service Providers in preparation for the upcoming certification in 2022, may have also somewhat contributed to CY 2021's outstanding performance.

For the registration of private SWDAs, the Central Office makes up 32% of the total registered and licensed SWAs/SWDAs in 2021, while FO NCR got 12% share. The rest was distributed to other Field Offices at less than 10% each.

**Unlike the previous year (CY 2020), annual targets for the accreditation of SWAs and Centers have been met, this time exceptionally (registering a +57.8% variance).**

A total of 183 SWAs and Centers were accredited last year, which outdid both the annual target (116 SWAs and Centers) and CY 2020 accomplishments (81 SWAs and Centers). Note that in 2020, all accreditations except for LGU Centers registered less than desired numbers. Seemingly, the assimilation of the Standards Bureau/Section to digital means of accrediting is also a major contributing factor to these improvements.

Most of the accredited in 2021 were Private SWAs/NGOs (113 NGOs; +34.5% variance), followed by LGU-run Centers (27 Centers; +237.5% variance), then Senior Citizen Centers (22; +37.5% variance) and lastly, the DSWD Center-Based and Residential Care Facilities (21; +162.5% variance).

**Also exceeding expectations last year was the accreditation of Beneficiary Partner CSOs.** In 2020, the Department underperformed in terms of accreditation of Beneficiary Partner CSOs (at -44% variance). However, during the first semester of 2021, the DSWD had already completed 59.7% of its annual target (231 CSOs) and finished the year with a +250.2% variance.

Note however, that these changes could be attributed to the significant adjustments since last year (Annual 2020 vs. 2021: 904 vs. 231 CSOs).

Field Office XI recorded the most number of accredited Beneficiary Partner CSOs (170 CSOs), followed by FO CARAGA (124 CSOs) and X (94 CSOs).

**The target number of service providers for accreditation throughout CY 2021 was already exceeded after the first semester, and thus, recorded outstanding numbers by year-end.** An astounding +970.8% variance was recorded for the accreditation of Social Workers Managing Court Cases (SWMCCs), while accreditation for Pre-Marriage Counselors were +95.1% above the target. Top performers for PMC accreditation during the first semester are Field Offices VII (68 PMCs), VI (61 PMCs), and XI (48 PMCs). Constant follow-ups and provision of technical assistance, readiness, and cooperation of the service providers, conduct of pre-assessment process, and strong partnerships with other agencies such as the DILG and POPCOM, were credited for these high success rates.

**Meanwhile, accreditation for Child Development Workers vastly improved.** The Department struggled in accrediting Child Development Workers (CDWs) for ECCD Services in the first half of 2021 as it was 18.45% below target at the time. However, the Central Office and the ECCD Council issued a policy directive to use the Administrative Order 15, s. 2011 for centers that are not yet ready to be assessed using the new ECCD guidelines. The mobilization of Deputized Accreditors in provinces also contributed to the exceptional performance last year.

Field Office VII leads the pack with a total of 1,223 CDWs accredited, followed by FO IV-A (1,024 CDWs), and FO VI (729 CDWs).

**100% timeliness of RLA issuance is sustained.** All (100%) SWDAs have been issued RLA certificates within 30 working days upon receipt of compliant application. This is a welcome improvement from 2020's (73%) performance. Aside from the easing of quarantine restrictions (albeit erratic and varying across time and location), the issuance of advisories institutionalizing "new normal" processes (i.e., online accreditation assessment, acceptance of digital documentary requirements, videos of monitoring visits, etc.) lead to the increased efficiency of the RLA process.

**Table 34. Targets vs. accomplishments on output indicators along SWDAs regulatory program, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of SWAs and SWDAs registered, licensed, and accredited				
a. Registered Private SWDAs	449	133	+237.6%	Target exceeded (Major deviation)
b. Licensed Private SWAs and Auxiliary SWDAs	361	170	+112.4%	Target exceeded (Major deviation)

c. Accredited SWAs and Centers	183	116	+57.8%	Target exceeded (Major deviation)
i. Private SWAs (NGOs)	113	84	+34.5%	Target exceeded (Major deviation)
ii. DSWD Centers	27	8	+237.5%	Target exceeded (Major deviation)
iii. LGU-run Centers	21	8	+162.5%	Target exceeded (Major deviation)
iv. Senior Citizen Centers	22	16	+37.5%	Target exceeded (Major deviation)
Number of CSOs accredited				
a. Beneficiary Partner CSOs (Accreditation by DSWD FOs)	809	231	+250.2%	Target exceeded (Major deviation)
Number of service providers accredited				
a. SWMCCs (Accreditation by SB)	257	24	+970.8%	Target exceeded (Major deviation)
b. PMCs (Accreditation by DSWD FOs)	513	263	+95.1%	Target exceeded (Major deviation)
c. CDWs/Day Care Centers (Accreditation by DSWD FOs)	8,268	4,896	+68.9%	Target exceeded (Major deviation)
Percentage of SWDAs with RLA certificates issued within 30 working days upon receipt of compliant application	100.0%	100.0%	0.0%	Full target achieved
Percentage of detected violations/complaints acted upon within 7 working days	100.0%	100.0%	0.0%	Full target achieved

## B. Outcome-level Indicators

The percentages of monitored SWAs and SWDAs with sustained compliance to SWD standards were seemingly on target for Standards Bureau, but Department-wide reporting needs improvement. While the SB's performance along ensuring at least 5% of registered and licensed SWAs is a success (+0.7% variance), the overall performance of the Department cannot be truly determined due the non-uniform reporting of the outcome indicators. Sans the total universe of registered, licensed and accredited

SWAs, SWDAs and service providers monitored by the Central and Field Offices, the true outcome/impact of the Department’s efforts towards RLA will be inconclusive.

Likewise, the minor negative deviation from target of accredited SWDAs with sustained validity of accreditation cannot speak for the whole Department given the inconsistent reporting of statistics under this particular indicator. Note however that remaining 26 SWDAs who have yet to sustain their accreditation were provided with the appropriate technical assistance to help them comply with the set standards.

**Table 35. Targets vs. accomplishments on outcome indicators along SWDAs regulatory program, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Percentage of SWAs, SWDAs and service providers with sustained compliance to social welfare and development standards				
a. Registered and Licensed Private SWAs	5.7% (41 of 714)	5.0% (36 of 714)	+0.7%	Inconclusive
b. Accredited SWDAs	9.5% (48 of 507)	10.0% (51 of 507)	-0.5%	Inconclusive

## II. Influencing Factors

### A. Facilitating Factors

- Institutionalization of the use of alternative platforms (i.e. online/virtual) for various crucial activities in the implementation of regulatory functions**, through official advisories from the Secretary (see Advisory on *Compliance to Regulatory Standards of SWDAs, SWMCCs and CSOs* signed December 2, 2020, updated July 1, 2021)

Some processes were changed to adapt to the “new normal”, and almost two years into the pandemic, the Standards Bureau/Sections have acclimatized themselves to the new normal practices:

- Conducting a combination of virtual/ pre-recorded video assessments and physical visits to the SWDAs and LGUs
  - Online processing of RLAs
  - Digital submissions of documentary requirements
  - Virtual meetings/trainings
  - Submission of *Annex 30 – Undertaking during State of Calamity/Emergency* in lieu of some requirements that cannot be secured due to the localized lockdowns
- Streamlining of processes and requirements** as the SB and SS have started complying with the ISO 9001:2015 Standards and ARTA requirements for frontline services
  - Advisory from the Central Office and ECCD Council on the use of AO 15, s.2011 for centers who have yet to comply with the new ECCD Guidelines.**

The said advisory had contributed to the notable improvement in the accomplishments along accreditation of CDWs providing ECCD services

4. **Mobilization of Deputized Accreditors in provinces** to cope with the increased volume of applications for accreditation
5. **Constant and relentless follow-ups/coordination and provision of technical assistance** to SWAs/SWDAs and service providers – through official letters, e-mails, and other communication channels
6. **Funding support from the Central Office** also helped some Field Offices subsidize at least ₱500.00 of the expenses of the Deputized Accreditors
7. **Strong collaboration and close coordination with the Central Office Review Committee (CORC) and ABSNET representatives.** Frequent follow-ups/reminders to CORC members and early provision of case backgrounds and other relevant documents helped facilitate deliberations/meetings
8. **Strong partnerships with partner agencies (e.g. POPCOM and DILG/LGUs)**
9. **Dedication and flexibility of SB/SS staff to adjust** to the continued challenges brought by the pandemic and ensure delivery of regulatory services
10. **Conduct of PMC accreditation**

## **B. Hindering Factors**

1. **Due to the reduced on-site workers/employees in other government agencies**, SWDAs are experiencing difficulties with securing a certification on “no derogatory record”, and their General Information Sheet (GIS) among others. Securing the Safety certificates which are mandatory and non-negotiable requirements for the licensing process had also become difficult as verbalized by most of our SWDA applicants, thus complying with the requirements will need ample time on their part
2. **Inadequacy of personnel especially in the Field Offices.** The current workforce complement of the FO-Standards Section is already inadequate to handle the current workload, more so with the decentralization of the accreditation of CSO-Beneficiaries of Public Funds and Pre-Marriage Counselors (MC No. 1, s. 2020). Other manpower-related issues involve:
  - a. Fast turnover of SS staff
  - b. No regular funds for MOA workers when the above-mentioned staff are handling critical roles in the delivery of regulatory services of the Field Offices, such as RLA of SWDAs, accreditation of CSOs and Pre-Marriage Counselors
3. **Some of the major roles of the staff are overtaken by other urgent/intervening concerns and tasks** (e.g., SAP, Social Pension)

4. **Difficulty of SWAs and SWDAs to comply with some requirements that are beyond the Department's control:**
  - a. Financial constraints / insufficient operational funds
  - b. Lack of needed workforce (e.g., many small NGOs operate on voluntary capacity and cannot comply with the requirement of having at least one full time staff)

### III. Recommendations

#### On processes

1. **Continue the good practices/innovations/policy adjustments implemented in CY 2021:**
  - a. Blended virtual and on-site delivery of regulatory services, depending on the LGUs' restrictions and safety protocols
  - b. Streamlining and re-engineering of RLA processes in consideration of the ISO 9001:2015 Certification and compliance to ARTA requirements, especially the EODB Law
  - c. Accreditation of CDWs providing ECCD services using the DSWD AO 15, s.2011, until service providers are acclimatized to the new guidelines from the ECCD Council
  - d. Collaboration with Deputized Accreditors for CDW accreditation
  - e. Strong partnership with POPCOM and LGUs for PMC accreditation
2. **Persistent follow-ups and provision of technical assistance to the SWAs and SWDAs must carry on.** If need be, the SB/SS should come up with more strategies in strengthening 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 incentives to LGUs, SWDAs/SWAs and Service Providers
3. **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"

#### On planned deliverables

Central Office to **consider funding important regulatory activities in the Field Offices** such as the mobilization of the ABSNET and capacity building of Regional ABSNET Officers. More Learning and Development Interventions, particularly on the advocacy for regulatory programs are welcomed as well

#### On human resource

**Heed the workforce-related requests** of Field Offices to help distribute the workload among Standards Section staff

## 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

#### TECHNICAL ASSISTANCE AND RESOURCE AUGMENTATION

##### A. Output-level Indicators

**All output indicators on the provision of technical assistance and resource augmentation exceeded their targets for 2021.** A total of 1,403 LGUs were provided technical assistance (TA) this year. This constitutes about 127% accomplishment as the target was 1,103. The excess was due to the conduct of activities that were open to non-targeted LGUs such as orientation on the Mandanas Ruling and other related activities. In addition, LGUs were also provided TA through online/digital platform. A total of 1,199 LGUs were provided TA through a virtual/online platform out of the 997 targeted LGUs. This constitutes 120% accomplishment over the target.

On resource augmentation (RA), there were six (6) regions that targeted LGUs to be provided with RA (i.e., FOs CAR, MIMAROPA, VI, VIII, XI, and CARAGA), with a total of 355 LGUs. However, there were an additional 755 LGUs which were provided with RA yielding a total of 1,110 LGUs. This constitutes about 313% of the accomplishment.

All LGUs rendered with TA including the positive variance rated the service as satisfactory. Subsequently, all LGUs provided with RA rated it as satisfactory as well.

**Table 36. Targets vs. accomplishments on TARA, CY 2021**

Indicators	Accomplishment	Target	Variance	Assessment
Percentage of LGUs (under TARA plan) provided with technical assistance	126.6% (1,469 LGUs)	100.0% (1,1160 LGUs)	+26.6%	Target exceeded (Minor deviation)
Percentage of LGUs provided with resource augmentation	104.8% (987 LGUs)	100.0% (942 LGUs)	+4.8%	Target exceeded (Minor deviation)

Indicators	Accomplishment	Target	Variance	Assessment
Percentage of LGUs rated TA as Satisfactory	100.0%	70.0%	+42.9%	Target exceeded (Major deviation)
Percentage of LGUs rated RA as Satisfactory	100.0%	70.0%	+42.9%	Target exceeded (Major deviation)

## B. Outcome-level Indicators

**Majority of LSWDO are in level 1 of service delivery.** As December 2021, the LSWDO SDCCA results showed that majority (57% or 734) of the 1,288 LSWDOs that were assessed meet Level 1, which is the minimum expected Service Delivery Capacity level. Meanwhile, 72 or 6% did not meet the minimum expected capacity level. The SDCCA aims at identifying the capacity and competency gaps present in the LSWDOs along delivery of social welfare and development programs and services. LSWDOs that achieved Level 3 are recognized as with improved service delivery and may consider as possible benchmarks for good practices. Their innovations have to be documented for knowledge-sharing. On the other hand, the rest that have the potential to move towards higher capacity level. Among the components of service delivery capacity, it is in Program Management where more MSWDOs show lower capacity in two areas: Monitoring and Reporting and Case Management. Most PSWDOs and CSWDOs are conversely strong in Administration and Organization.

**Table 37. Frequency and percentage distribution of LGUs according to level of service delivery capacity, CY 2021**

Level of Service Delivery	Number of LGUs	Percent
Low	72	6%
Level 1	734	57%
Level 2	444	34%
Level 3	38	3%
<b>Total</b>	<b>1,288</b>	<b>100%</b>

## II. Influencing Factors

### A. Facilitating Factors

Overall, the physical targets in CY 2021 were exceeded utilizing only about 63.8% of the total budget allocation. The reasons presented from the FO reports included the conversion of face-to-face activities into online/digital mode of delivery which were easier to organize but with low fund utilization since meals/ board and lodging of participants were not required.

### B. Hindering Factors

1. Some activities were deferred due to granular lockdowns in some areas travel and border restrictions.
2. Some activities were cancelled and rescheduled due to COVID-19 infection of some workers both in the Field Offices and LGUs
3. Slow process and failed procurement which necessitates adjustment of timeline in the implementation of programs, projects and activities.
4. Unfilled Job positions.

### **III. Recommendations**

The issuance of the Executive Order No. 138 series of 2021 or the Full Devolution of Certain Functions of the Executive Branch to Local Government will change the financial landscape and delivery of social services of the LGUs and National Government. To ensure responsive and efficient technical assistance to LGUs and stakeholders on social welfare and development concerns it is very important to take the necessary actions:

#### **On processes**

1. Continue provision of guidance to TARA Focal regarding the full devolution by SWIDB or concerned CO-OBS
2. Review the mechanisms on the drafting of Memorandum of Agreement with the LGUs in the conduct of TA
3. Continue the conduct of consultation with the Field Offices on TARA
4. Expedite development/deployment of information systems like the SDCCA Information System, Learning Management System and Knowledge Management Portal

#### **On planned deliverables**

1. Develop a framework for monitoring and assessing the performance of LGUs
2. Develop a policy and set a budget on rewards and incentives to the LSWDOs who achieved Level 3 of Service Delivery
3. Review the SDCCA indicators and determine which among these should be adapted or retained

#### **On human resource**

1. Provide additional staff to the TARA Program
2. Conduct skills enhancement for TARA Focal Persons specifically on Lobbying and Advocacy
3. Expedite the approval of the recommended organizational structure of LGUS/LSWDOS

## Support to Operations

The Support to Operations (STO) provides the technical and substantive support to the operations of the Department which are critical to achieving the foundational outcomes of improving systems and processes in the organization towards the effective and efficient implementation of SWD programs, projects, and services. Major deliverables under the STO are policy and plans development, legislative liaison, social technology development, national household targeting system for poverty reduction, information and communications technology management, internal audit, social marketing, knowledge management, resource generation and management, and agency operations.

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

The **Policy Development and Planning Bureau (PDPB)** provides leadership in the Department in terms of developing policies and plans of the agency and of the social welfare and development sector. To ensure that plans and policies are evidence-based, the PDPB also leads in conducting researches and monitoring and evaluating plans and policies that influence decisions of the DSWD Management. At the regional and international levels, the PDPB supports the leadership role of the Department in the Association of Southeast Asian Nations (ASEAN), the Asia-Pacific Economic Cooperation (APEC) and the United Nations (UN) in matters concerning social welfare and development (SWD).

The **Department Legislative Liaison Office (DLLO)** promotes the DSWD legislative agenda and other proposed legislative measures to address emergent SWD issues or concerns affecting the poor, the vulnerable and the disadvantaged.

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

The **Internal Audit Service (IAS)** 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).

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

The **National Household Targeting System for Poverty Reduction (NHTS-PR)** or the *Listahanan* (as brand name) is an information management system that identifies who and where the poor are in the country. It makes available to national government agencies and other stakeholders a database of poor households, as reference in identifying potential beneficiaries of social protection programs and services.

The **Social Marketing Service (SMS)** is the support office responsible for undertaking advocacy, social marketing, and networking activities to promote social change and to nurture the Department's publics and stakeholders.

The **Social Welfare Institutional Development Bureau (SWIDB)** manages and monitors knowledge management (KM) activities in the Department. Effective management of knowledge is important for every organization. As the leader in social protection, the Department aims to initiate innovations which are fully documented to aid in the strengthening of programs and services, and push for reforms for the poor, vulnerable, and marginalized sectors.

The **Resource Generation and Management Office (RGMO)** is mainly responsible in harmonizing, streamlining, creating, and facilitating the resource generation and management efforts of the Department, anchored on the attainment of the Department’s thrust and priorities, plans, and strategies.

The **Agency Operations Center (AOC)** serves as command and control facility for the Secretary of SWD and the Executive Committee (EXECOM) to monitor and coordinate the Department’s implementation of the Social Amelioration Program (SAP) or the Emergency Subsidy Program (ESP) to the most affected families and individuals of areas under community quarantine and provide information about it to those that request for it for legal purposes.

## I. Findings

### POLICY AND PLAN DEVELOPMENT

**Most of the targets for the performance indicators along policy and plan development were achieved in CY 2021.** As secretariat of the DSWD Management Committee (MANCOM), the PDPB facilitated and monitored the number of agency policies approved and disseminated exceeding the annual target by 37.8% which can be both attributed to the modifications and adjustments made by the Department to accommodate the government’s response to the pandemic and improving the implementation of program to adjust to the new normal and shifting to digital system.

**Table 38. Targets vs. accomplishments on performance indicators along policy and plan development, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of SWD legislative or executive issuances prepared for executive/ legislative approval	3	6	-50.0%	Target not achieved (Major deviation)
Number of agency policies approved and disseminated	43	30	+43.3%	Target exceeded (Major deviation)
Number of Annual Plans	6	9	-33.3%	Target not achieved (Major deviation)
Number of Researches Completed	8	5	+60.0%	Target exceeded (Major deviation)

**Annual targets for the formulation of annual plans and number of researches completed were fully achieved this year.** The proposed policy shift of the government encourages to prepare more studies to help the Department in its preparation for a meaningful devolution. Likewise, sectoral plans and the DSWD commitment to different inter-agency bodies were formulated to respond further to the needs of the vulnerable sectors.

**However, for the indicator on the number of SWD legislative or executive issuances prepared for executive/legislative approval, the Bureau has major deviation, lagging by half.** Proposed SWD issuances are put on hold while the Department is waiting for the approval of the DSWD Devolution Transition Plan.

For 2021, a total amount of ₱55,095,177.73 was utilized or 84.15% of the annual allotment of ₱65,473,000.00 (covering Maintenance and Other Operating Expenses) for policy development, planning, research, monitoring and evaluation.

## LEGISLATIVE LIAISON

**The number of legislative position papers prepared fell short of its target for CY 2021.** There was a decline in the number of position papers prepared and submitted to concerned Committees in the House of Representatives, Senate of the Philippines, and the Presidential Legislative Liaison Office, which may be attributed to the decrease in proposed legislations for vulnerable sectors. Nonetheless, the DLLO has continuously led in liaison, networking, and monitoring of priority legislations and DSWD-led SWD legislations, with their attendance to public hearings, briefings, and Technical Working Group (TWG) meetings.

**Table 39. Targets vs. accomplishments on indicators along legislative liaison, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of position papers prepared	82	120	-31.7%	Target not achieved (Major deviation)

Overall, the DLLO utilized ₱548,427.24 out of ₱670,913.00 budget allocation for 2021, which is equivalent to 81.7% fund utilization.

## SOCIAL TECHNOLOGY DEVELOPMENT

**The targets for all social technology development indicators were achieved despite the modifications in the commitments and deliverables brought by the pandemic.** The target number of social technologies formulated, number of models of intervention pilot tested and number of social technology evaluated were fully achieved. In contrast, the major deviation or over accomplishment in the number of intermediaries adopting completed social technologies can be attributed to the continuous support of the intermediaries on the social technologies of the Department.

**Table 40. Targets vs. accomplishments on performance indicators along social technology development, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of new designs formulated	2	2	0.0%	Full target achieved
Number of models of intervention pilot tested	4	4	0.0%	Full target achieved
Number of Social Technology evaluated	2	2	0.0%	Full target achieved

Indicator	Accomplishment	Target	Variance	Assessment
Number of intermediaries adopting completed social technologies	127	89	+42.7%	Target exceeded (Major deviation)

For 2021, a total amount of ₱66,142,379.22 was utilized or 88.54% of the annual allotment of ₱74,705,000.00 (covering Maintenance and Other Operating Expenses) for social technology development and enhancement. The reasons for the deficit in utilization rate were cancellation of physical activities (e.g., meetings/workshops/trainings) because of quarantine protocols, failed procurement process of goods and services, and delays in the hiring process.

## INTERNAL AUDIT

The IAS has exceeded target accomplishments for the percentage of integrity management measures implemented by the FOs. Meanwhile, target accomplishments for the percentage of integrity management measures implemented by the Central Office (CO) were fully achieved. The high accomplishment exhibits that FOs continuously comply and implement the audit recommendations and integrity management measures that were identified and committed. This is also due to the gradual lifting of quarantine measures by National Government Agencies (NGAs) and Local Government Units (LGUs), in response to the COVID-19 pandemic.

**Table 41. Targets vs. accomplishments on indicators along internal audit in CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Percentage of audit recommendations complied by Central Office	<i>No Audit Reports for CO-OBS</i>	65%	-	Inconclusive
Percentage of audit recommendations complied by Field Offices	71%	85%	-16.5%	Target not achieved (Minor deviation)
Percentage of integrity management measures implemented by Central Office	80%	80%	0.0%	Full target achieved
Percentage of integrity management measures implemented by Field Offices	88%	82%	+7.7%	Target exceeded (Minor deviation)

Like in the previous reporting periods, there were no reported audit recommendations for CO-OBS, hence the non-availability of the data on accomplishments. For the indicator on the percentage of audit recommendations complied by FOs, the minor deviation can be attributed to the fact that four (4) out of (8) auditees are still for compliance to audit recommendations. However, two (2) FOs achieved 100% compliance rate during the third quarterly Compliance to Audit Recommendations (CARE) updates.

For CY 2021, 99.8% was obligated and disbursed for IAS operations. Nonetheless, IAS has declared an accumulated savings of ₱1,854,000.00 which became available for other OBSUs.

## INFORMATION AND COMMUNICATIONS TECHNOLOGY MANAGEMENT

Almost all of performance along information and communications technology management were achieved in CY 2021. The DSWD Enterprise Network covers the interconnectivity of DSWD Central Office, National Resources Operations Centers (NROC),

Social Welfare and Development Center for Asia and the Pacific (SWADCAP), DSWD FOs, and sub-regional sites composed of DSWD Provincial Operations Offices (POOs), or Cluster Operations Office (COOs), DSWD Warehouse Hubs, and DSWD Centers and Residential Care Facilities. A total of 230 sub-regional sites were connected to the DSWD Enterprise Network corresponding to achieving its target.

**Table 42. Targets vs. accomplishments on indicators along information and communications technology management, CY 2021**

<b>Indicator</b>	<b>Accomplishment</b>	<b>Target</b>	<b>Variance</b>	<b>Assessment</b>
Number of computer networks maintained	230	230	0.0%	Full target achieved
Percentage of functional information systems deployed and maintained	100.0%	100.0%	0.0%	Full target achieved
Number of users trained on ICT applications, websites, solutions, tools and products	3,933 (multiple count)	ANA	-	Inconclusive
Percentage of technical assistance request responded and resolved within the set Service Level Agreement (SLA) timeline	98.2%	100.0%	-1.8%	Target not achieved (Minor deviation)
Number of databases supporting programs, projects, and services managed and maintained	271	235	+15.3%	Target exceeded (Minor deviation)
Number of functional websites developed and maintained	145	145	0.0%	Full target achieved

As to deployment and maintenance of functional information systems, a total of 105 information systems were developed and enhanced that support the Department’s primary programs and services, as well as operational support and general administrative support services. Of the 105 information systems, 23 were new requests for development/enhancement that have been developed and the other 82 were existing and maintained.

A total of 3,933 users (multiple count) were trained on Information and Communications Technology (ICT) applications as a result of 38 capability building activities conducted (17 for business solutions, 3 for data management, 7 for infrastructure management, 4 for network and technical services, and 7 for cyber security). Assessment of the accomplishment in this indicator is inconclusive because no target was set as the conduct of training depended on the need.

For the provision of technical assistance (TA), a total of 12,604 requests for technical support were received and 12,381 were responded to within the set Service Level Agreement (SLA) 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 of the ICT ticketing system for technical assistance.

A total of 271 databases were managed and maintained, exceeding the target of 235. Continuous monitoring and optimization increased the end-user efficiency, improved data integration, and reduced data inconsistency attributed to the conduct of activities such as

database management – application support, development, updating and maintenance of database, data visualization, and spatial analysis and spearheaded trainings and webinars.

Lastly, as to website management, the ICTMS was able to create and set up seven (7) new subdomains and operated and maintained the web hosting facility of DSWD which hosts 145 information systems and websites of both the DSWD and its attached agencies.

For 2021, a total amount of ₱614,300,391.52 was utilized or 80.37% of the annual allotment of ₱764,342,000.00 (covering Maintenance and Other Operating Expenses, Personnel Services and Capital Outlays) for Information and Communications Technology Management.

## NATIONAL HOUSEHOLD TARGETING SYSTEM FOR POVERTY REDUCTION

**Pending the completion of the Listahanan 3 activities, the Department has continuously promoted and shared the Listahanan 2 data in line with the Executive Order No. 867, s. 2010.** By the end of 2021, the NHTO and its regional counterparts were collectively able to facilitate a total of 1,219 requests for Listahanan 2 data from various data users from government offices/agencies, private sector, academe, and other stakeholders. While this proves the incessant relevance and usability of the Listahanan data to various parties, whether the goals were attained is inconclusive due to the targets defined to be “as need arises”.

As for the number of Memoranda of Agreement (MOA) forged with partners, the recorded figures are 45.45% less than the target for CY 2021 which is a major deviation. The caveat here, however, is that the accomplishments refer to the MOAs completed for Listahanan 2, since Listahanan 3 has yet to be launched. Nevertheless, it must be noted that the Listahanan 2 database has been utilized for vaccination drives and other programs and services intended for poor households in eighteen (18) LGUs.

**Table 43. Targets vs. accomplishments on indicators along Listahanan data sharing, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
No. of requests for statistical data granted	191	ANA	-	Inconclusive
No. of requests for name-matching granted	1,010	ANA	-	Inconclusive
No. of partners with Memorandum of Agreement (MOA) - Listahanan 2	18	33	-45.5%	Target not achieved (Major deviation)

**Despite the challenges – from the continuing COVID-19 pandemic, occurrence of Typhoon Odette, to the delays in fund augmentation – the Department nearly completed the household assessment phase in 2021.** In the initial results of the Listahanan 3, a total of 14.4 million households or 92.3% of the target 15.6 million households were assessed nationwide. Completion of the household assessments was significantly affected by prolonged lockdowns and erratic quarantine status/alert levels of LGUs and barangays. Furthermore, the delayed downloading and unavailability of funds exacerbated the problem. Majority of validation activities in the regions were suspended for several months pending the approval of funds, which the NHTO had to obtain from external sources (i.e., other DSWD OBS, UNICEF, UN-FAO).

**Table 44. Targets vs. accomplishments on indicators along Listahanan data collection and analysis, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
No. of households assessed to determine poverty status	14,486,133	15,698,900	-7.7%	Target not achieved (Minor deviation)
No. of barangays with functional Barangay Verification Team (BVT)	37,458	42,045	-10.9%	Target not achieved (Minor deviation)
No. of cities/municipalities with functional Local Verification Committee (LVC)	1,557	1,634	-4.7%	Target not achieved (minor deviation)
Percentage of grievances received during validation phase resolved	71.07%	ANA	-	Inconclusive

Given that the variance is only minor at -7.7%, it appears that the resilience and resourcefulness of the NHTO played a big role in keeping the project afloat and nearly finishing all activities within timeline. Only five (5) FOs (IV-A, V, VII, XII, and BARMM-BASULTA) were left completing their encoding and verification of household assessment forms (HAFs) at the time of the report.

The lack of funds was also the root cause of the suspension of validation activities in the regions, hence the 71.1% ratio of resolved grievances. The overwhelming number of grievances received (4.1 million or 255% of the expected figure) affected the Listahanan implementation given the limited workforce and funds. Furthermore, Typhoon Odette, which hit Visayas and Mindanao at the tail end of 2021, also prevented the deployment of field staff for the conduct of re-assessments. Only FO XI was able to resolve all grievances received, while FO CARAGA (99.3%), FO II (97.3%), and BARMM-LAMA (95.7%) were close to universal grievance resolution rate in their respective areas.

Slightly below target are the barangays with functional Barangay Verification Teams (-10.9% variance) and municipalities/cities with functional Local Verification Committees (-4.7% variance), which was also due to insufficient funds.

For 2021, a total amount of ₱147,658,360.06 was utilized or 97.2% of the annual allotment of ₱151,997,000.00 (covering Maintenance and Other Operating Expenses and Personnel Services) for the Listahanan operations.

## SOCIAL MARKETING

**All output indicators on social marketing exceeded their respective targets for 2021 with major deviation.** The SMS together with the Information Officers in the Central Office and Field Offices maximized social marketing activities in different platforms under the new normal situation. Digital technology and social media platform were maximized to reach the widest public for information advocacy on various SWD concerns and program updates.

A total of 1,834 press releases were issued to national and regional media for CY 2021, which is more than 400% higher than the planned 432 stories for the year. Of these, 93% were published in leading newspapers and news websites nationwide. The press releases covered

varied SWD topics including: disaster relief operations; emergency subsidy in the NCR plus bubble; Pantawid Pamilyang Pilipino Program; programs for senior citizen, children, family, and women; Executive Order No. 70; Listahanan; Kalahi-CIDSS; Sustainable Livelihood Program; Assistance to Individuals in Crisis Situation (AICS); Yakap Bayan; WiSupport; Supplementary Feeding Program; and the Performance Governance System.

The Information Caravan On-the-Air continued to be conducted in the FOs with a total of 846 spots on the radio programs of the FOs were aired as against the target of 128 information caravans on-the-air for CY 2021. The activity brought the Department's programs and services even closer to the people.

To creatively promote the messages of the Department, 5,605 types of information, education, and communication (IEC) materials and collaterals were created. These included printed IEC materials, digital materials (infographics, quote cards, event banners, media cards) for social media, and bite-sized videos and audio-visual presentations (AVPs). The SMS further helped the Department to intensify the information campaign on the vaccination program of the government through the development of the IEC materials.

**Percentage of respondents aware of at least two DSWD programs exceeded the annual target.** As to the impact of the various social marketing activities that maximized public relations opportunities for the Department, 100% of the respondents were aware of at least two (2) DSWD programs apart from the 4Ps and the SAP. This finding was based on the results of the 2020 Knowledge, Attitude, and Practice (KAP) survey conducted by the DSWD FO-Social Marketing Units.

**Table 45. Targets vs. accomplishments on indicators along social marketing, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
<b>Output Indicators</b>				
Number of social marketing activities conducted				
a. Information caravans	846	128	+560.9%	Target exceeded (Major deviation)
b. Press releases	1,834	432	+324.5%	Target exceeded (Major deviation)
Number of IEC materials developed	5,605	504	+1,012.1%	Target exceeded (Major deviation)
<b>Outcome Indicator</b>				
Percentage of respondents aware of at least two DSWD programs except 4Ps	100.0%	85.0%	+17.6%	Target exceeded (Minor deviation)

**Maximization of digital platforms intensified advocacy information on Department programs and services.** The maximization of digital platforms which entails little to no cost is an effective strategy to continue delivering effective communication of the SWD programs and services. This is further intensified in the face of the current constraints brought by COVID-19 pandemic. The availability of broadcast media and social media platforms to communicate information with minimal physical interaction further helped the Department to revolutionize its own communication strategies.

For 2021, a total amount of ₱19,485,019.75 was utilized or 99.61% of the annual allotment of ₱19,562,000.00 (covering Maintenance and Other Operating Expenses) for Social Marketing.

## KNOWLEDGE MANAGEMENT

**Both performance indicators on knowledge management were exceeded with major deviation.** The SWIDB was able to maximize the use of online platforms in conducting knowledge sharing sessions (KSS) and other activities fostering the culture of KM which entail minimal to no cost. Some of the major activities conducted were Knowledge Audit, Knowledge Fair, Workshop on the Development of Criteria for the SWD Learning Network, and Facility Process Review Workshop, among others. In CY 2021, initiatives to develop e-learning materials for SWD programs to be devolved to local government units were initially conducted. The SWIDB also started the development of guidelines/policy papers along the establishment of learning networks, knowledge sharing collaboration mechanisms/facilities and partnership. Nonetheless, some activities were also hindered by the pending approval of the DSWD Information Systems Strategic Plan (ISSP) to allow development of IT infrastructure to support KM implementation.

**Table 46. Targets vs. accomplishments on indicators along knowledge management, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of knowledge products on social welfare and development services developed	157	79	+98.7%	Target exceeded (Major deviation)
Number of knowledge sharing sessions conducted	150	53	+183.0%	Target exceeded (Major deviation)

For 2021, a total amount of ₱34,048,246.12 was utilized or 90.39% of the annual allotment of ₱37,669,000.00 (covering Maintenance and Other Operating Expenses and Personnel Services) for the Capability Training Program.

## RESOURCE GENERATION AND MANAGEMENT

**Both project completion rate and amount of grants accessed fell short of the target.** In 2021, 15 TA projects of the DSWD were approved for funding by development partners. Out of which, eight (8) TA projects were completed. The low completion rate was caused by the challenges in the implementation of technical assistance projects due to the pandemic and the changing community quarantine protocols. Projects that were targeted for 2021 were either cancelled or deferred due to changes in the priorities of the Department.

Moreover, the RGMO has accessed ₱27,328,750.00 grants to support the Technical Assistance Facility (TAF)-funded activities and project for CY 2021. This amount is from the DSWD-UNICEF Rolling Work Plan 2019-2021 and the 2-year UNFAO Work Plan. However, the actual utilized amount may vary since the project funding and the process for accessing, including the procurement and disbursement of funds, for the current collaborative technical assistance (TA) projects is already lodged with the development partners and the RGMO has limited access to data on the actual utilization.

**Table 47. Targets vs. accomplishments on indicators along resource generation, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Percentage of TAF-funded activities/projects completed	53.3%	67%	-20.4%	Target not achieved (Minor deviation)
Amount of grants accessed to support TAF-funded activities and projects	₱27,328,750.00	₱50M	-45.3%	Target not achieved (Major deviation)

**While the budget was fully obligated, less than half was actually disbursed.** Though RGMO has no dedicated budget allocation, it was able to pool funds amounting to ₱2,206,912.00 from various offices. Out of the pooled funds, the obligation rate was 100%, however less than half (42.5%) was disbursed due to delayed approval of requested positions and late hiring of consultant.

## AGENCY OPERATIONS

The performance indicators of AOC were established after the crafting of the Department's Strategic Plan 2018 to 2022, hence their indicators were based on its Office Performance Contract.

**Two (2) in three (3) performance indicators were achieved in 2021.** The annual targets for the performance indicators along SAP implementation were fully achieved in CY 2021. The targets, however, for other indicators on citizens' complaints and Freedom of Information (FOI) requests were not achieved but the deviation was minimal.

**Table 48. Targets vs. accomplishments on indicators along agency operations, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of Daily Report for SAP Implementation Status submitted	180	180	0.0%	Full Target Achieved
Number of Weekly Report for SAP Implementation Status submitted	26	26	0.0%	Full Target Achieved
Percentage of grievances addressed within the set timeline	100%	100%	0.0%	Full Target Achieved
Percentage of grievances addressed within the set timeline	100.0%	100.0%	0.0%	Full Target Achieved
Percentage of 8888 citizen's complaints hotline tickets resolved	98.2%	100.0%	-1.8%	Target not achieved (minor deviation)
Percentage of FOI requests received and responded	95.0%	100.0%	-5.0%	Target not achieved (minor deviation)

On the percentage of 8888 citizen's complaints hotline tickets resolved, the variance of -1.82% will be resolved at the level of the FO or OBS to where the tickets were referred to. Meanwhile on the -5.0% minor variance on the percentage of FOI requests received and responded within the set timeline pursuant to the RA 11302 can be attributed to the complexity of some requests that need more time to extract the requested data.

## II. Influencing Factors

### A. Facilitating Factors

1. Modifications and adjustments made by the Department to accommodate the government's response to the pandemic, improving the implementation of program to adjust to the new normal, and shifting to digital system
2. Training on digitalization, use of online systems and platforms, conduct of synchronous and asynchronous technical sessions, and the conduct of capacity building
3. Implementation of the Department-wide assessments and initiatives guided by the DSWD strategic framework, the Performance Governance System (PGS), and the ISO Certification Project
4. Continuous management support, cohesive teams/divisions, committed and dedicated technical staff, as well as supportive administrative personnel
5. Alignment of the Department's Legislative Agenda with the social protection concerns found in the Department's Policy Agenda
6. Upgrade in the network infrastructure of sixteen (16) DSWD FOs
7. Continuous monitoring and optimization increased the end-user efficiency, improved data integration, and reduced data inconsistency
8. Adoption and endorsement of the DSWD Information Systems Strategic Plan (ISSP) for FY 2021 to 2023 which fast tracks the procurement process
9. Availability of other sources of funds to finish the remaining Listahanan activities (e.g., validation, deduplication, finalization, and launch)
10. Frequent provision of technical assistance to the regions and regular periodic meetings
11. Enhancement of existing and development of new information technology systems and applications to automate the processes of encoding, validation, deduplication and analysis through proxy means test and monitoring, among others
12. Mobilization of field staff to augment in Listahanan household assessment, supervision, monitoring, and encoding
13. High demand for the public information on the Department's programs and services at the time of pandemic
14. Good working relationship with intended audiences, stakeholders, and development partners to maintain and establish strategic partnership and alliances
15. Availability of online platforms in conducting knowledge sharing sessions (KSS) and other activities fostering the culture of KM which entail minimal to no cost
16. Ongoing implementation of the project to Support to Strengthening of the DSWD Resource Generation and Management System with hired Consultant

### B. Facilitating Factors

1. Travel and mass gathering restrictions due to the pandemic and occurrence of natural and man-made disasters hampered the implementation of programs, activities, and projects (PAPs)
2. Intervening tasks due to voluminous activities and input requests from other DSWD Offices, as well as other agencies
3. Lack of workforce complement, fast turnover of staff, reassignment of staff to other offices, and limited absorptive capacity

4. Transition to Cash-Based Budgeting System and the requirement to secure provisioning and utilization of annual budgetary assistance
5. Contract extensions, emergency procurement, and interim solutions were required due to delays in procuring needed ICT services and solutions
6. Prolonged approval of the ISSP with numerous revisions that impede procurement process of projects and timelines
7. Adjustments on methodology and timelines on the conduct of research studies and Listahanan household assessment
8. Lack/delayed downloading of funds needed to continue key Listahanan activities
9. Natural calamities, such as the occurrence of Typhoon Odette, which affected Visayas and Mindanao regions, further delayed the deployment of field staff for Listahanan
10. Delayed provision of guidelines/directives/materials on Listahanan issues needing immediate action
11. Limited staff complement in the Field Offices
12. Lack of necessary ICT equipment for social media campaign and software packages that can be used for graphic design
13. Delayed approval of requested positions and lack of dedicated budget allocation for RGMO

### III. Recommendations

As the Department and its stakeholders are responding and recovering from this pandemic, there is still a strong need to review and assess the current indicators, deliverables and timelines. Along with this, is the continuous conduct of review and assessment of the policies and guidelines to accommodate the new normal. Likewise, as the new normal requires, the Department should continue its efforts in upgrading and providing ICT systems and resources to facilitate the alternative work arrangements of the workers, 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.

#### PDPB

##### On processes

1. Maximize information technology solutions and online means of communication with support from ICTMS
2. Help guarantee and monitor vertical and horizontal alignments of pandemic responsive plans and policies subscribing to regional commitments, social protection operational framework and rights-based approach paradigm in the implementation of national and local policies
3. Establish and/or strengthen mechanisms for information sharing, coordination and communication with relevant partners to keep each other abreast with all the developments in the sector
4. Harmonize different monitoring tools and reportorial requirements to lessen the workload of LGU functionaries particularly the LSWDOs and FO focal persons
5. Continue strengthen the role of interagency committees as platform for advocacy and institutionalization of different processes and policies to further equip the Agencies in the devolution process
6. Finalize the PDPB Operations Manual
7. Continue pivoting to remote methodologies for data collection, such as telephone surveys, self-administered surveys and virtual qualitative interviews, and conduct of more secondary data analysis

### **On planned deliverables**

1. Continue popularizing the policies, plans, and evidences by strategically strengthening buy ins from OBSs, executive offices, attached agencies, supervised agencies, NGAs, and legislators
2. Provide FOs with technical assistance to proactively plan and undertake new directions and thrusts along emerging structural and organizational changes
3. Aid in empowering regional offices and civil society organizations (CSOs) in institutionalizing SWD PAPs in their regional plans down to their respective local plans;
4. Strategically popularize the DSWD Policy Agenda 2025
5. Integrate the policy and planning process with the LGUs, including but not limited to reorganization, mapping of core statistics, review of manual of operations and reportorial requirements that will help the Department implement the Devolution Transition Plan
6. Continue to coordinate, facilitate, and collaborate virtually and physically within the divisions of PDPB and DSWD, as well as with other partner NGAs, development partners and NGOs to respond to the needs of the DSWD mandate that is social protection for the poorest, vulnerable and disadvantaged sectors of the country

### **On human resource**

1. Strengthen and improve dynamics by clearly delineating roles, allocating shared liability, integrating resources, and sharing best practices
2. Establish accountability among managers and staff to show the different responsibilities for the quality and timeliness of performance, increasing productivity, controlling costs and assuring that programs are managed with integrity and in compliance with the guidelines and policies
3. Enhance capacities of staff through attendance to capacity building activities and continue holding of brown bag sessions. Prioritizing on strengthening of capacities of PDPB staff in the light of the Department's steering role due to devolution

## **DLLO**

### **On processes**

1. Amend the AO No. 06, series of 2014 or "The DSWD Legislative Liaison System" to reflect the enhancements in the processes involved Prior, During, and After Legislative Hearings, Meetings, and Briefings
2. Institutionalize the approved business process
3. Jointly advocate for the DSWD Legislative Agenda together with the PDPB and proponent OBSU, EXECOM, and Secretary
4. Proactively monitor the SWD related laws or draft bills particularly those with commitments or involvement of DSWD programs, projects and services

### **On human resource**

1. Fast track the hiring of permanent and Contract of Service vacant positions
2. Increase the DLLO Budget to cover the payment of salary of PO III and AA III since these are currently drawn from the GASSG Funds

## **STB**

### **On processes**

1. Continue efforts towards digitalization and streamlining of its processes
2. Continue use of online platforms and the popularization and management of the Bureau's website to further streamline its processes by making available the often-requested information and materials through the website

### **On human resource**

Continue conduct of capacity building of the staff to cope with the demands of the new normal

## **IAS**

### **On processes**

1. Review and upgrade the IAS internal policies and guidelines, along the trainings/updates received from various oversight and governing bodies which embrace the streamlining of audit processes. This includes, but not limited to, updating of flowcharts based on streamlining and process improvement, as well as, amendment of operations manual, IAS policies and guidelines
2. Secure the original budget allocation of IAS (₱6 million) to fund significant activities such as face-to-face training and actual audit in the FOs which were temporarily suspended and/or limited due to the pandemic

### **On planned deliverables**

1. Continue the implementation of IMP activities using alternative means and use of the Change Request Forms for adjustments, particularly for FOs implementing the IMP
2. Enjoin all CO-OBS to continuously implement and comply with the DSWD-wide IMP

## **ICTMS**

### **On processes**

1. Apply 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
2. Request for Multi-Year Obligational Authority (MYOA) and Multi-Year Contract (MYC) for recurring ICT projects
3. Perform early procurement which can be undertaken for the majority of the planned procurement of agencies as included in the NEP submitted to Congress
4. Streamline 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)
5. Inclusion of Information Systems and/or other initiatives and projects of OBSUs in their Office Performance Contract (OPC), for the accountability of the business owners

### **On planned deliverables**

1. Partnership with other agencies to facilitate ICT procurement
2. Request for Management intervention, direction and advice on how to effectively respond to the demand for various ICT service management requirements while dealing with the rigid procurement procedures and inflexible finance and management policies

## **NHTO**

### **On processes**

1. Ensure availability and on time downloading of funds
2. Streamlining and reengineering of data sharing process to lighten the burden and shorten the waiting time of data users
3. Strict implementation of existing policies mandating all government agencies with social protection programs to use the Listahanan data or similar databases for targeting of the poor

4. Regular dissemination of factsheets on target groups for social protection programs, data mined from the Listahanan

#### **On planned deliverables**

1. Continue close coordination, open communication, and constant provision of technical assistance and guidance between the Central and Field Offices
2. Intensify and strengthen advocacy efforts to popularize and promote the Listahanan 3 database to the potential partners and stakeholders
3. Fast track the finalization and dissemination of the Transition Plan to all OBSUs and Field Offices

#### **On human resource**

Prioritize safety and health of staff, especially those working in the field. With the recent surge due to the new COVID-19 variant, it is vital that safety measures and protocols are followed in the field.

### **SMS**

#### **On processes**

1. Explore on possible measures to establish the link between the social marketing activities conducted and the knowledge of stakeholders on DSWD programs and services as well as additional metric that will gauge availment or access of SWD programs and services
2. Include concerned regional Information Officers/FO representative during the Strategic Communication meetings for prompt provision of guidelines and directives to FOs

#### **On planned deliverables**

1. Continue to embark on the internal and the external communication strategies laid out in the Internal Communications System, Strategic Communication Plan, and the SULONG! Communication Plan 2021
2. The annual and end line targets for output indicators should be revisited, 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
3. Ensure proper allocation of budget and inclusion of ICT infrastructure needs in the Department ISSP

#### **On human resource**

Further strengthen the workforce complement by upgrading Regional Information Officers to a higher salary grade and securing the tenure of existing personnel, both in the Central and Field Offices

### **SWIDB**

#### **On processes**

1. Adopt of innovative ways of knowledge sharing that are sustainable and replicable
2. Move towards results-oriented knowledge management initiatives
3. Focus on monitoring outcome level indicators related to the utilization of KPs and gains from KSS

#### **On planned deliverables**

Produce digital learning modules as a new way to document and cascade knowledge on SWD

## **RGMO**

### **On processes**

Pursue proper allocation of funds for RGMO

### **On planned deliverables**

1. Continue the development of policy guidelines to establish efficient and effective accessing of resources, coordination with development partners, and activity/project monitoring and evaluation
2. Continue the planned activities in developing the policy guidelines (i.e., Resource Generation and Management Agenda and Comprehensive Guidelines on Accessing and Managing of Resources from Development Partners) for more efficient and effective processes of resource generation and management
3. Establish and finalize other development partner proposals and partnerships
4. Continue close monitoring and coordination of other ongoing collaborative partnerships

## **AOC**

### **On processes**

1. Fast track the institutionalization of Agency Operations Center (AOC);
2. Allocate proper funds for AOC to maximize its personnel's development through capacity development, procurement of necessary tools, equipment towards advanced delivery of services

## 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

**All of the performance indicators along financial management except for one had minor deviation from the set targets for 2021.** The percentage of Notice of Suspension or Notice of Disallowance was fully complied within the timeline. Meanwhile, the targets for other indicators were not fully met, nevertheless the deviations were only minor.

**Table 49. Accomplishments vs. targets on indicators along financial management, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Percentage of budget utilized				
a. Actual Obligations over Actual Allotment Incurred	90.9%	100.0%	-9.1%	Target not achieved (Minor deviation)
b. Actual Disbursements over Actual Obligations Incurred	90.5%	100.0%	-9.5%	Target not achieved

Indicator	Accomplishment	Target	Variance	Assessment
				(Minor deviation)
Percentage of Cash Advance Liquidated				
a. Advances to officers and employees				
i. Current Year	96.5%	100.0%	-3.5%	Target not achieved (Minor deviation)
ii. Prior Years	88.6%	100.0%	-11.4%	Target not achieved (Minor deviation)
b. Advances to SDOs				
i. Current Year	84.4%	100.0%	-15.6%	Target not achieved (Minor deviation)
ii. Prior Years	81.2%	100.0%	-18.8%	Target not achieved (Minor deviation)
c. Inter-Agency Transferred Funds				
i. Current Years	47.0%	40.0%	+17.5%	Target achieved (Minor deviation)
ii. Prior Years	67.9%	75.0%	-9.5%	Target not achieved (Minor deviation)
Percentage of AOM responded within timeline	80.0%	100.0%	-20.0%	Target not achieved (Minor deviation)
Percentage of NS/ND complied within timeline	100.0%	100.0%	0.0%	Full Target Achieved

**The General Administrative and Support Services Group was able to obligate almost all of the allocated fund but the disbursement rate was only 65.0%.** This may be attributed to the late issuance of financial management guidelines which subsequently resulted to late issuance of regional breakdown of physical targets and regional budget allocations.

**Table 50. Fund Utilization of the General Administrative and Support Services for CY 2021**

Allocated Budget	Obligation	Disbursement	Utilization Rate (%)	
			Obligation	Disbursement
1,405,749,000.00	1,317,793,421.49	856,068,972.71	98.7%	65.0%

## PROCUREMENT SERVICES

**Three of four performance indicators on procurement were achieved.** For CY 2021, the PMS and its regional counterparts were able to (1) fully comply with all reportorial requirements from oversight agencies, (2) provide technical assistance on various procurement projects to all requesting offices, and (3) obtain satisfactory rating from all procurement partners. However, the PMS and its regional counterparts were not able to

complete all procurement projects for CY 2021 due to cancellation, need for revision, ongoing processing, and reimbursement. Overall, around three (3) in four (4) or 75.91% of procurement projects were completed in accordance with applicable rules and regulations. Continuous conduct of early procurement process helped facilitate timely procurement of activities.

**Table 51. Accomplishments vs. targets on indicators along procurement services, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Percentage of procurement projects completed in accordance with applicable rules and regulations	75.9%	100.0%	-24.1%	Target not achieved (Minor Deviation)
Percentage compliance with reportorial requirements from oversight agencies	100.0%	100.0%	0.0%	Full target achieved
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	100.0%	100.0%	0.0%	Full target achieved
Percentage of Central Office OBSUs and other procurement partners satisfied with the services rendered	100.0%	100.0%	0.0%	Full target achieved
Percentage of procurement projects completed in accordance with applicable rules and regulations	75.9%	100.0%	-24.1%	Target not achieved (Minor Deviation)
Percentage compliance with reportorial requirements from oversight agencies	100.0%	100.0%	0.0%	Full target achieved
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	100.0%	100.0%	0.0%	Full target achieved
Percentage of Central Office OBSUs and other procurement partners satisfied with the services rendered	100.0%	100.0%	0.0%	Full target achieved

**The allocated budget for PMS was fully obligated and disbursed.** Despite low disbursement during the first quarter of CY 2021, the PMS was able to obligate and disburse 100% of its allocated budget of four (4) million pesos.

## HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

**Two (2) of three (3) performance indicators along human resource management and development were achieved in CY 2021.** The indicator on the provision of learning and development exceeded the annual target with major deviation. While the annual target for the indicator on the provision of compensation was fully achieved. The target for the indicator on filling up of positions, however, was not achieved. Coterminal positions of EXECOM members that

have retired in the year was still included in the overall target which significantly affected its accomplishment. The slow submission of DSWD FOs on filled-up positions also contributed to the minor deviation observed.

**Table 52. Accomplishments vs. targets on indicators along human resource management and development services, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Percentage of positions filled-up within timeline	81.1%	95.0%	-14.6%	Target not achieved (Minor deviation)
Percentage of regular staff provided with at least 1 Learning and Development Intervention (LDI)	137.0%	50.0%	+174.0%	Target exceeded (Major deviation)
Percentage of staff provided with compensation/ benefits within timeline	100.0%	100.0%	0.0%	Full target achieved

Out of the 164 vacant positions, 133 positions were filled-up with assumption and signed contracts including permanent, contractual, casual, and co-terminous positions. The filled-up positions include residual vacancies (resignation and retirement).

The HRMDS was able to provide Learning and Development Interventions (LDIs) to a total of 1,210 out of the 651 targeted DSWD Central Office personnel (permanent, casual, contractual, co-term employees and COS workers), however there may have been double counting of personnel trained due to multiple LDIs available.

As to the personnel administration, all employees and MOA workers were provided with salaries, allowances and other benefits or entitlements such as PERA, Commutable and Reimbursable RATA, Extraordinary or Miscellaneous Expenses (EME), Collective Negotiation Agreement Incentive (CAN), Service Recognition Incentive (SRI), Productivity Enhancement Incentive (PEI), Year-End Bonus (YEB) and Cash Gifts and Magna Carta benefits.

## LEGAL SERVICES

**Given the changes in the CY 2021 targets of the Legal Service, which identified ANA targets, the assessment of their accomplishments are inconclusive.** It is noted, however, that the actual number of investigations performed, cases resolved, litigated cases attended, and legal opinions and technical assistance provided was greater than those accomplished in the previous year.

**Table 53. Accomplishments vs. targets on indicators along legal services, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Percentage of preliminary investigations acted upon	100% (75 Complaints/ Incident Reports)	ANA	-	Inconclusive
Percentage of administrative disciplinary cases judiciously resolve	100% (73 Administrative Disciplinary Cases)	ANA	-	Inconclusive
Percentage of litigated cases attended and represented the Department or Department personnel	100% (21 cases)	ANA	-	Inconclusive

Indicator	Accomplishment	Target	Variance	Assessment
Percentage of requests for legal opinions and technical assistance	100% (980 Legal Opinions and Queries, 788 TAs)	ANA	-	Inconclusive

In terms of financial accomplishments, the Legal Service has disbursed and utilized 96.5% of its total budget amounting to Php 1,284,000.00 for DSWD - OSG Task Force for Legal Service Representation Expenses, while it has also disbursed and utilized 99.6% of its total budget of Php 33,000.00 for Capability-building/Legal assistance for LS and DSWD officials and personnel, including attached agencies; and DSWD partners and related organizations.

## ADMINISTRATIVE SERVICES

**Annual targets on most of the indicators along administrative services were exceeded in CY 2021.** Use of online platforms or technologies for key activities was found to be contributory to achieving most of the targets. While the low accomplishment on records disposal could be associated to the delays in the approval of the proposed amendment of the Records Disposition Schedule which resulted to the piling up of some DSWD records (e.g., Pantawid records).

**Table 54. Accomplishments vs. targets on indicators along administrative services, CY 2021**

Indicator	Accomplishment	Target	Variance	Assessment
Number of facilities repaired/renovated	3,209	185	+1,634.6%	Target exceeded (Major deviation)
Percentage of real properties titled	72.0%	68.0%	+5.9%	Target exceeded (Minor deviation)
Number of vehicles maintained and managed	285	282	+1.1%	Target exceeded (Minor deviation)
Percentage of records digitized/ disposed	105.6%	50.1%	+111.5%	Target exceeded (Major deviation)
Number of records disposed	3,500	65,050	-94.6%	Target not achieved (Major deviation)

## II. Influencing Factors

### A. Facilitating Factors

#### Financial Management

Continuous provision of technical assistance and constant monitoring of the status of funds

#### Procurement Services

1. Provision of technical assistance on the procurement process to DSWD operating units, as requested or as initiated by PMS and its regional counterparts, to address challenges in procurement planning, problems/errors in technical specifications, and cost estimates
2. Sustained coordination and collaboration with partners to ensure smooth procurement process
3. Consistent and correct application of procurement practices like continuous tracking of purchase requests with complete documents
4. Conduct of capacity building for procurement practitioners

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

1. Prioritized conduct of in-house digitalization and leadership trainings
2. Recognition of the important roles of supervisors and the employees themselves in developing competencies while the HRMDS provides the nurturing and enabling environment by opening up online or digital LDI opportunities

### **Legal Services**

1. Approval of permanent/plantilla positions both for the Central Office and Field Offices and ongoing filling-up of positions
2. Automation and adoption of available ICT advancements and its application to the LS processes and procedures
3. Use of different monitoring tools such as Google sheet, Google Docs and Legal Case Portal for routing documents, checking and updating of status requests/cases, and reporting

### **Administrative Services**

1. Use of online platforms/technologies for key activities in line with the three (3)-year Automation Plan
2. Imposition of mandatory preventive maintenance of all fleet to ensure more cost-effect repairs
3. Daily conduct of Battery-Lights-Oil-Water-Brakes-Air-Gas (BLOWBAG) checking for all DSWD vehicles
4. Digitization of administrative issuances and other documents enabled the move from manual to electronic retrieval of files
5. Availability of facility for housing records awaiting disposal

### **B. Hindering Factors**

#### **Financial Management**

1. Low utilization rate due to cancellation of activities particularly face-to-face meetings and trainings to comply with safety protocols
2. Processing of DVs and ORS/BURS are dependent on the submission by the different Programs/Offices resulting to limitation of utilization both obligation and disbursement
3. Delay in the submission of liquidation documents by SDOs resulting to time constraints in the review/assessment
4. Lack of capacity building and involvement of Budget Controllers during budget planning and lack of delegation of tasks in monitoring compliance of process owners
5. Late issuance of Financial Management Guidelines and Thrusts and Priorities by Central Office
6. Late issuance of regional breakdown of physical targets and regional budget allocations by CO OBS
7. No proper filing of AOMs and references
8. Misrouting of AOMs by Management

#### **Procurement Services**

1. Lack of complementary human resources to implement programs and activities
2. Changes in the conduct of activities due to restrictions brought by the pandemic

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

1. Bottlenecks in creating, filling up, and upgrading positions across the Department
2. Lack of concrete plans and actions to address the concerns on displacement of personnel in light of the devolution of programs

3. Coterminous positions of EXECOM members that have retired in the year was still included in the overall target thereby dragging the accomplishment rate downwards
4. Majority of FOs have not submitted to HRMDS reports of accomplishments in filling-up vacant positions

### **Legal Services**

1. Vacancies caused by personnel's resignation and/or separation from the service
2. Lack of budget for the improvement of office/workplace, furniture and equipment

### **Administrative Services**

1. Some indicators are dependent on the actions (or delayed actions) of other key government agencies such as DENR and Land Registration Authority for titling of DSWD properties, and the National Archives of the Philippines (NAP) for records disposal
2. Delay in the approval of the proposed amendment of the RDS
3. Some programming codes for the established information systems are not functional
4. Internet connectivity issues especially in the Field Offices which affects accessibility of the PREMIS as it requires high and stable connection
5. Budgetary constraints for key Administrative Service activities/materials
6. Limited IT equipment and infrastructure especially for the automation of processes
7. Lack of supply for archival of digitized records such as acid free boxes and folders.
8. Challenge in acquisition of new vehicles to replace 20-year old ones which often breakdown and need repair
9. Presence of informal settler families (ISFs)/claimants in DSWD properties

## **III. Recommendations**

### **FMS**

#### **On processes**

1. Closely coordinate with various programs/offices to ensure immediate submission of complete documents for processing of all financial claims.
2. Consistently monitor the different program finance officers and program focal persons and follow-up on the 100% utilization of all program fund balances.
3. Require the OBS and FOs to formulate monthly action plan and status of program implementation

#### **On human resource**

Provide technical assistance to all program finance officers and program focal persons on the proper utilization of funds through their approved WFP and MDP.

### **PMS**

#### **On processes**

Closely monitor OBS' procurement plans and formally remind/communicate the OBS to constantly revisit their work and financial plan as to ensure that all activities to be procured are facilitated on time

#### **On human resource**

Continuously conduct of technical assistance to facilitate early procurement process.

## HRMDS

### On processes

1. Regular monitoring of the status of filling-up of positions both at the CO-OBS and FOs as basis for follow-up or reiteration to fast track its facilitation
2. Continue to organize free webinars and online courses to create more opportunities for learning and capacitating DSWD employees
3. Continues updating of the training needs assessment of the employees as basis for prioritizing capability building activities

## LS

### On processes

1. Improve targeting by reconsidering setting “ANA” as performance targets for all the indicators to surface conclusive assessments as to the Department’s performance on these indicators
2. Follow up on priority cases in need of the approval of the Office of the Secretary
3. Continuous coordination with other Offices to request for fund augmentation for human resource and capital outlay requirements
4. Continuous enhancement of the Legal Case Portal to account all accomplishments, and that is harmonized with the other existing systems and plans of the Department
5. Encourage the DSWD Field Offices and provide them their needed assistance in filling-up the approved plantilla positions, for the establishment of Legal Units

### On human resource

Capacitate the Field Office Legal Unit (once established) by conducting capacity building activities and orientation on the different policies and procedures, then move towards development of operations manual for different processes

## AS

### On processes

1. Continuous investment in IT infrastructure such as stable internet connection, functional electronic platforms, etc. to support the automation of processes and development/enhancement of information systems. Equipment for the digitization and archiving of records must also be ensured across all DSWD offices.
2. Intensify follow up with the NAP regarding the status of the Records Disposition Schedule as well as the requests for disposal of records in the Field Offices
3. Strengthen monitoring of repairs and renovations (i.e., through plotting repair schedules vis-à-vis the procurement process) to prevent delays in the implementation.

### On planned deliverables

1. Consider pursuing a joint DSWD-DENR Memorandum of Agreement to help fast track the titling of DSWD Properties. Meanwhile, the Administrative Service must provide interventions on the nine (9) remaining titles committed in CY 2022 through follow-up letters and online meetings with concerned agencies.
2. Immediate implementation of the Fleet Replacement Plan to ensure efficient/timely replace of old vehicles.
3. Acquisition of more vehicles to cater to the transportation needs of all DSWD offices

### On human resource

1. Investing in sufficient human capital, especially in the FOs
2. Hiring of more experienced drivers to facilitate and cater the service vehicle requests from various OBSUs and during disaster operations
3. Designating/hiring/training more staff to operate the Property Records and Equipment Monitoring and Inventory System (PREMIS)

## OVERALL RECOMMENDATIONS

### **Sustain good practices and cultivate lessons learned in crafting, enhancing, and adjusting program and organizational policies and guidelines to enable the Department to respond promptly and adapt to the complex, dynamic, and uncertain conditions.**

Through strengthened collaboration with partner agencies and various stakeholders, the DSWD management and program implementers shall continue to ensure that the policies and guidelines of the organization remain responsive to the emergent need of vulnerable sectors and other segments of the population gravely affected by the pandemic. Policy enhancements should always be supported with relevant evidence data in line with new national reforms and the new normal environment.

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

1. Advocate for the expansion of government relief and recovery measures to policymakers and legislators to continuously protect the vulnerable and most disadvantaged sector of the society and prevent the worsening inequity in the country. Given the current status of the Philippine economy, the Department must continue to explore shock-responsive relief and recovery measures to help alleviate the continuing impact of the COVID-19 pandemic to the daily suffering of millions of Filipino families.
2. Utilize all relevant reference documents (i.e., research and evaluation studies, assessment reports, program review and evaluation documents, policy briefs, etc.) which provide rich evidence on the detrimental effects of the COVID-19 pandemic to program implementation and service delivery to serve as basis for the enhancement of DSWD transition plan of SWD services to be devolved in 2022.
3. Perform standardization, streamlining, reengineering, digitalization, and automation of systems and processes to improve the overall experience of service clients and program beneficiaries and eliminate bureaucratic red tape. Digital transformation should primarily be pursued to revolutionize the way of providing social welfare and development programs through the Beneficiary Fast, Innovative, and Responsive Service Transformation (FIRST) Project, which leads to the development of the Universal Beneficiary Database (UBD) and Electronic Case Management System (ECMS), among others.
4. Ensure systems, technologies, and ICT infrastructure supporting key activities for disaster response are in place, as the Department eases into the “new normal”.
5. Urgently implement pro-active strategies to strengthen the promotion of regulatory functions of DSWD among LGUs, SWDAs/SWAs and Service Providers without adding undue regulatory burden.
6. Follow through the efforts of the Department in the collection of baseline information on LGUs that will serve as basis in the development of technical assistance plans and strategies of the concerned DSWD OBS and FOs. The effort in updating of the SDCCA Tool that will capture the context and the indicators related to devolution and the new normal context will help the Department to come up with more responsive and efficient TA plan.

**Strengthen planning, monitoring, and evaluation in consideration of the new normal environment.** Based on this report, inconclusive findings on certain objectives and indicators are still evident as a result of unresolved issues on unclear target setting. 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:

1. Regularly conduct M&E activities and foster a culture of evidence-informed program design and implementation towards the establishment of a community of practice. Target setting should be realistic and achievable considering the Department's financial, technological, and workforce capacity. As much as possible, setting undefined targets such as "as need arises" / ANA, should be avoided to track the true progress of outputs and outcomes.
2. With the implementation of various electronic information systems, alternative work arrangement, and program modifications, corresponding monitoring and evaluation initiatives should ensue to assess the effectiveness and efficiency of these initiatives in achieving their intended outcomes as input in deciding if they shall be continued or reverted back.
3. The PDPB and other pertinent OBS must come up with a clear results framework to be monitored by the LGUs. There is a need to come up with clear and concise indicators on social welfare and social protection which should be included in local indicator systems (i.e., Local Development Indicator System [LDIS] or Rationalized Planning Indicator and Data Set [RaPIDS]). This will help the LSWDOs in crafting their Social Protection Development Report and in developing their Social Development Plan, an important chunk of the LGU Comprehensive Development Plan.

**Continuous convergence among social protection and SWD programs and 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 interventions for the vulnerable and marginalized sector would be provided. Given that an array of interventions constitute the proven approach for the graduation from poverty, operationalization of internal and external convergence strategies should be pursued. Though some social welfare programs will be devolved to LGUs in 2022, the inherent convergence should be sustained. Further, more national and local level engagements should be fostered for further project and program complementation.

With the completion of 2019-2020 SWDI assessment and the upcoming release of the Listahanan 3 database, the relevant data for each component should be shared to partner agencies so that proper interventions, programs, and services can be provided to the poor and marginalized sectors to help them further improve their level of well-being.

Partnership and convergence, especially with local government units, shall be strengthened. Despite the stringent protocols enforced with the implementation of community quarantine that affected the operations of the programs, a 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.

**Continue to 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:**

1. 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.
2. Explore procurement of and subscription to other video-teleconferencing applications (e.g., Zoom, Microsoft Teams, Cisco Webex, etc.) and other licensed software for data processing and visualization (e.g., STATA, MS Visio, Power BI, geo-processing/GIS software etc.).

**Act upon human resource concerns at various levels.** With the impending devolution of social welfare services to LGUs in 2022, the DSWD management should address the concerns on displacement of personnel from the NGA, particularly those who are under Contract of Services and Memorandum of Agreement. Other recommendations with regards to human resources are the following:

1. Approve the request of Field Offices for additional staff and/or create plantilla positions that will be responsive to the increasing demands/scope of work.
2. Review the Terms of Reference and Qualification Standards vis-à-vis the Salary Grades of the current positions
3. Reassess the organizational structure, particularly the staffing requirements per section/division vis-à-vis workload.

**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.