

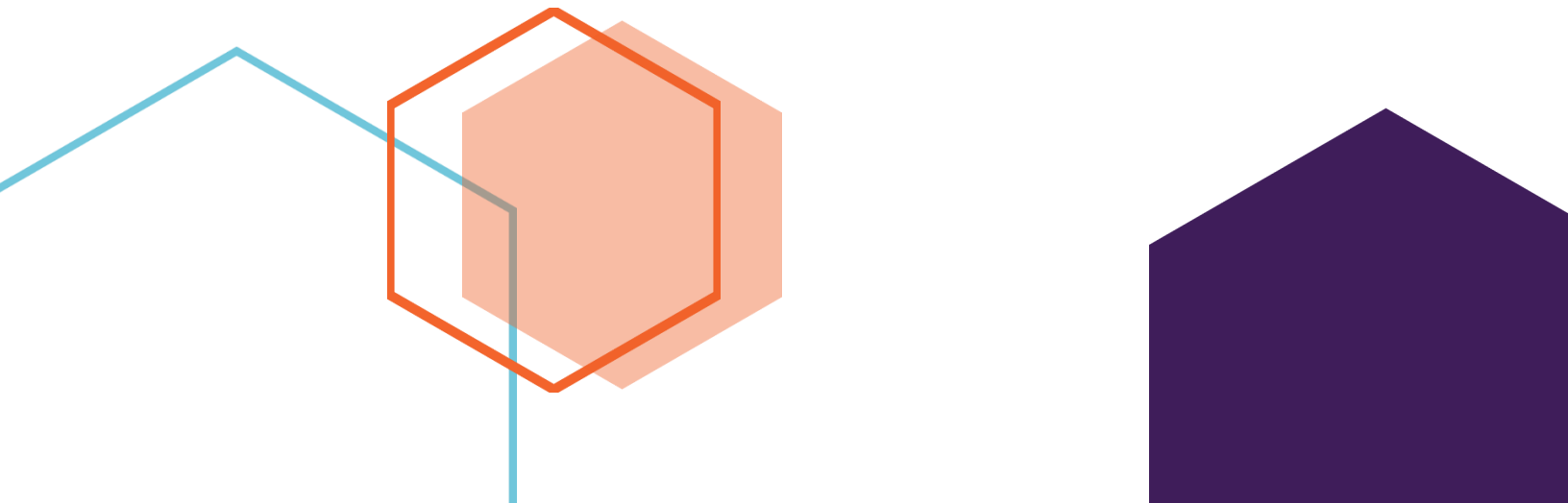


UN DEVELOPMENT PARTNERS & DSWD PROJECTS PARTNERSHIP ASSESSMENT: INTERNAL VALIDATION WORKSHOP

Documentation Report

DSWD Auditorium

June 28, 2019



OPENING PROGRAM

The activity officially commenced through a brief welcoming of participants followed by a short prayer led by the workshop facilitator, Ms. Marianathe Kaye Misa (PDPB), followed by the National Anthem. Then, Ms. Misa requested Undersecretary Luzviminda Ilagan of Policy and Plans to deliver the opening remarks. Undersecretary Ilagan first gave an overview of the various partnerships of DSWD. On her speech, the Undersecretary emphasized that the activity will be a good opportunity to look into the cooperation and collaboration among agencies and partners on DSWD project partnerships. She also stressed the importance of understanding how projects and the Official Development Assistance can be maximized by the Department.

Subsequently, the workshop continued with introduction of participants. The workshop then proceeded with the presentation of objectives and overview of the activity.

The activity then proceeded with the presentation of the Partnership Assessment Pre-work Results by Ms. Jennifer Joy Dumaraos. The pre-work results contain the initial results of feedback of DSWD project management teams/personnel on the partnership experience, proposed improvements, and opportunities for current and prospective partnerships with the UN Development Partners.

Ms. Dumaraos first discussed the overview of the assessment followed by the initial assessment findings (see Annex A for the full presentation). After her discussion, the following comments and concerns were raised by the participants:

Comments/Concerns	Response/Agreement
After the presentation, the importance of assessment of partnerships was realized. Hence, it was asked if such kind of assessment/study could be institutionalized in the future.	Noted and considered by the assessment team. Ms. Dumaraos further said that this could be reflected as one of the recommendations of the report.
Mr. Gil Tuparan commented that partnerships and assistance shall be defined or categorized. Assistance could be used to hire services of experts, conduct studies while some assistance are directly provided to the beneficiaries (e.g. through donations). He also observed that UN partners are having difficulty of working with DSWD because of different offices handling projects.	Noted by the assessment team.

Comments/Concerns	Response/Agreement
In relation to the previous concern, Director Wilma Naviamos, realized the importance of ensuring the capacity of DSWD Offices/personnel in coordinating/managing assistance extended by partners, hence she asked if there is any activity or process of assessing the capacity of DSWD Offices before engaging with partners.	There are no established process that would determine the capacity of Offices in relation to managing partners' assistance. Noted by the assessment team.
Undersecretary Ilagan observed that there is no Office which oversees the assistance of partners. Specifically, one (1) office should also serve as a clearing house of assistance and would ensure that protocols on coordination of assistance are being followed by partners. There should be processes and guidelines for different types of assistance (e.g. guidelines on donations).	Ms. Dumaraos said that these concerns could be reflected during the workshop proper.

WORKSHOP PROPER (VALIDATION OF THE PARTNERSHIP ASSESSMENT PRE-WORK)

The workshop session --- *Validation of the Partnership Assessment Pre-Work*--- followed after the discussions. The mechanics of the workshop are as follows:

- Group according to UN Development Partner.
- Verify list and scope of projects.
- Discuss and agree as a group on the responses on workshop questions.
- PDPB to document the discussion/inputs.
- Group member to present the outputs in the plenary.

PRESENTATION OF WORKSHOP OUTPUTS

After accomplishing the workshop templates, the participants proceeded to the presentation of their respective outputs. Each group was asked to select a representative who will report to the plenary their responses to the workshop questions. Clarifications, albeit only minimal, were entertained afterwards.

Group 1 (UNFPA)

Ms. Angela Nartea (PDPB) represented the UNFPA group composed of participants from the Program Management Bureau.

<u>Principles of Partnership</u>	<u>Most Evident Principle of Partnership on Specific Project Management Area</u>	<u>Facilitating Factors</u>	<u>Hindering Factors</u>
Recognition and acceptance of the need for partnership	<ul style="list-style-type: none"> Recognition is there because they were able to address the need for fund augmentation 	<ul style="list-style-type: none"> Well-established coordination with partner allowed timely response of UNFPA to the DSWD's needs (i.e. in terms of fund augmentation for certain projects) Openness of administrations to form partnerships with international development groups 	<ul style="list-style-type: none"> Some administrations were not open to partnerships
Clarity and realism of purpose		<ul style="list-style-type: none"> Conduct of proper consultations at different levels (higher management, technical, etc.); Thrusts and Priorities of UN and DSWD mandate are always considered in the project development/work planning 	
Ensuring Commitment and Ownership		<ul style="list-style-type: none"> Partners were able to provide support in all aspects of the projects (TARA) 	

<u>Principles of Partnership</u>	<u>Most Evident Principle of Partnership on Specific Project Management Area</u>	<u>Facilitating Factors</u>	<u>Hindering Factors</u>
		<ul style="list-style-type: none"> Designating one focal office to manage and monitor partnerships Partner assigned/provided designated staff to implement the project 	
Developing and Maintaining Trust	<ul style="list-style-type: none"> Sustained trust – continued working relationship even without the fund support (e.g. DSWD can still invite the partners to consultations and other activities to seek inputs/guidance) 	<ul style="list-style-type: none"> Good partnership record with UNFPA 	
Creating Clear and Robust Partnership Arrangements		<ul style="list-style-type: none"> Arrangements and processes adhere to PH government and UN policies Projects were always carried out with MOAs 	
Monitoring, Measuring, and Learning		<ul style="list-style-type: none"> Outputs of projects were recognized, appreciated and utilized by the intended stakeholders (e.g. GRCM) UN also initiated independent 	<ul style="list-style-type: none"> All unutilized grants/loans shall now pass thru the National Treasury which could take time

<u>Principles of Partnership</u>	<u>Most Evident Principle of Partnership on Specific Project Management Area</u>	<u>Facilitating Factors</u>	<u>Hindering Factors</u>
		<p>assessments of projects/partnerships</p> <ul style="list-style-type: none"> One year limited timeline for fund management allowed for a fast-paced implementation of the project since process for modification of funds are faster/easier (but could also be a hindering factor sometimes especially when obstructed by bureaucratic requirements) 	
Gender and Development Initiatives	<ul style="list-style-type: none"> All projects are gender sensitive since it is included in the partner's thrusts 		

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<ul style="list-style-type: none"> No indicated activities/processes to stop 	<ul style="list-style-type: none"> Clearing house/office should be familiar with the operations of the OBS concerned on the project 	<ul style="list-style-type: none"> Encourage provision of technical assistance even without ongoing projects/funding

	<ul style="list-style-type: none"> Utilize research findings and recommendations for program/project enhancements 	
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Group 2 (World Food Programme)

Mr. Gil Tuparan of the RGMO then reported about the WFP Group's output. He shared that currently, the Department has had engagements with the WFP since 2017, which were mostly on logistical support and management (e.g. *Mechanized Food Production in NROC and VDRC, Mobile Storage Facilities, Transport Support, Rice Assistance, Training on Logistics Management*). In the past (dating back to 2013-2014), WFP also provided assistance on programs/projects related to hunger mitigation and food security.

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Recognition and acceptance of the need for partnership	<ul style="list-style-type: none"> They were the ones who approached DSWD since UN agencies need government partners to implement projects, while they also recognized the Department's mandates/ leadership in social protection, children, social welfare etc. 	<ul style="list-style-type: none"> Partners offered technologies and expertise in mechanized food repacking and logistics (which the Department did not have during Yolanda) The partner was bringing in international good practices 	<ul style="list-style-type: none"> Reactive and "near-sighted" nature of partnership/s
Clarity and realism of purpose	<ul style="list-style-type: none"> Hunger project – wide scope (no other NGAs are willing to take the project) 	<ul style="list-style-type: none"> Needs are being responded to (technology needs for logistics) Limitation on resources (lack 	<ul style="list-style-type: none"> Logistics – one off training (It should be "ladderized". Both parties should agree first what are the offerings, e.g. for first three years) Recommendation – let us plan for a

<u>Principles of Partnership</u>	<u>Most Evident Principle of Partnership on Specific Project Management Area</u>	<u>Facilitating Factors</u>	<u>Hindering Factors</u>
		of delivery trucks)	<p>programmatic nature of partnership (medium-term to long-term so that changes in leadership may not easily affect the existing partnerships)</p> <ul style="list-style-type: none"> DSWD (experience) is being showcased for fund raising purposes
Ensuring Commitment and Ownership	<ul style="list-style-type: none"> While there are MOUs, it is still better to develop and operate on medium to long term plans 	<ul style="list-style-type: none"> Securing Memorandum of Understanding Spelled out terms and roles 	<ul style="list-style-type: none"> Management commits but during implementation, concerned OBSUs experience limitation/s (e.g. time, resources, workforce); <i>"The mind is willing but the body is weak"</i>. Sometimes, instead of seeing the engagement as an opportunity, it becomes a burden. More chances of success if the project need is expressed from the technical staff/regions up to the management as it ensures commitment and accountability of implementers themselves. In terms of data/information sharing, clear terms should be established (in consideration with the Data Privacy Act)

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			<ul style="list-style-type: none"> There are certain requests not granted by the Partner (transport support during Boracay operations)
Developing and Maintaining Trust	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Trust in terms of safeguarding resources (internal controls are in place) Ensuring that the work programs are carried out on time 	<ul style="list-style-type: none"> Pronouncements of President against humanitarian/partnership engagements (e.g. EU, human rights)
Creating Clear and Robust Partnership Arrangements	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> DSWD has regular feedbacking mechanisms (DSWD rules are stricter in terms of procurement and liquidation) No fraudulent transactions Partners have their own procurement processes which are relatively faster 	<ul style="list-style-type: none"> We do not know how much Consultants actually get for the project. Evaluation of financial proposals – DSWD is not included (and development partners have higher cost parameters)
Monitoring, Measuring, and Learning	<ul style="list-style-type: none"> Recommendation to strengthen Knowledge Management (Captured, 	<ul style="list-style-type: none"> Monthly meetings Steering committee 	<ul style="list-style-type: none"> They have their own reporting templates

<u>Principles of Partnership</u>	<u>Most Evident Principle of Partnership on Specific Project Management Area</u>	<u>Facilitating Factors</u>	<u>Hindering Factors</u>
	documented and shared)	meeting (regular) <ul style="list-style-type: none"> • Rely on reports submitted by DSWD • Emphasis on results (so what?) 	
Gender and Development Initiatives	<ul style="list-style-type: none"> • Safeguards are in place (GAD, PWD, IPs, other marginalized sectors) 	<ul style="list-style-type: none"> • DSWD has its own safeguards in place 	<ul style="list-style-type: none"> • UN partners – they have immunity from suits (if and when violations are committed)

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<ul style="list-style-type: none"> • Reactive nature of partnership/s 	<ul style="list-style-type: none"> • Develop partnership agenda and long-term programmatic plans (which may be open for negotiation for both parties) • We want the partners to commit to the funding requirements of the DSWD 	<ul style="list-style-type: none"> • Continue all logistics-related programs under UNWFP (existing term 2017-2020) <ul style="list-style-type: none"> ○ Transport support ○ Capability building
	<ul style="list-style-type: none"> • Institute knowledge management on partnerships (capture, document, and share good practices with 	<ul style="list-style-type: none"> • Safeguards (GAD, IP, PWD, and for other marginalized sectors)

	other offices/wider audience) <ul style="list-style-type: none"> Results-based (monitoring outcomes instead of just outputs) 	
	<ul style="list-style-type: none"> Consider work plan / human resources of host OBS in accommodating projects from Development Partners 	<ul style="list-style-type: none"> Regular feedbacking and meetings
	<ul style="list-style-type: none"> Set data/information sharing parameters at the onset of the partnership 	

Group 3 (IOM)

As explained by the Engr. Honesto S. Pardo of DRMB, the nature of partnerships between the IOM and the Department are mostly on logistics (e.g. provision of shelter assistance during disasters). The most notable partnership/engagement was during the Bohol earthquake.

<u>Principles of Partnership</u>	<u>Facilitating Factors</u>	<u>Hindering Factors</u>
Recognition and acceptance of the need for partnership	<ul style="list-style-type: none"> Constant dialogue and coordination of DSWD with IOM before the finalization of MOA IOM has a specific staff assigned to the project Good communication between agencies. IOM is flexible with the demands of DSWD, though still within their resources and capacity 	<ul style="list-style-type: none"> In some instances (e.g. liquidation of funds within the DSWD timeline), IOM was not able to follow strictly or comply with the MOA. They invoke its status as an international organization.
Clarity and realism of purpose	<ul style="list-style-type: none"> Principles of the agency and objectives of the projects were clear at the very start. These are 	

	explicitly stated at the MOA	
Ensuring Commitment and Ownership	<ul style="list-style-type: none"> Commitment remained strong up to the end of partnership with IOM 	<ul style="list-style-type: none"> Resolution of major issues encountered in the project were sometimes referred to Country Mission Head. This resulted to delay in decision-making
Developing and Maintaining Trust	<ul style="list-style-type: none"> IOM remained open for criticism in every stage of the project 	<ul style="list-style-type: none"> Accountability measures were lacking and not well defined
Creating Clear and Robust Partnership Arrangements	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Lack of transparency measures
Monitoring, Measuring, and Learning	<ul style="list-style-type: none"> IOM produced and submitted timely reports. 	<ul style="list-style-type: none"> The shelter project was stopped before it can be assessed versus the targets because of liquidation issues
Gender and Development Initiatives	<ul style="list-style-type: none"> MOA with IOM involved gender components 	

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<ul style="list-style-type: none"> No social preparation 	<ul style="list-style-type: none"> Strict implementation of Monitoring and Evaluation of projects 	<ul style="list-style-type: none"> Gender and culture sensitive projects
<ul style="list-style-type: none"> No business process 	<ul style="list-style-type: none"> Conduct of Social Preparation with all stakeholders involved 	
	<ul style="list-style-type: none"> Formulation of business process 	

	<ul style="list-style-type: none"> • Ensure involvement of all stakeholders in every stage of the project 	
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There was a clarification on whether IOM's slower liquidation process is due to their non-membership to the UN System, to which Ms. Dumaraos responded that the IOM had been a part of UN since 2016.

Group 4 (UNICEF & UNDP)

Ms. Cathy Lagunday from the PDPB was the last to discuss about the challenges and opportunities in working with UNICEF and UNDP.

<u>Principles of Partnership</u>	<u>Most Evident Principle of Partnership on Specific Project Management Area</u>	<u>Facilitating Factors</u>	<u>Hindering Factors</u>
Recognition and acceptance of the need for partnership + Clarity and realism of purpose	<ul style="list-style-type: none"> • DSWD and development partners have parallel and complementary purpose. It has very clear foundation including the SDGs, Philippine Development Plan for Children, UNICEF's country plan for children/ roadmap. • Both are in line with national plans/ thrust and priorities. • Both have strategic formulation of plans • Continuous and sustained 	<ul style="list-style-type: none"> • The partnership is continuous and sustained. 	<ul style="list-style-type: none"> • There is no clear business process/ rules if engagement/ transaction flow: <ul style="list-style-type: none"> - How do we start the engagement? Who prevails in the engagement, where/when does negotiation come in (e.g geographical area?) - Are there clear indicators/ bases for the purpose of partnership?

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	<ul style="list-style-type: none"> • UNICEF, most of the time, initiates the engagement • UNICEF: lobbying and advocacy work, very supportive sa Department • UNICEF extends their support from other thematic themes 		<ul style="list-style-type: none"> - Is there an assessment of the readiness of OBS to implement these projects (e.g. manpower/ absorptive capacity) - What are the protocols to be followed? - Accountability measures? • Some projects are not mainstreamed in the Department's work plan
Ensuring commitment and ownership			<ul style="list-style-type: none"> • Lack of "champion" from the management who will oversee and direct all commitments • How does the department ensure knowledge transfer to the internal staff to ensure sustainability?
Developing and	<ul style="list-style-type: none"> • There is already an established high level of trust and strong 	<ul style="list-style-type: none"> • DSWD is very accommodatin g and 	<ul style="list-style-type: none"> • Risk Management: lack of trouble shooting

<u>Principles of Partnership</u>	<u>Most Evident Principle of Partnership on Specific Project Management Area</u>	<u>Facilitating Factors</u>	<u>Hindering Factors</u>
maintaining trust	relationship between DSWD and UNICEF	<p>responsive; can deliver expected outputs</p> <ul style="list-style-type: none"> • Technical expertise/ support that trains DSWD staff to sustain the program 	<p>mechanism (e.g. when projects fails it would affect the trust factor)</p>
Creating clear and robust partnership arrangements		<ul style="list-style-type: none"> • There was an existing monitoring mechanism before thru the PDPB's External Affairs Division (before 2016) • However, no office that took the role after the reorganization 	<ul style="list-style-type: none"> • The results/ impact of the projects is not communicated on the department's policy level • No clear established/ institutional forum/ mechanism to feedback this to the executive level • Who consolidates this who is the champion? Di klaro. • Institutional mechanism on consolidating who takes the lead to champion/initiate this. Communication (right messaging)

<u>Principles of Partnership</u>	<u>Most Evident Principle of Partnership on Specific Project Management Area</u>	<u>Facilitating Factors</u>	<u>Hindering Factors</u>
			<ul style="list-style-type: none"> Lack of buy-in from management, thus, would often be left out of the priorities of successors Transition experienced ng department
Monitoring, Measuring and learning		<ul style="list-style-type: none"> Reporting/ documentation must be enhanced. 	<ul style="list-style-type: none"> Enhancement of the capacity of the staff for M and E.

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<ul style="list-style-type: none"> Being "fund driven"; operating based on fund source's decisions 	<ul style="list-style-type: none"> Strengthen institutional arrangements, business process from engagement to project evaluation Suggestion -- RGMO to take the lead, but there has to be a clear mechanism (clearing house to filter projects to take or not, to avoid being fund-driven) OBS to report, consolidate, translate into policies/ interventions 	<ul style="list-style-type: none"> Continue to be purposive with all engagements
	<ul style="list-style-type: none"> Strengthen strategy how do to popularize the initiatives with other stakeholders for 	

	<ul style="list-style-type: none"> • Sustainability/continuous engagement 	
	<ul style="list-style-type: none"> • Formation of inter-bureau TWGs to oversee the initiatives of sectoral concerns 	
	<ul style="list-style-type: none"> • Start involving the EXECOM members by communicating results of the projects 	

Some clarifications raised afterwards:

- Mr. Tuparan of the RGMO reiterated that all bureaus have inherent resource generation components/aspects. RGMO commits to provide support to some of the Department's needs (based on the requirements indicated in the Research & Evaluation, and Policy Agenda) but disbursement is still up to the concerned OBSUs.
- Dir. Wilma Naviamos also added that the Department should further strengthen its research and development; hopefully the UNICEF can consider including this in their programming priorities.

SYNTHESIS & NEXT STEPS

To synthesize the discussions that transpired during the activity, Ms. Dumaraos highlighted the strong points as well as the common recommendations in relation to our engagements with UN partners.

A. Strong Points / Strengths:

1. Credibility of DSWD and UN Partners have been established
2. DSWD acknowledges its needs, which UN agencies are willing to support
3. Both agencies are dependable
4. Varying portfolio of technologies / interventions that can be exchanged which are on logistics, expertise and perspective
5. Long standing (and sustained) partnership
6. Both are cognizant of each other's own thrusts and directives



B. Entry Points / Recommendations:

1. Develop a partnership management policy or mechanism to institutionalize these partnerships
2. Strengthen monitoring and evaluation strategies
3. Ensure involvement of a “champion” from the management, who will oversee and direct various types of partnerships
4. Establish a business process for partnership management – engagement/conceptualization phase, capacity and needs assessment to determine the Department's preparedness in entering partnerships
5. Results-based management of partnerships (e.g. M&E mechanism, outcome-level monitoring)
6. Strengthen Research & Evaluation component to inform medium and long term programming, planning and policy priorities
7. Establishing oversight office and clear mechanisms for monitoring
8. Popularization and communication of results and outcomes to stakeholders
9. Examine and build strategies in accepting and managing projects (e.g. how to address burden of disbursing funds)
10. Making informed negotiations







As for next steps, the PDPB committed to circulating by July the revised draft of the UN Partnership Assessment Report, which shall incorporate the inputs gathered from the workshop. The participants were also encouraged provide further comments and recommendations on the revised draft, for onward finalization of the report. The PDPB will also follow up and request for the supporting documents and other relevant references mentioned in the workshops (e.g. MOUs, work plans, accomplishment reports, etc.)

CLOSING

In closing, Undersecretary Ilagan expressed her appreciation for the workshop as it provided a venue to the project/program implementers to sit down and make a historical review of our partnerships with the UN. The Undersecretary gave emphasis on the very important lesson moving forward – that partnerships should not be donor-driven and the Department should instead assert its mandates, programs, strategies and work plans when entering into partnerships with international organizations. We ought to treat the funds and grants as channels that can help us achieve our goals; they should not be the “be all, end all” of these engagements. Her final reminder was to be open to the reality that there is always the possibility of ending partnerships and entering into new ones with different organizations/agencies, but the Department should be more equipped and empowered as it draws from lessons learned in the past.

ANNEX A.

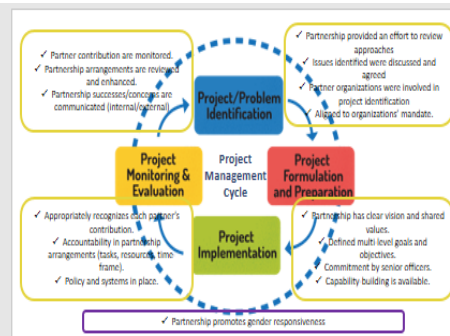
PRESENTATION: DRAFT UN DEVELOPMENT PARTNERS & DSWD PROJECTS PARTNERSHIP ASSESSMENT REPORT

 <h3>UN Development Partners and DSWD Projects Partnership Assessment</h3> <p>INTERNAL VALIDATION WORKSHOP Policy Development and Planning Bureau Research and Evaluation Division June 28, 2019</p>	 <h3>7 decades</h3> <p>The United Nations has been a partner of the Philippine government for over _____ decades.</p>	 <h3>Sustainable Development Goals</h3> <p>To implement a global agenda developed by all member states</p>	<h3>ODA</h3> <p>In 2015, the UN Committee for Development Policy (CDP) reiterated the importance of meeting Official Development Assistance (ODA) commitments.</p>
<h3>Official Development Assistance</h3> <p>In 2015, the UN Committee for Development Policy (CDP) reiterated the importance of meeting Official Development Assistance (ODA) commitments.</p>	<h3>Official Development Assistance</h3> <p>Republic Act 8182 or the ODA Act of 1996 defines ODA as a loan or a grant administered with the objective of promoting sustainable social and economic development and welfare of the Philippines. ODA resources must be contracted with governments of foreign countries with whom the Philippines has diplomatic, trade relations or bilateral agreements or which are members of the United Nations, their agencies and international or multilateral lending institutions.</p>	<h3>UN's Framework of Partnership</h3> <p>UN Development Assistance Framework (UNDAF) 2012-2018 was driven by its key objectives on reducing inequities in and improve access to quality social services and to opportunities for decent, productive and sustainable livelihoods for the poor and vulnerable; promoting accountability, ensuring rights and enable the meaningful participation of the poor in all aspects of governance; and strengthening national and local resilience toward threats, shocks, disasters and climate change.</p>	 <h3>UN Development Partners and DSWD</h3> <p>Length of engagements of UN Development Partners with the DSWD range from one (1) to five (5) years that usually act as stimulus to program strengthening, scaling up citizen engagement at the national and local government agencies, tools and manual development, capability building, and policy enhancement.</p>
 <h3>Partnership Framework for Sustainable Development (PFSD) 2019-2023</h3> <p>Dubbed as the fifth Philippines-UN Country Plan since 1995, outlines three development pillars, namely Prosperity, Planet, and People Pillars, will help renew the commitment of the Philippines for development cooperation and partnership, especially for education and health, economic and environment, and peace-related projects</p>	 <h3>COUNTRY PROGRAMMES</h3> <h4>Sustainable Development Goals</h4> <h4>Philippine Development Plan</h4> <h4>DSWD Strategic Plan</h4> <p>UN Development Partners will be able to see these investment programs and medium-term outcomes as entry points of partnerships to scale-up resources and capacities of the Department</p>	<h3>Objectives</h3> <ol style="list-style-type: none"> To capture progress made in established partnerships through the identified UN Development Partner - DSWD projects; To identify the facilitating and hindering factors contributing to successful working project partnerships; and To benchmark on the gaps and opportunities on project partnerships in the experience of the Department 	<h3>Expected Output</h3> <p>Assessment report containing feedback on the partnership experience, proposed improvements, and opportunities for current and prospective partnerships with the UN Development Partners.</p>

<div> <div>Activities</div> <div>13</div> </div>	<div> <div> <div>1. Desk reviews of related documents</div> <div>2. Consultative meetings among DSWD project management teams or personnel and internal validation workshop with DSWD management</div> </div> <div>14</div> </div>	<div> <div>UN Development Partners with key DSWD offices</div> <div>15</div> </div>	<div> <div>16 Partnership Projects</div> <div>16</div> </div>																
<div> <div>10 Offices/Bureaus</div> <div>*excluding FMS and PDPB</div> <div>17</div> </div>	<div> <div>Methodology</div> <div>18</div> </div>	<div> <div>Partnership Assessment Tool</div> <div>URL: http://bit.ly/2X51MCb</div> <div>19</div> </div>	<div> <div>Partnership Assessment Tool</div> <div>Derived from the Partnership Assessment Tool (PAT) developed by B. Hudson, M. Henwood, and G. Wistow (1999), "In Pursuit of Inter-Agency Collaboration in the Public Sector: What Is the Contribution of Theory and Research?" <i>Public Management</i> 1(2) 235-260 and utilized by the Policy Development and Planning Bureau (PDPB)– External Assistance Division in 2011</div> <div>20</div> </div>																
<div> <div>Partnership Assessment Tool</div> <div>Part 1</div> <div>Project Profile</div> <div>21</div> </div>	<div> <div>Partnership Assessment Tool</div> <div>Part 2</div> <div>Covers the level of appreciation on the achievements, barriers, and potentials of the partnership endeavor.</div> <div>22</div> </div>	<div> <div>Partnership Assessment Tool</div> <div> <table> <tr> <th>Principles of Partnership</th><th>Description</th></tr> <tr> <td>Recognition and acceptance of the need for partnership</td><td>Partnership achievements; factors in the successful partnership working.</td></tr> <tr> <td>Clarity and realism of purpose</td><td>Consensus among partners on the partnership, principles and objectives; acceptance of engagements; clear service outcomes.</td></tr> <tr> <td>Ensuring Commitment and Ownership</td><td>Commitment at various levels of the partnership; consistency of commitment; networking; reward and encouragement.</td></tr> <tr> <td>Developing and Maintaining Trust</td><td>Contributions are equally recognized and valued; fairness in the distribution of partnership benefits; sustained sufficient level of trust.</td></tr> <tr> <td>Creating Clear and Robust Partnership Arrangements</td><td>Transparency; awareness of resources and contributions; arrangements are simple, time bound, and task oriented; accountability.</td></tr> <tr> <td>Monitoring, Measuring, and Learning</td><td>Monitoring arrangements; success criteria; communicating success; examination of objectives.</td></tr> <tr> <td>Gender and Development Initiatives</td><td>Gender responsiveness of project</td></tr> </table> </div> <div>23</div> </div>	Principles of Partnership	Description	Recognition and acceptance of the need for partnership	Partnership achievements; factors in the successful partnership working.	Clarity and realism of purpose	Consensus among partners on the partnership, principles and objectives; acceptance of engagements; clear service outcomes.	Ensuring Commitment and Ownership	Commitment at various levels of the partnership; consistency of commitment; networking; reward and encouragement.	Developing and Maintaining Trust	Contributions are equally recognized and valued; fairness in the distribution of partnership benefits; sustained sufficient level of trust.	Creating Clear and Robust Partnership Arrangements	Transparency; awareness of resources and contributions; arrangements are simple, time bound, and task oriented; accountability.	Monitoring, Measuring, and Learning	Monitoring arrangements; success criteria; communicating success; examination of objectives.	Gender and Development Initiatives	Gender responsiveness of project	<div> <div>Partnership Assessment Tool</div> <div>Part 3</div> <div>Learning and recommendations</div> <div>24</div> </div>
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Validation Meetings

25



26

Start-Stop-Continue Analysis Matrix

STOP	START	CONTINUE
What are we doing in our organization and/or partnership that is not working?	What should we put in place to improve our organization and/or partnership?	What is working well in our organization and/or partnership and should be continued?
✓	✓	✓
✓	✓	✓
✓	✓	✓

27

Scope

The assessment covered project partnerships by UN Development Partners with DSWD under their respective Country Programmes from 2012 or 2013 to 2017 or 2018. The same scope covers the duration of the recently concluded UNDAF to which the portfolio listing also reflects to.

There are also projects that were included in the assessment that were not previously indicated in the portfolio reports. These were included as long as it is within the UNDAF or Country Programme timeframes.

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UN Development Partners and DSWD Projects Partnership Assessment

INTERNAL VALIDATION WORKSHOP
Policy Development and Planning Bureau
Research and Evaluation Division
June 28, 2019

29

Assessment Findings

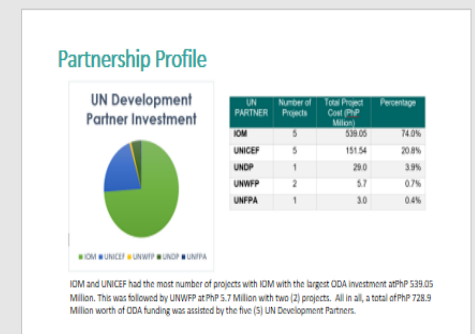
30

Response Rate

Identified respondents during the pre-work were project management teams or focals directly assigned in the entire or any of the project management cycle areas. Based on the 2018 DSWD ODA Portfolio and 2018 Technical Assistance Facility Report list of UN development partner-funded projects, a total of 16 respondents are expected to correspond during the pre-work.

However, the response rate is at 31.25% or a total of five (5) respondents who were able to participate.

31



32

Partnership Profile

A total of 16 projects were identified for the assessment report. Partners identified were IOM, UNICEF, UNWFP, UNDP, and UNFPA. These projects were results of respective country programmes and strategies in accordance to the UNDAF. Out of these, 11 were identified projects from the portfolio reports and reviews while five (5) projects were newly presented and included in the list. These were projects with the IOM, UNICEF, and the UNFPA.

33

Partnership Profile

Confirmed that the scope of project partnerships are on program strengthening, scaling up citizen engagement at the national and local government agencies, tools and manual development, capability building, and policy enhancement.

34

Partnership Assessment Rating

Agreement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Range	5.0	4.0-4.99	3.0-3.99	2.0-2.99	1.0-1.99

Using a 5-point rating scale of level of agreement to the workings of the partnership in the perspective of the OBS project implementer, project partnerships funded by IOM, UNICEF, and UNFPA exhibited disagree to strongly agree levels of impressions. Please note however that these ratings were only limited to those who were able to submit/provide their responses.

35

Partnership Assessment Rating

Among the three (3) partners that were rated by the project management focal persons, the UNICEF indicated the highest rating of 4.33 to which all areas of the partnership reflected substantial past achievements; jointly-initiated understanding of needs; inter-dependence in achieving multi-level goals; commitments among senior officials on both partners; and clear lines of responsibilities and arrangements.

36

Development Partnership throughout the Project Cycle

The participant highlighted the importance of multi-level participation in the project identification and project preparation.



37

Development Partnership throughout the Project Cycle

Project Identification accounts verified the partnership requirements to exert efforts on reviewing approaches, identifying issues that both organizations serve, consider the scope of mandates and objectives and involvement of key stakeholders. However, social preparation with properly identified stakeholders should be clearly established.

38

Development Partnership throughout the Project Cycle

Project preparation indicates the partnership being able to revisit the agency vision and shared values, defining the multi-level goals and objectives, assignment and commitment of senior officers, and capability building available verified the partnership requirements to exert efforts on reviewing approaches, identifying issues that both organizations serve, consider the scope of mandates and objectives and involvement of key stakeholders.

39

Development Partnership throughout the Project Cycle

Project Implementation demonstrates mechanisms to effectively account and recognize each partner's contribution. Accountability in partnership arrangements are specific and policy and systems are in place. However, findings also show that a UN Development Partner's portfolio with the Department usually funnels down to a single office which challenges its absorptive capacity to finish projects on time and deliver tasks effectively.

40

Development Partnership throughout the Project Cycle

Project Monitoring and Evaluation reflects monitoring of partnership contributions and systems in place to effectively account the progress and achievements. Partnership success/concerns are communicated to external partners but no established mechanisms to communicate it internal to the organization.

41

Partnership Recommendations

Partnership has worked at different levels of the organization at various level of the project partnership. It has provided an opportunity for the DSWD to seek resources both for its operations and support to operations functions and requirements.

42

Partnership Recommendations

STOP	START	CONTINUE
What are we doing in our organization and/or partnership that is not working?	What should we put in place to improve our organization and/or partnership?	What is working well in our organization and/or partnership and should be continued?
<ul style="list-style-type: none"> Stop being complacent with required business processes and social preparation at all levels. 	<ul style="list-style-type: none"> Review the absorptive capacity of offices such as the PMB. 	<ul style="list-style-type: none"> Purposive meetings and sustain provision of technical assistance.
<ul style="list-style-type: none"> Activities and funding only at the output level. 	<ul style="list-style-type: none"> Cascade work programmes internal to the organization. 	<ul style="list-style-type: none"> Maximize the resources and processes in the Department.
<ul style="list-style-type: none"> Allowing Partners to solely coordinate with the LGUs alone. 	<ul style="list-style-type: none"> Identify and/or strengthen an internal oversight institutional arrangement to regularly monitor the projects 	<ul style="list-style-type: none"> Build on the power of community leaders.

43

Conclusions

44

Recognition and acceptance of the need for partnership

Overall, the Department recognizes and accepts the partnership achievements it had with its UN Development Partners. For its project management teams, it has recognized the opportunity it provides when it comes to enhancing the organization's capacity and complementing the resource requirements especially in the delivery of its technical assistance both to social welfare and development agencies as well as related service providers.

45

Clarity and realism of purpose

For the DSWD, it has acknowledged the mandate and objectives both by the agency and its UN Development Partners. The project management focal persons verified that the partnership has reached the agency's beneficiaries. As long as the Department is being consulted in the formulation and directions of the Partners' respective Country Programme and Strategies and shares a common objective to serve the target sectors of the Department, prospective partnerships are welcome.

46

Ensuring Commitment and Ownership

In the experience of the Department on these partnerships, mutual agreement and desire to conduct the projects were evident. The Department itself has established its Regional Shelter Infrastructure Committee for IOM funded projects and the monitoring being made by the ECCD Technical Working Group on UNICEF funded projects. Meanwhile, since partners were time-oriented, they push for initiatives to hasten project implementation.

47

Ensuring Commitment and Ownership

Both the DSWD and its UN Development partners also utilizes its network to help facilitate the deliverables and progress. While the DSWD has a designated EXECOM and MANCOM official that oversees the progress of the project and applies the senior level commitment for the organization, the Country Director, Head of Mission, and succeeding senior officials are equal correspondents to the partnership.

48



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49

Developing and Maintaining Trust

Discussions elicited that both in the partnership ensured that its contributions were equally recognized and valued. Nevertheless, the Department especially values that the UN Development Partners must maintain coordination within the organization through its own structure and protocol.

50

Creating Clear and Robust Partnership Arrangements

Funding plans are clearly communicated on all partnerships. Any change or adjustment from either organizations, both undergo its respective planning and budgeting protocols. This is very significant for the Department as accountability is very valuable on its resources regardless of the source.

51

Creating Clear and Robust Partnership Arrangements

The project management focals are aware that its reporting does not necessarily coincide with the Department's system and regular reporting timelines but instead that of the UN Development Partner's requirements. It was explained since the project was funded by the Partner and programming, reporting and other forms of updating and monitoring must follow their own.

52

Creating Clear and Robust Partnership Arrangements

There is no clear arrangement for the Department on the specific protocols and regular reporting of upcoming engagements and project progress. This results to partnership projects directly being implemented by offices but not necessarily consolidated and analyzed into a single portfolio.

53

Monitoring, Measuring, and Learning

It was emphasized that project impact on organization's learning and practices are important to the Department, hence it continuously welcomes engagements with its UN Development Partners.

However, since engagements only exists during the project life, sustaining the results engagement may not necessarily be achieved.

54

Monitoring, Measuring, and Learning

Projects dependent on the hiring of consultants also contribute to the lack of knowledge and technology transfers to the organization. Project management teams are also concerned on building the knowledge, attitude, and the necessary skills and confidence to sustain the gains of the project because of limited involvement or consultancy driven outputs.

55

Gender and Development Initiatives

Project partnerships are generally designed to incorporate gender responsive mechanisms in various stages of the project.

56

ANNEX B. PARTICIPANTS

Participating Offices	Officer/Staff
OUS-Policy & Plans	Usec. Luzviminda C. Ilagan Ms. Emily P. Cahilog
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OU-Standards & Capacity Building	Ms. Patricia T. Joven
OA-Standards & Capacity Building	Ms. Fe Veronica S. Rubio
OU-Special Concerns	Atty. Bernadette A. Mapue
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Pantawid NPMO	Ms. Anne Anee Geeleene Sy Ms. Maria Theresa Gulapa Mr. Janrius Reyes
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Office of the Secretary	Mr. Jessie R. Suarez II
OU-Operations	Mr. Vince Louise B. Neri
Cash Division	Ms. Efsie Encarnacion

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ANNEX C. PHOTOS



Participants of the UN Partnership Assessment Validation Workshop

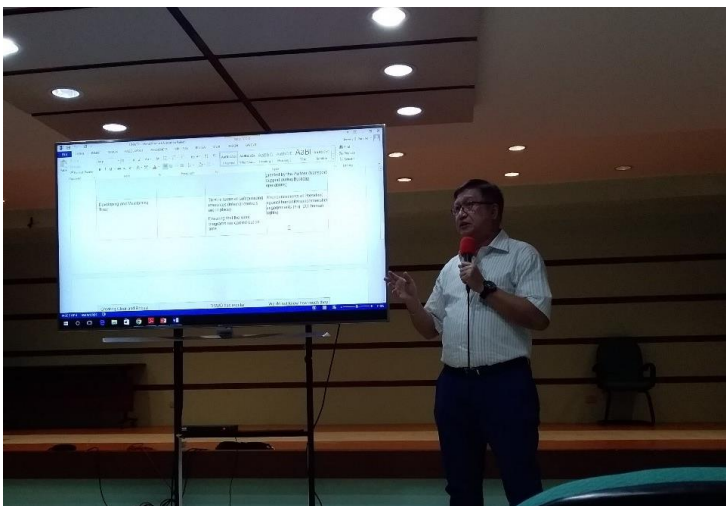


Undersecretary Luzviminda Ilagan sharing her insights as the designated Project Implementation Officer (PIO) and the need to have this opportunity to look into how the DSWD can better manage its Official Development Assistance (ODA).



Workshop Proper





Presentations