

Department of Social Welfare and Development
National Capital Region

Regional Memorandum Order
No. **006**
Series of 2012

**SUBJECT: GUIDELINES FOR THE CONDUCT OF PROGRAM IMPLEMENTATION,
REVIEW (PIR)**

I. RATIONALE

Program review enables centers and institutions to evaluate the quality and effectiveness of their programs. While it is a vital process, it is designed to be undertaken with the mandate of the Department to *"provide social protection and promote rights and welfare of the poor, vulnerable and disadvantaged individuals, families and communities to contribute to poverty alleviation and empowerment through Social Welfare and Development (SWD) policies, programs, projects and services implemented with or through Local Government Units (LGUs), Non-Governmental Organizations (NGOs), People's Organizations (POs), Government Organizations (GOs) and other members of civil society."*

It is important for the C/I/Ds to conduct PIR to establish issues and concerns needing action to improve programs and services, however there is no clear guidelines being followed. The Field Office should observe uniformity in the terms of policies to consider and persons involved in the conduct of PIR.

Hence, this Guideline shall serve as basis for the conduct of PIR of all Centers/Institutions and Divisions in the Field Office.

II. LEGAL BASES

- A. **Memorandum Circular (MC) No. 13, series of 2009** or the Amendment of Memorandum Circular No. 14-2008 Terms of Reference for the Conduct of Program Review and Evaluation Workshop (PREW).
- B. **Memorandum Circular No. 14 series of 2008**, given the mandate of Social Reform Agenda which the Department will be pursuing in the next five years have considered a monitoring and evaluation (M &E) system to provide the Department an empirically-based policy decisions. One of the mechanisms that will be strengthened is the conduct of a regular review of the programs and services to ensure effective and efficient program implementation.

III. OBJECTIVES

General Objective

To establish clear policy in the conduct of PIR in the DSWD-NCR Centers / Institutions / Divisions.

Specific Objectives

1. To provide a guide in monitoring and assessing program/project/accomplishments/outputs vis-a-vis planned activities, resolution of implementation issues and gaps and identification of strategic actions to improve performance;
2. To set procedures in determining impact of the program/project as well as issues on implementation as basis for policy decisions, development of social technologies, and further research/study; and
3. To clarify roles of units involved in the conduct of PIR.

IV. DEFINITION OF TERMS

In order to provide a common understanding on the terms used in this RMO and the jargon understood by the stakeholders and claimholders of the DSWD-NCR, the following terms are defined:

1. *Program Implementation Review (PIR)* – refers to an activity to review, assess and evaluate programs, projects and services to determine the extent of their implementation and impact.
2. *Major Final Outputs (MFOs)* – refer to public goods and services that a Department or Agency is mandated to deliver to external clients.
3. *Programs* – refer to a homogenous group of activities maintained over a period of time necessary for the performance of a major purpose for which the Department is established
4. *Projects* – refer to a component of a program designed to respond to certain needs and demands of specific sectors in society. It consists of inter-related activities/interventions/services geared towards attaining specific geographic area/ or sectors within a well-defined timeframe and implementation within a specified amount of resources.
5. *Services* – refer to those organized activities that are primarily and directly concerned with the protection and development and/or improvement of human condition and welfare.

V. SCOPE AND COVERAGE

This guidelines shall cover the conduct of PIR which may be initiated by the Centers / Institutions / Divisions of the Field Office.

VI. GENERAL POLICIES

- A. The Field Office will conduct a Synchronized Program Implementation Review for related/ complementing projects like the programs under Convergence for the purpose of harmonization and complementation.

- B. The PIR shall be conducted annually during the first quarter by centers/institutions, divisions and units ensuring maximum participation of key implementers/staff from each unit of DSWD-NCR. Representation of staff is based on the consultation of program components, and sentiments from the group. This consultation must be done to come up with a collaborative result for the PIR.
- C. All Centers/Institutions and Divisions will be responsible in the conduct of PIR depending on the nature of the program or scope of services.
- D. The duration of PIR shall be based on the design, but shall not exceed four (4) days inclusive of travel time.
- E. It shall cover/focus on the following areas:
1. Review of the program accomplishment vis-à-vis its program/project objectives, logical framework and target for the period;
 2. Assessment of the implementation strategies to determine their appropriateness and relevance to the program objectives, including their effectiveness in responding to the needs of the project beneficiaries;
 3. Facilitating or hindering factors as basis for policies and program enrichment;
 4. Issues and gaps in the implementation which include but are not limited to administrative and logistic support; organizational structures, processes, policies and programs;
 5. Possible courses of action that will translate policies to address the identified issues and gaps (i.e. research/study/policy review); and
 6. Future actions/activities
- F. The following will be the participants involved in the conduct of PIR:
1. Pool of Technical Person preferably with Director Level;
 2. Division Chiefs;
 3. Technical Person from Central Office if there is a need;
 4. Centers/Institution Heads and/or designated representative; and
 5. LGUs, NGOs and other stakeholders- depending on the nature of the program, representatives from LGUs, NGOs and stakeholders shall be invited depending on their field of expertise and to share on the programs and services but not limited to SWD concerns and areas of improvements.
- G. Secretariat will come from the proponent Center/Institution/Division who will conduct the PIR.
- H. The proponent C/I/D shall be in charge of the documentation of the PIR and to be submitted to the management 15 days after the activity.
- I. Funding requirement shall be chargeable against the C/I/Ds budget in accordance with approved Work and Financial Plan (WFP).

VII. PROCEDURES

Proponent Centers/Institution/Units shall be guided by the following procedures:

A. Pre-Conduct

1. Conduct of teambuilding prior to the conduct of PIR to discuss the PIR design together with C/I Coordinator, CBU, and PPU.
2. Preparation of Project Proposal to include approval and disapproval is 1 month before target date.
3. Project Proposal shall be approved by the Regional Director and to be endorsed to the Finance Division for funding based on the approved WFP ensuring compliance to cost saving measures.
4. Prepare the following documents at least two (2) weeks before the scheduled PIR:
 - a. Implementation of WFP Report;
 - b. Accomplishment/status report for the year in review;
 - c. Develop assessment tool for the conduct of PIR; and
 - d. Template/tool for Action Planning
5. Package/reproduce required materials and documents for the PIR.

B. During the PREW

1. The CBU from the Field Office or the IDCB Focal Person of proponent C/I/D shall be responsible in the management and facilitation in the conduct of the PIR activity based on the approved modules.
2. The proponent C/I/D as the over-all secretariat in the conduct of PIR shall document the proceedings. The documentation shall follow the outline provided below:
 - a. *Background/Rationale*- Provides a background information/overview of the programs and/or services which shall include program/project objectives, logical framework and targets for the period.
 - b. *Highlights of Implementation*- Shall give emphasis on the assessment of the work and financial plan implementation, the hindering and facilitating factor of the program and/or project accomplishments, and how these have contributed in the attainment of the objectives.
 - c. *Issues and Concerns*- Includes issues and problems in the administrative and technical implementation of the programs and/or projects as well as cross-cutting concerns with other unit/divisions.
 - d. *Recommendations*- Include inputs/comments/suggestions on how to improve the implementation of the programs and/or services/strategies/interventions employed.
 - e. *Future Action*- Includes plan of action that will address identified issues and gaps.

C. Post-Conduct

1. A documentation shall be submitted to the Regional Director within 15 days after the conduct of PIR. It will include information but not limited to:
 - a. Programs/project's impact to concerned SWD sector;
 - b. Contributions to achieving the development goals, objectives and targets;
 - c. Assessment of performance and challenges of Field Office Units, Centers/Institutions along this concern;
 - d. Recommended policies, strategies and measures; and
 - e. Identification of priority programs and project to achieve target.
2. Transmit cross-cutting concerns to Centers/Institution/Division/Units concerned for their appropriate action.
3. Concerned Center/Institution/Division/Unit shall act on the issues raised and provide feedback to the Regional Director on action taken.
4. Proponent to ensure monitoring of agreements during the PIR. Output will be presented in the conduct of succeeding PIR.

VII. INSTITUTIONAL ARRANGEMENTS

A. Proponent C/I/D

1. In charge in the over-all preparation of the PIR
2. Prepare full documentation of the PIR; and
3. Shall farm out to concerned C/I/Ds issues that need to be acted upon or to be followed up.

B. Planning Unit

1. Provide technical assistance before and actual conduct of PIR, especially on Program Design and Action Planning; and
2. Compile proceedings of all conducted PIRs for reference.

C. Capacity Building Unit

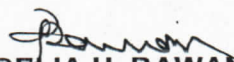
1. Ensure appropriateness of the PIR design, modules and methodologies
2. Arrange schedule of activities and requirements of the PIR; and
3. Assist in the facilitation during the actual conduct of PIR.

D. Center/ Institution Coordinator

1. Will be involved in the conduct of PIR of all DSWD Centers/Institutions;
2. Provide comments on the PIR design/module of the proponent center; and
3. Provide follow through action on issues and concerns.

IX. EFFECTIVITY

This Administrative Order takes effect immediately. Issued in Manila, this 09 day of NOV, 2012.


DELIA U. BAWAN

Director III and Officer – In - Charge