

Department of Social Welfare and Development  
**1<sup>st</sup> SEMESTER NARRATIVE ASSESSMENT REPORT**  
 CY 2021

**FIELD OFFICE – NATIONAL CAPITAL REGION**

**I. BACKGROUND INFORMATION**

The Department of Social Welfare and Development (DSWD) is mandated to provide assistance to local government units, non-government organizations, other national government agencies, people's organizations and other members of civil society in effectively implementing programs, projects and services that will alleviate poverty and empower disadvantaged individuals, families, and communities for an improved quality of life (EO 15, 1998); and to implement statutory and specialized programs which are directly lodged with the Department and/or not yet devolved to the LGUs (EO 221, 2003). These mandates guide the rowing and steering function of the Department cascaded to its Field Offices.

For CY 2020, DSWD Field Office-NCR planned to continuously carry out its function in providing technical assistance to its intermediaries and its programs/activities/projects aiming to achieve its five (5) Organizational Outcomes as its contribution in "Reducing Vulnerability of Individuals and Families" (Chapter 8) to further achieve the sectoral outcome in the Regional Development Plan 2017-2022 of National Capital Region which is: "To lay down the foundation for inclusive growth, a high-trust and resilient society and a globally competitive knowledge economy". However, Corona Virus Disease – 2019 (COVID-19) pandemic spread in the country which started in the first quarter of 2020 and continuously affecting the health, economic, social, physical and psychological well-being of the most vulnerable sectors of the population.

This resulted for the government to shift its focus and priorities to respond to the emerging needs of the country during the crisis. One of the responses is the enactment of the RA 11469 or the "Bayanihan to Heal as One Act", which directed the Department to implement the Social Amelioration Program (SAP) through its Emergency Subsidy Program (ESP). DSWD COVID-19 Response and Recovery Plan 2020 to 2022 was adopted thru the AO No.3 series of 2020 replacing the current strategies for the 2020-2022 of the Department. This was recalibrated by the AO No. 17 series of 2020 that adopts the SULONG Recovery Plan 2021-2022, a new plan for the interim implementation of strategy in the context of Mandanas Ruling and capacitating the organization to transition to the new normal.

Likewise, the Metro Manila Development Authority (MMDA) crafted the Rehabilitation and Recovery Plan for the National Capital Region (RRP-NCR) to facilitate the transition of the Region to the "new normal" it also discusses the response interventions to be undertaken by the line agencies in the Region including DSWD-NCR responses to mitigate the identified impacts of the pandemic, and the rehabilitation and recovery strategies to adapt to the new normal.

With the commitment of the Field Office-NCR for the response, rehabilitation and recovery measures of the Department and the Region, the FO unceasingly performs its mandates tasks to deliver its programs and services despite the challenges encountered. Highlights of accomplishments as well as the challenges encountered by the FO for CY 2021 are covered in this report.

**II. ASSESSMENT OF PHYSICAL AND FINANCIAL ACCOMPLISHMENTS**

**A. ASSESSMENT OF PHYSICAL ACCOMPLISHMENTS**

Due to the pandemic, overall operation of the Field Office for the first semester of CY 2021 was affected. Below are the highlights of the accomplishments of the FO along its Organizational and Foundational Outcomes particularly those indicators with +/- Major Deviations:

### A.1 Organizational Outcome 1: Wellbeing of Poor Families Improved

Table A.1.1. Targets versus Accomplishments on Outcome Indicators - Promotive Social Welfare Program

Outcome Indicators	Accomplishments	Targets	Variance	Assessment								
Promotive Social Welfare Program												
1.5 Percentage of Pantawid Pamilya households not availing key health services that availed key health services	<table border="1"> <thead> <tr> <th>Qtr</th> <th>Accom</th> </tr> </thead> <tbody> <tr> <td>2<sup>nd</sup></td> <td>225% (2,340/1,423)</td> </tr> </tbody> </table>	Qtr	Accom	2 <sup>nd</sup>	225% (2,340/1,423)	<table border="1"> <thead> <tr> <th>Qtr</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2<sup>nd</sup></td> <td>33%</td> </tr> </tbody> </table>	Qtr	Target	2 <sup>nd</sup>	33%	2 <sup>nd</sup> Qtr-192%	<ul style="list-style-type: none"> <li><b>+192% (Deviation Major)</b></li> </ul>
Qtr	Accom											
2 <sup>nd</sup>	225% (2,340/1,423)											
Qtr	Target											
2 <sup>nd</sup>	33%											

For this outcome indicator, the Program has exceeded its target since due to the COVID-19 Pandemic, the Program has maximized the use of online/virtual FDS sessions. Grantees will only need to submit a copy of their journals during the FDS to their corresponding City Links to be considered as their attendance. Other outcome indicators for the Pantawid Pamilya with minor deviations were reported in the HPMS Form 4.

On the other hand, for the *Sustainable Livelihood Program (SLP)* outcome indicators, during the second stage of SLP process or the Social Preparation stage, the program participants are required to accomplish the SLP PTSAF (Participants Track Selection Assessment Form) to help them decide which SLP track to pursue. With this, the SLP has no specific target on each track. On the first semester of implementation, the 17,479 program participants decided to select the first track which is the microenterprise development track.

### A.2 Organizational Outcome 2: Wellbeing of Poor Families Improved

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

Table A.2.1. Targets versus Accomplishments on Outcome Indicators- Residential and Non-Residential Care Sub-Program

Outcome Indicators	Accomplishment	Target	Variance	Deviation / Assessment
Residential and Non-Residential Care Sub-Program				
Percentage of clients in residential and non-residential care facilities rehabilitated:				
A. Residential Facilities				
a. RSCC	54	23	31	<p><b>+135% (Major Deviation)</b> The rehabilitated cases exceeded the target by 15% because of the client's progress due to the interventions and helping strategies provided to them for their total growth and development.</p> <p>There was a huge impact on the ALOS and rehabilitated cases since 11 children were discharged as of reporting period wherein these children are ageing cases in the Center for more than five (5) years and so.</p>
b. Marillac Hills	69	51	18	<p><b>+35% (Major Deviation)</b> Because of limited clients being served, Rehab team members were able to efficiently deliver the services needed by the client to reach their full rehabilitation and healing.</p>

Outcome Indicators	Accomplishment	Target	Variance	Deviation / Assessment
c. Jose Fabella Center	167	360	167	<b>-54% (Major Deviation)</b> The decreasing number of cases served and rehabilitated in the second quarter of 2021 took place due to COVID -19 pandemic and limited number of cases served which is beyond the control of the center. Also, Improvement of clients' level of social functioning is a challenge for the Center as they are usually suffering from mental ailment and their relapse is unpredictable/ behavior is erratic despite the regular intake of psychiatric medicine.
d. GRACES	57	10	47	<b>+4706% (Major Deviation)</b> Most residents are considered to be rehabilitated but are still inside the center while two (2) residents were reintegrated to their families. There are efforts to locate the relative and families of the residents thru sending of letters to LGUs for possible reintegration. However, lack of responses from the families/LGUs on the letters sent and FAC, however, continued efforts are done by the Social Workers. Additionally, there are limited partner institutions for Long Term Shelter or sometimes lack of bed capacity to accommodate said rehabilitated cases. Due to pandemic, the other institution also refrains from admitting new client in their respective centers due to funding and health concern.  There were 28 carry-over cases considered as rehabilitated and one (1) was newly admitted and was only assessed rehabilitated after three (3) months.
<b>B. Non-Residential Facilities</b>				
a. RSW	3	2	1	<b>+50% (Major Deviation)</b> To sustain the program, RSW initiated new projects such as gardening with newly established garden café and aquaponic sponsored by BFAR through Local Government of Quezon City and Humanity International. Likewise, 100 days productivity was conducted to prepare clients for self and open employment with compensation to augment their needs.
b. NVRC	53	6	47	<b>+783% (Major Deviation)</b> Although everybody were affected to implement expected outputs for the 1st semester under the "new normal" setting, the Center, with the support of the management was not constraint to come up with mechanisms to continue its mandate to provide social and vocational rehabilitation trainings and activities to Persons With Disabilities and Other Vulnerable Group.
c. INA Healing Center	31	23	8	<b>+35% (Major Deviation)</b> Amidst the strict implementation of Modified and Enhanced Community Quarantine, INA Healing Center conducted in-person or face-to-face Grief Recovery Program Sessions in four (4) batches with observance of health safety protocols. This accomplishment was

Outcome Indicators	Accomplishment	Target	Variance	Deviation / Assessment
				made possible for the Local Government of Muntinlupa, Barangay Fortune, Marikina City and Barangay Gulod, Quezon City committed in providing support for food, venue and transportation of the bereaved clients. Moreover, amidst COVID-19, the center pushed to conduct Spiritual Retreat Activity which contributed also to bereaved client's healing and recovery.

*Table A.2.2. Targets versus Accomplishments on Output Indicators- Residential and Non-Residential Care Sub-Program*

Output Indicators	Accomplishments (clients)	Targets	Variance	Deviation / Assessment
<b>Residential Care Sub-Program</b>				
Number of clients served				
a. RSCC	71	125	-54	▪ <b>-43% Deviation (Major Deviation)</b>
b. Haven for Children	65	101	-36	▪ <b>-36% Deviation (Major Deviation)</b>
c. Nayon ng Kabataan	110	164	-54	▪ <b>-33% Deviation (Major Deviation)</b>
d. Haven for Women	94	172	-78	▪ <b>-45% Deviation (Major Deviation)</b>
e. Marillac Hills	170	223	-53	▪ <b>-24% Deviation (Major Deviation)</b>
<b>Non-Residential Care Sub-Program</b>				
a. NVRC	181	117	64	▪ <b>55% Deviation (Major Deviation)</b>

Overall, the outcome indicator target for the Residential and Non-Residential Care Program were achieved with 24.18% or 1,079 out of the 4,402 served clients in the residential and non-residential care facilities rehabilitated as indicated in the HPMES Form 4. Major positive deviations of +35.17% can be attributed to the continuous case management and provision of both therapeutic and rehabilitative services to the clients.

### Supplementary Feeding Sub-Program

*Table A.2.3. Targets versus Accomplishments on Output Indicators- Social Welfare for Senior Citizens Sub-Program*

Output Indicators	Accomplishments	Targets	Variance	Deviation / Assessment
<b>Supplementary Feeding Sub-Program</b>				
Percentage of children in CDCs and SNPs with sustained normal nutritional status (over total children served) – 10 <sup>th</sup> Cycle	10.21% (10,340/101,260)	80%	39.79%	<b>-39.79% (Major Deviation)</b> ▪ Out of 15 LGUs that completely implemented the 10 <sup>th</sup> Cycle Supplementary Feeding Program, only six (6) LGUs submitted their 120 feeding days report while eight (8) LGUs are still consolidating their final nutritional status report.

For the 10<sup>th</sup> cycle implementation, 15 out of 17 LGUs namely: Caloocan, Las Pinas, Makati, Malabon, Manila Mandaluyong, Marikina Muntinlupa, Navotas, Pateros, Parañaque, Pasig, San Juan, Taguig and Valenzuela implemented the Supplementary Feeding Program for CY 2021. All 15 LGUs were provided with hot meals.

## Social Welfare for Senior Citizens Sub-Program

Table A.2.4. Targets versus Accomplishments on Output Indicators- Social Welfare for Senior Citizens Sub-Program

Output Indicators	Accomplishments	Targets	Variance	Deviation / Assessment
Social Welfare for Senior Citizens Sub-Program				
Number of senior citizens who received social pension within the quarter	1 <sup>st</sup> Sem – 78,461	205,785	-127,323	<p><b>-62% (Major Deviation)</b> Reasons for the major deviations are:</p> <ul style="list-style-type: none"> <li>▪ Late submission of liquidation report of 17 LGUs due to the Covid-19 pandemic.</li> <li>▪ Considering that Senior Citizen is Vulnerable Sector to be infected by deadly virus. Hence, LGUs takes all precautionary measures and health protocols to insure the health of our Senior citizens. This adds to further delays in the distribution of 2nd semester 2020 stipend distribution which subsequently affects the 1st semester 2021 stipend distribution.</li> <li>▪ Limited Special Disbursing Officers for 1st semester 2021 due to continuous implementation of different programs of DSWD also affects the implementation of 1st semester 2021 SocPen Pay-out.</li> </ul>

In CY 2021, a total of 205,785 indigent senior citizens are targeted to be provided with social pension. Out from the said target 197,305 beneficiaries are qualified based on validation and the clean list downloaded by the Central Office. Out of the 17 LGUs, only LGU of Manila, Quezon City, Marikina and Pasig are about to commence their 1st semester 2021 pay-out. The Project Development Officers (PDO) of SPPMO is closely coordinating 4 LGUs for the proper implementation of the Social Pension for Indigent Senior Citizen. The delayed implementation of 1st semester 2021 SocPen pay-out was due to late submission of liquidation report of the LGUs.

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

### a. Assistance to Individuals in Crisis Situation

FO-NCR has a total annual physical target of 326,830 clients to be served through Assistance to Individuals in Crisis Situation (AICS) for the Regular is 36,000 while for Offsite target forwarded by Central Office is 290,830. CIS-OS (PSP) has already served a total 118,300 of individuals or 40.67 % of the above-cited target and for the CIS Onsite a total of 28,371 individuals or 78.81%. Overall Accomplishment for the provision of AICS is **44.88%** or **146,671** clients served out of the 326,830 target for CY 2021.

During the 1st Semester, cash assistance is the most provided type of assistance when the COVID-19 pandemic occurred as it affected a significant number of people who found themselves in crisis situations. Food assistance ranked 1 in terms of highest number of clients served with a total of 103,553 and Php 234,046,800.00 amount disbursed and followed by medical assistance with a total number client served 34,402 and Php 473,885,030.70 amount disbursed.

Meanwhile, despite the high accomplishment rate of the Section, there were several challenges encountered by the team in the performance of their expected deliverables to wit:

- a. Limited staff complement to cover the massive payout activities in the area where only 10 social workers are being sent to the area with more or less 600 clients to be served affecting the regular onsite operation of the Section who is also catering more or less 300 clients a day with almost 500 walk-in clients.

- b. Unexpected/ immediate request for off-site payout which somehow affects the regular operation of the Section given its limited staff complement to accommodate the request.
- c. High number of staff infected with Covid-19 virus which somehow disrupted the Section's operation and resulted in lockdown for almost 3 weeks.

#### b. Unconditional Cash Transfer Program (UCT)

Table A.2.5. Targets versus Accomplishments on Output Indicators- UCT

Output Indicators	Accomplishments	Targets	Variance	Deviation / Assessment
Protective Program for Individuals, Families and Communities in Need or in Crisis Sub-Program				
Number of poor beneficiaries provided with Unconditional Cash Transfer (UCT) grants	255,405 (SocPen – 26,098, MCCT – 2,966 Pantawid – 226,341 Listahanan – 0)	424,511 (SocPen – 169,713, MCCT – 2,966 Pantawid – 226,341 Listahanan – 25,491)	-169,106	<b>-39.84% (Major Deviation)</b> The UCT Socpen and Listahanan has an on-going cash card distribution, and the UCT Listahanan has an on-going release of UCT ID as well as cash card distribution. After the implementation of these activities, UCT will pay the unclaimed grants of the beneficiaries from UCT- Socpen and UCT-Listahanan.

#### c. Alternative Family Care Program

Table A.2.6. Targets versus Accomplishments on Output Indicators-Comprehensive Program for Street Children, Street Families and Badjau

Output Indicators	Accomplishments	Target	Variance	Deviation / Assessment
Protective Program for Individuals, Families and Communities in Need or in Crisis Sub-Program				
No. of Children Placed Out for Domestic Adoption Issued with CDCCLAA	39	110	-36	<b>-33% (Major Deviation)</b> ARRS only received a total of 42 new CDCLAA cases in the first semester, while compliance to recommendations on carry-over cases were barely received due to varying reasons relayed by the applicants/petitioners.

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

Table A.2.7. Targets versus Accomplishments on Output Indicators-Social Welfare for Distressed Overseas Filipinos and Trafficked Persons Sub-Program

Output Indicators	Accomplishments	Target	Variance	Deviation / Assessment
Protective Program for Individuals, Families and Communities in Need or in Crisis Sub-Program				
Number of trafficked persons provided with social welfare services <ul style="list-style-type: none"> <li>▪ Trafficked Persons <ul style="list-style-type: none"> <li>a. Adult</li> <li>b. Children</li> <li>c. Youth</li> <li>d. PWDs</li> <li>e. Senior Citizens</li> </ul> </li> </ul>	469	210	259	<b>+123% (Major Deviation)</b> On June 4, 2021, 303 Bajaus were rescued in North Harbor, pier 4. they were provided financial assistance thus the client served was more than the given number of target.

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

*Table A.3.1 Targets versus Accomplishments on Output Indicators- Immediate Relief and Early Recovery of Disaster Victims/Survivors Ensured*

Outcome Indicators	Accomplishments	Targets (1 <sup>st</sup> Sem)	Variance	Deviation / Assessment
Number of DSWD QRTs trained for deployment on disaster response	0	550	-550	<b>-100% (Major Deviation)</b> Alloted budget for the training expenses were already withdrawn due to certain limitations brought about by the COVID-19. Hence, no training will be conducted for FY 2021.
Number of poor households that received cash-for-work for CCAM	7,000	20,943	-13,943	<b>-67% (Major Deviation)</b> Implementation of CFW is on-going to the seven (7) target LGUs: Taguig, Pateros, Malabon, Caloocan, Navotas, Quezon City and Mandaluyong. The start of payout will be conducted on June 30, 2021.

The Disaster Response Management Division (DRMD) is the lead in providing technical assistance and resource augmentation, programs/ services on disaster preparedness, response, recovery and rehabilitation. Relatively, for the 1<sup>st</sup> semester of 2021, DRMD has monitored and reported 43 fire incidents. Moreover, due to the imposition of community quarantine brought about by the coronavirus disease (COVID-19) pandemic, families and individuals were greatly affected across the Region.

Further, a total of 681,716 Family Food Packs, 75 Dignity Kits, 50 tents, 54,899 Sanitary Kits, 400 Face Masks, 676 Hygiene Kits, 2,828 Sleeping Kits, and 300 diapers amounting to a total of Php 383,654,546.03 were provided by DSWD-NCR to LGUs and other partners/NGOs/POs/Others in response to the enhanced community quarantine in Metro Manila due to COVID-19. This is part of the actions taken by DSWD-NCR in relation to the Prevention, Control, and Mitigation of the Spread of Novel Corona Virus Disease or COVID-19.

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

*Table A.4.1 Targets versus Accomplishments on Output Indicators - Social Welfare and Development Agencies Regulatory Program*

Output Indicators	Accomplishments	Targets (1 <sup>st</sup> Sem)	Variance	Assessment
2. Number of SWAs and SWDAs registered, licensed and accredited				
a. Registered and Licensed SWAs	26	10	16	<b>+160% (Major Deviation)</b>
b. Registered Auxiliary SWDAs	26	10	16	<b>+160% (Major Deviation)</b> Validation assessment to SWDAs were conducted online. Intense follow-up and conduct of validation assessment to SWDAs to comply with the documentary requirements resulted to overshooting the target.
6 Number of service providers accredited				
b. DCWs (ECCD Services)	0	50	-50	<b>-100% (Major Deviation)</b>
c. DCCs (ECCD Services)	0	50		<b>-100% (Major Deviation)</b> There was no accreditation conducted for this quarter as the FO-NCR through the Standards Section focused on the on-going provision of necessary technical assistance. Target on the accreditation will

d. SWMCCs (Pre-assessed for Accreditation)	7	2	be on the 2nd Semester of CY 2021 with approved OPC Checkpoint signed by Secretary Bautista on June 8, 2021.  <b>-100% (Major Deviation)</b> There were 5 more application received than the target of the Field Office for this semester.
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FO-NCR Standards Section continuously provide technical assistance and followed-up submission of documents from SWDAs to comply with the requirements per MC 17 Series of 2018.

#### A.5 Organizational Outcome 5: Delivery of Social Welfare and Development Programs by Local Government Units through Local Social Welfare And Development Offices Improved

Table A.5.1 Targets versus Accomplishments on Outcome Indicators - SWD Technical Assistance (TA) and Resource Augmentation (RA) Program

Outcome Indicators	Accomplishments	Targets	Variance	Deviation / Assessment
Percentage of LSWDOs with improved functionality ▪ Baseline Result	0% (0/2)	12% (2 LGUs)	-100% (-2)	<b>-100% (Major Deviation)</b>

Service Delivery Assessment for the two (2) LGUs was not conducted due to the implementation and observance of advisories related to the limitation on the conduct of activities, meetings, fora that will involve mass gatherings. Also, the concerned staff in the respective LGUs are all occupied in the implementation of Social Amelioration Program and 2021 Ayuda hence both of them requested for the rescheduling of the said activity within 2nd semester of 2021.

Further, target activities indicated in TARA recalibrated plan were not push through as most of the target participants are attending the implementation of Social Amelioration Program and 2021 Ayuda. Given that the target activities needs concentration hence participants requested for the rescheduling and ensure that once they sent their representative they will give their full attention to the activity.

Table A.5.2 Targets versus Accomplishments on Output Indicators - SWD Technical Assistance (TA) and Resource Augmentation (RA) Program

Outcome Indicators	Accomplishments	Targets	Variance	Deviation / Assessment
Number of learning and development interventions provided to LGUs (through LSWDOs)	7	1	6	<b>600% (Major Deviation)</b>

The major deviation was due to the preparation of transition of full develution to LGUs due to Mandanas Ruling that prioritized the six (6) orientation to them on the 1st Quarter of 2021.

1. Orientation on the Mandanas Ruling for Quezon City held on February 22,2021
2. Orientation on the Mandanas Ruling for Valenzuela City held on March 10, 2021
3. Orientation on the Mandanas Ruling for Caloocan ,Malabon and NavotasCity held on March 16, 2021
4. Orientation on the Mandanas Ruling for Pasig and Marikina City, San Juan and Mandaluyong City held on March 17, 2021
5. Orientation on the Mandanas Ruling for Muntinlupa and Paranaque City, Las Pinas and Pateros City held on March 18, 2021
6. Orientation on the Mandanas Ruling for Manila, Makati, Taguig and Pasay City held on March 19, 2021



7. Training of Trainers in the Prevention of Online Sexual Exploitation and Abuse of Children conducted on April 6,8,13,15,20,22,27,29, May 4 and May 11, 2021 and was represented by 14 LGUs. The said LDIs has 40 approved CPD Points for Social Workers.

Table A.5.3 FO-NCR Technical Assistance Activities

Activity	Date	Participating LGUs
1. Pag-asa Youth Association of the Philippines	March 3, 2021	1. Calocan 2. Malabon 3. Navotas 4. Valenzuela City 5. Mandaluyong City 6. San Juan City 7. Marikina City 8. Makati City 9. Pasay City 10. Muntinlupa City 11. Parañaque City 12. Taguig City 13. Pateros 14. Las Piñas
2. Kalipunan ng Liping Pilipina (KALIPI) Meeting	February 26, 2021	All 17 LGUs
3. TA provision on TARA Plan and AIP	May 14, 2021	Makati City
4. Orientation on the establishment of EAICS	June 9, 2021	Makati City
5. Orientation on Mandanas and programs to be Devolved	23 Jun 21	Pasay City

Moreover, there are no Resource Augmentation (RA) needs from the result of the Service Delivery Assessment (SDA) thus, no RA activities were indicated in the TARA Plan nevertheless, FO-NCR provided augmentation assistance upon request of the Local Government Units (LGUs) and Legislators for the affected areas due to natural disaster occurrences and in response to the COVID-19 Pandemic.

## A.6 SUPPORT TO OPERATION

Table A.6.1 Targets versus Accomplishments on Support to Operation Performance Indicators

Performance Indicators	Accomplishments	Targets (1 <sup>st</sup> Sem)	Variance	Deviation / Assessment
Social Technology Development				
Percentage of LGUs reached through social marketing activities (SocTec)	100% (10/10)	100% (5/5)	5	<b>+100% (Major Deviation)</b> The following LGUs reached through social marketing activities such as orientation on WiSupport Program and Yakap Bayan: 1. Quezon City 2. Valenzuela 3. Calocan 4. Makati 5. Mandaluyong 6. Malabon 7. Pasig 8. Parañaque

Performance Indicators	Accomplishments	Targets (1 <sup>st</sup> Sem)	Variance	Deviation / Assessment
				9. Pasay 10. Manila
National Household Targeting System for Poverty Reduction				
No. of households assessed during Validation and Finalization Phase	56,577	9,0781 (annual)	-34,204	<b>-38% (Major Deviation)</b>
Number of accomplished HAFs properly encoded during Validation and Finalization Phase	9,507	9,0781 (annual)	-81,274	<b>-90% (Major Deviation)</b>
Number of encoded HAFs passed verification during Validation and Finalization Phase	1,879	9,0781 (annual)	-88,902	<b>-98% (Major Deviation)</b> Resolving of complaints of EX02 complaints thru assessment has been conducted in six (6) LGUs: San Juan, Malabon, Navotas, Taguig, Valenzuela and Pateros. Further, resolving of EX01 complaints has been completed in LGU Navotas. The assessment/reassessment activities were temporarily put on hold due to funding constraints last June 21, 2021.  The NHTS NCR already requested funding to NHTO Central Office to continue the assessment/reassessment activities. Further, while awaiting the funds, the NHTS RPMO will continue in the resolving of EX01 complaints thru deliberation of BVT and LVC in the LGUs of Caloocan, Pasay and Marikina. Barcoding will continuously be conducted so that when funds are ready, the encoding will not be hampered since there are barcoded HAFs.
Social Marketing				
Number of social marketing activities conducted b. Issuance of press releases	47	12	23	<b>+96% (Major Deviation)</b> The variance in press releases reflects the increase in demand for news and stories that support Pantawid Pamilyang Pilipino Program. Further, SMO Focals of CRCFs are still required to submit two (2) News Articles and one (1) Success Stories per quarter, subject for review and repackaging of SMO's Information Officers which also resulted to the variance in issued press releases.
c. Number of IEC materials developed	104	3	3	<b>+1,200% (Major Deviation)</b> The deviation in IEC materials developed reflects the increase in demand for graphics which were released in support of the activities (virtual presentation and Livestream) of the Department.
Social Marketing				
Number of knowledge sharing sessions conducted	4	2	2	<b>+100% (Major Deviation)</b> The following knowledge sharing sessions were conducted:  1. Review of good practice documentation during the KM Meeting to be held on March 31, 2021.

Performance Indicators	Accomplishments	Targets (1 <sup>st</sup> Sem)	Variance	Deviation / Assessment
				<p>2. Orientation on MC 9 Series of 2006 or the Procedural Guidelines on the Receipt of Donations in Cash and in Kind during the 1st Quarter Consultation Dialogue with C/MSWDOs to be held on March 26, 2021.</p> <p>3. DSWD-NCR Policy Forum on DSWD Proposed Bills, Issuances and Policies "Topic: Amending Republic Act. No. 8353 or the Anti-Rape Law of 1997 and Increasing the Age of Statutory Rape Bill conducted on May 20, 2021 via Google Meet. (submitted on TA Portal on May 27, 2021)</p> <p>4. Pantawid Pamilya Virtual Orientation on RA 11310 (IRR) and Pantawid Pamilya cum General Assembly conducted on February 18, 2021 via Google Meet, (submitted on TA Portal on May 25, 2021)</p>

## A.7 GENERAL ADMINISTRATION AND SUPPORT

Table A.6.1 Targets versus Accomplishments on Support to Operation Performance Indicators

Performance Indicators	Accomplishments	Target (1 <sup>st</sup> Sem)	Variance	Deviation / Assessment
Social Marketing				
Number of personnel that attended at least one learning and development intervention				
a. Digitization	289	755	-676	<p><b>-90% (Major Deviation)</b> 1st and 2nd Batches of Digitalization only started on June 2021 and the roll-out on the succeeding batches will be implemented on July 2021. Also, the intervening activities of every offices also affected the implementation of conduct of Digitalization</p>
b. Occupational health safety protocols	210	836	-626	<p><b>-75% (Major Deviation)</b> The management of COVID-19 infection was given priority due to the increased in the number of confirmed COVID-19 cases in the Region during the 2nd quarter. The HRWS-NCR has also limited manpower.</p> <p>Further, BOSH orientation to HRWS staff and focals was only done last May 17-21, 2021 through DOLE. Hence, the trained staff from the Section started the orientation only on June 2021 up to present.</p>

Performance Indicators	Accomplishments	Target (1 <sup>st</sup> Sem)	Variance	Deviation / Assessment

## A.8 SOCIAL AMELIORATION PROGRAM – EMERGENCY SUBSIDY PROGRAM

### A.8.1 Bayanihan 1 - Refund of Financial Service Providers

As of June 18, 2021, a total of 24.77% or 512,859 (2nd Tranche – 28,972; 1st Month Waitlisted – 519; 2nd Month Waitlisted – 23,413) out of 213,375 Non-4Ps families were served and provided with SAP-ESP AICS through direct payout of Field Office NCR SDOs (2nd Tranche – 27,270; 1st Month Waitlisted – 519; 2nd Month Waitlisted – 23,413) and Central Office SDOs (2nd Tranche – 1,657) to eligible HHs in 16 LGUs in NCR. A total of PhP422,872,000.00 were disbursed vis-à-vis refunded amount of PhP1,707,000,000.00 from Financial Service Providers (FSPs) such as Gcash, Paymaya, Starpay, Robinsons Bank and Union Bank which exceeded the 90 days duration of digital payout.

### A.8.2 Bayanihan 2 – Emergency Subsidy Program

Out of 17 LGUs in NCR, there are 14 LGUs submitted their target Non-4Ps families for SAP-ESP under Bayanihan 2. The submitted targets undergo process of deduplication, in which a total of 75,453 Non-4Ps families are included in the clean list. Out of this, a total of 75,452 Non-4Ps families are processed with payroll.

As of June 30, 2021, a total of 86.34% or 72,363 out of 83,816 Non-4Ps families submitted target from LGUs were provided with Bayanihan 2 - Emergency Subsidy Program with a total amount disbursed of PhP578,904,000.00 vis-à-vis budget allocation of PhP670,528,000.00. Please refer to the below graph for the breakdown per LGUs.

### A.8.3 Livelihood Assistance Grant (LAG) Under Bayanihan 2 Fund

FO-NCR SLP-RPMO has implemented the Livelihood Assistance Grants (LAG) Program to 14 LGUs in NCR. As of February 2021, the Region had served a total of 100% or 6,852 Families out of 6,852 Families of which Php99,780,000 were disbursed vis-à-vis PhP99,780,000 total grant allocation. SLP staff conducts regular monitoring on the implementation.

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With regards to the Department's adoption of Performance Governance System (PGS) Pathways, DSWD Strategy Map 2028 and DSWD Governance Scorecards thru AO 05 s. 2020 and issuance AO 18 s. 2020 (Recalibrated DSWD Strategy 2022-2028) and AO 17 s. 2020 (DSWD SULONG Recovery Plan 2021-2022) as a detour strategy due to the occurrence of COVID-19 and in preparation for the implementation of the Mandanas Ruling, the following is the status of the FO-NCR Strategic Contribution Implementation Plan for CY 2021:

Roadmap/ KRA	Deliverables (From Strategic Contribution)	Start Date	End Date	Status / Remarks
1. Mitigate the socio-economic impact of COVID19 pandemic, natural disaster and human-induced emergencies to DSWD clientele and alleviate	290,830 individuals provided with protective recovery assistance thru the AICS	January 2021	December 2021	<ul style="list-style-type: none"> <li>● <b>On-going.</b> For the reference period, a total of <b>133,295 clients</b> were assisted through the provision of AICS or <b>45.83% accomplishment rate</b> against the total target of 290, 830 clients targeted to be served from January-December 2021.</li> <li>Variance will be accomplished during the 2nd Semester given that the Educational Assistance to College Students will commence and extends assistance to TODA and TUPAD beneficiaries.</li> </ul>

Roadmap/ KRA	Deliverables (From Strategic Contribution)	Start Date	End Date	Status / Remarks
their conditions during these situations	5,631 individuals provided with protective recovery assistance thru the Centers/Residential Care Facilities C/RCFs	January 2021	December 2021	<ul style="list-style-type: none"> <li>On-going.</li> <li>2,493 (44.27%) individuals provided with protective recovery assistance thru C/RCFs as of EO June 2021.</li> </ul>
	767 4Ps families and 3,070 non-4Ps families provided with promotive recovery assistance thru the Livelihood Assistance Grant of the SLP	January 2021	December 2021	<ul style="list-style-type: none"> <li>On-going</li> <li>Implementation for the target for the current fund will start in the 2nd semester of CY 2021.</li> </ul> <p>However, as of June 25, 2021, a total of 16,329 families were provided with Livelihood Assistance Grants (LAG) under the CMF Continuing Fund amounting to Php227,110,000.00</p>
	(ANA) IDPs and families provided with food and non-food relief items	January 2021	December 2021	<ul style="list-style-type: none"> <li>On-going</li> <li>575,122 families with 2,300,488 individuals were served/provided with FNFI as of June 30, 2021</li> </ul>
	26,631 families provided with cash for work, food for work, and other early recovery inputs	January 2021	December 2021	<ul style="list-style-type: none"> <li>On-going</li> <li>7,946 beneficiaries were served Valenzuela City and Marikina City</li> <li>Php 28,000,000.00 cash advance for Valenzuela and Marikina Cash for Work is already fully liquidated.</li> <li>Payout in Pateros is continuously being conducted as of June 30, 2021.</li> </ul>
2. Increase capacity of LGUs to improve the delivery of social protection and social welfare services in response to pandemic and preparation for full implementation of Mandanas	16 Cities and 1 Municipality provided technical assistance along delivery of social protection services	January 2021	December 2021	<ul style="list-style-type: none"> <li>On-going</li> <li>All 17 LGUs were provided technical assistance along delivery of social protection services</li> </ul>
	(ANA) LGUs provided with technical assistance using digital platforms along social protection	January 2021	December 2021	<ul style="list-style-type: none"> <li>On-going</li> <li>In June 2021, all 17 LGUs were provided with the following technical assistance on thru Google Meet: <ul style="list-style-type: none"> <li>The 2nd Consultation Dialogue with C/MSWDOs conducted on June 25, 2021 via Google Meet. Topic for the learning session is <i>Republic Act No. 9470 or the National Archives of the Philippines Act of 2007</i></li> </ul> </li> </ul> <p>Facilitated two (2) requests for resource person of the partner intermediaries/ stakeholders to wit:</p> <ol style="list-style-type: none"> <li>Ms. Herminia Arcangel Webinar on DDB Regulation 6 Series of 2019 entitled Protocol When Handling Children Allegedly Involved In Dangerous Drugs held on June 11, 2021 via Zoom. (Request from DILGNCR);</li> <li>Mr. Eric Monteverde, Ms. Jolina Capadocia, and Ms. Mary Jane Marcos of NVRC – Basic Sign Language Training to be held on June 28-30, 2021 via Zoom. (Request from PNPWCPC)</li> </ol>
	Quezon City and Marikina City assessed in terms of their functionality level along delivery of social protection services	May 2021	December 2021	<ul style="list-style-type: none"> <li>On-going</li> <li>Assessment for Marikina City was rescheduled in July 2021 and within the 2nd quarter for Quezon City. The LGUs requested to reschedule the assessment to give priority to their COVID response related activities.</li> </ul>

Roadmap/ KRA	Deliverables (From Strategic Contribution)	Start Date	End Date	Status / Remarks
	(ANA) LGUs provided with resources augmentation to support their social protection programs and services	January 2021	December 2021	<ul style="list-style-type: none"> <li>• <b>On-going</b></li> <li>• 16 LGUs were provided with augmentation assistance as of June 30, 2021. Valenzuela City has no request for augmentation from the FO.</li> </ul>
3. Regulate SWDAs to continuously comply with SWD standards and regulations	20 SWDAs assessed for registration and/or licensing; 20 SWDAs assessed for registration and/or, licensing and provided with RL Cert	January 2021	December 2021	<ul style="list-style-type: none"> <li>• <b>On-going</b></li> <li>• As of end of June 2021, the Standards Section has issued twenty six (26) Certificate of Registration and License to Operate to qualified SWDAs</li> </ul>
	3 DSWD CRCFs, namely Haven for Children (for Level 1 accreditation), Naying Kabataan and Marillac Hills (Level 2 retained), assessed for accreditation	January 2021 January 2021	December 2021 December 2021	<ul style="list-style-type: none"> <li>• <b>On-going</b></li> </ul> <p><i>Haven for Children</i></p> <p>To comply with the findings and recommendations, the following are being undertaken:</p> <ul style="list-style-type: none"> <li>- Visitation of Engineer Jolo of Field Office – ORCC dated June 4 and 10, 2021 in technical assistance for the Annual Structural Report and compliance to the Fire Safety Requirement (Fire Hose Cabinet).</li> <li>- Sent request for inspection to the City Engineering's Office of Muntinlupa last June 3, 2021 and awaiting for reply.</li> <li>- Installation of PWD Room at Kamagong Cottage will be rescheduled by July 2021.</li> <li>- Awaiting delivery of One Way Mirror from the winning supplier to be installed at the Center's Psychological Service Building.</li> <li>- The Center already has installed the Sleeping Quarters for male and female Staff of HFC at the second floor of Productivity Building.</li> <li>- The Water Lab Testing Laboratory went to the center last June 24, 2021 to get sample of water for physical chemistry. Waiting for the result of Physical Chemistry of Water for 2 weeks as requirement for Sanitary Permit.</li> <li>- Installation of gate is the will be the last part of the construction of emergency inflammable concrete cabinet at the Kitchen Demo of the Center.</li> <li>- The Center has water potability certificate still to process the Bacteriology water analysis.</li> </ul> <p><i>Naying ng Kabataan</i></p> <ul style="list-style-type: none"> <li>- FO Engineers, conducted TA on June 17,2021 and waiting for lay-out of the plan</li> <li>- On-going enhancement of MOO</li> <li>- Safety Certificates for occupancy and water potability were secured on January 7 and May 4, 2021 respectively.</li> <li>- 1 Sports Coordinator, 1 MDO II were hired and reported at NK this June. Teacher applicant is complying for the requirements and expected to report in July 2021</li> </ul> <p><i>Marillac Hills</i></p> <ul style="list-style-type: none"> <li>- CO-NIC conducted virtual Rapid Assessment on May 19, 2021 to assess the readiness of MH for Level 3</li> </ul>

Roadmap/ KRA	Deliverables (From Strategic Contribution)	Start Date	End Date	Status / Remarks
				<p>accreditation.</p> <ul style="list-style-type: none"> <li>- 2 nd quarter update report for NIC comments and recommendation was submitted on June 29, 2021.</li> <li>- Valid Water and Fire Safety Certificates were already secured</li> <li>- Awaiting for the visit of Muntinlupa City Engineering Office for the re-assessment for Structural Safety Certificate application.</li> <li>- On-going procurement of Comprehensive Structural Analysis and Geotechnical Investigation for Admin Building. To date, this project is for awarding to the winning bidder and preparation of Abstract of Canvass (AOC).</li> <li>- Six (6) Social Workers who applied for accreditation on Managing Court Cases were assessed virtually by CO-Standards Bureau on May 19, 2021 via google meet. To date, awaiting result of the assessment.</li> <li>- Two (2) out of eight (8) project proposals for minor repairs were already approved.</li> </ul>
	1 NVRC sustained certification as Center of Excellence (Level 3)	January 2021	December 2021	<ul style="list-style-type: none"> <li>• <b>On-going</b> <ul style="list-style-type: none"> <li>- 100% (181) updated case folders</li> <li>- Good practice documentation for "Automated Case Management Forms for Ease of Doing Business"</li> <li>- Development of Case Management for Persons With Disability Handbook</li> <li>- Enhancement of MOO (submitted to RPDRC)</li> <li>- Repair and maintenance of NVRC buildings and facilities</li> </ul> </li> <li>• <b>Completed</b> <ul style="list-style-type: none"> <li>- <b>Secured renewal of Fire Safety Certificate and Water Potability Certificate</b></li> <li>- NVRC Facebook Health Line</li> <li>- NVRC KM Portal</li> <li>- Automated data banking for all Services</li> <li>- Automated case management forms</li> <li>- Establishment of Scoreboard</li> <li>- Provision of PPEs against COVID-19</li> </ul> </li> <li>• <b>Not yet started</b> <ul style="list-style-type: none"> <li>- Printing of brochure</li> <li>- Establishment of ARTA KIOSK (no supplier quoted. Fund realigned)</li> </ul> </li> </ul>
		January 2021	December 2021	
4. Improve organizational processes, technological capacity and readiness to adopt with the new normal	50% (20) of frontline and internal services compliant to EODB	January 2021	December 2021	<ul style="list-style-type: none"> <li>• <b>On-going</b></li> </ul> <p>14 (32%) of the 44 frontline and internal services identified are compliant to EODB.</p> <p>However, with reference to the latest memo of CART, requiring the Citizen's Charter to be attached with flow chart, the completed CCs as of June 30 are:</p> <ul style="list-style-type: none"> <li>- CIS Onsite</li> <li>- CIS Offsite</li> <li>- DRMD</li> <li>- MTAS</li> <li>- 2 CCs of SLP</li> <li>- MH</li> <li>- 1 CC of CBS</li> <li>- EGV</li> </ul> <p>Enhancement of existing CCs will resume on the 3<sup>rd</sup> week of July after the report preparations and webinar on Public Consultation.</p>

Roadmap/ KRA	Deliverables (From Strategic Contribution)	Start Date	End Date	Status / Remarks
6. Capacity building and occupational health and safety of personnel	100% (2,245) DSWD personnel provided with Learning and Development Interventions (LDI) on Digitalization and Occupational Health and Safety Protocols	April 2021	December 2021	<ul style="list-style-type: none"> <li>● <b>On-going</b></li> <li>79 or 3.52% of personnel provided with the following LDI on Digitalization as of June 30, 2021: <ul style="list-style-type: none"> <li>a. Roll-Out Training on Google Suite Functionalities - 38</li> <li>b. Technical Learning Session on the Use of QR Code – 41</li> <li>c. Electronic Records keeping – (same participants from activities a and b)</li> </ul> </li> </ul> <p><i>Note: total duplicated count of participants is 124.</i></p>
		April 2021	November 2021	<ul style="list-style-type: none"> <li>● <b>On-going</b></li> <li>- 161 or 7.17 % DSWD personnel provided with Occupational and Health Safety Protocols training.</li> <li>- 1 Safety Officer I accredited by OSH Center Quezon City on April 16, 2021.</li> <li>- 5 Staff were accredited by OSH Center as Safety Officer II on May 22, 2021.</li> </ul>
	1 COVID-19 prevention and control action plan prepared	April 2021		<ul style="list-style-type: none"> <li>● <b>Completed</b></li> <li>FO-NCR COVID-19 Prevention and Control Action Plan was submitted to the Office of Usec. Jose Ernesto Gaviola on April 30, 2021</li> </ul>
	100% of COVID-19 infected DSWD personnel (regardless of employment status) provided with support & assistance AND 100% of bereaved families of infected DSWD personnel provided with support & assistance	January 2021	December 2021	<ul style="list-style-type: none"> <li>● <b>On-going</b></li> <li>The following were the services provided to the personnel; <ul style="list-style-type: none"> <li>- 356 or 100 % confirmed cases were provided with food packs and sanitizing kits were referred for SWAB test to partner hospitals.</li> <li>- 66 or 19.46 % from the confirmed cases engage in the psycho social intervention for personnel.</li> </ul> </li> </ul>

## B. ASSESSMENT OF FINANCIAL ACCOMPLISHMENT

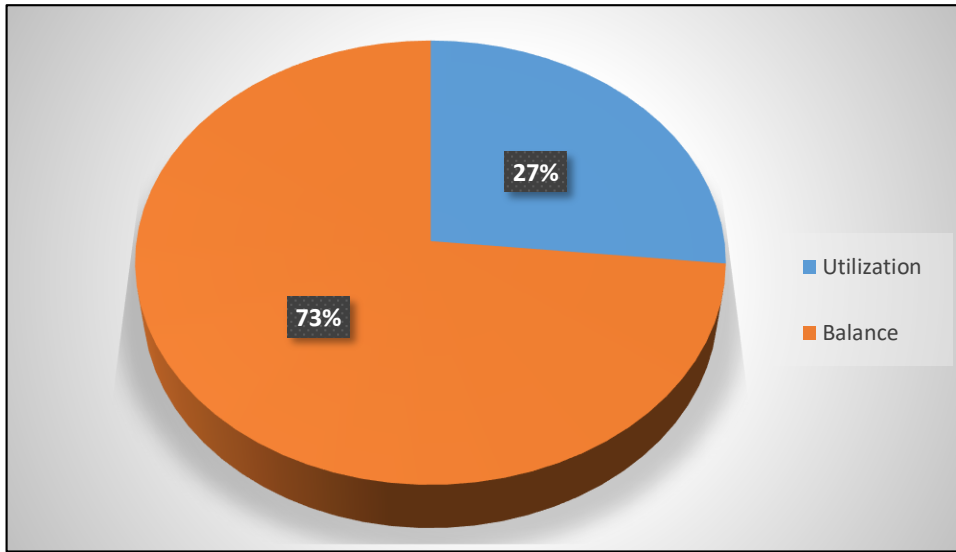
For FY 2021, the Field Office has a total fund allocation of Php **8,525,341,892.96** coming from the *Direct Release* and *Centrally Managed Fund of Current and Continuing Appropriation* adjusted in compliance to the National Budget Circular No. 586 or the Identification of Agency Savings under the FY 2020 GAA (RA No. 11465) for Purposes of Augmentation of Appropriations Therein due to the Continuing COVID-19 Pandemic. From the total adjusted allotment, total utilization rate as to obligation is **35.35%** with the below breakdown:

### 1. FY 2021 CURRENT FUND

	Adjusted Allotment	Utilization	Balance	%
<b>Direct Release</b>	5,259,066,000.00	1,028,729,375.08	4,230,336,624.92	19.56%
<b>Centrally Managed</b>	1,298,982,365.08	716,453,655.76	582,528,709.32	55.15%
<b>Total</b>	<b>6,558,048,365.08</b>	<b>1,745,183,030.84</b>	<b>4,812,865,334.24</b>	<b>26.61%</b>



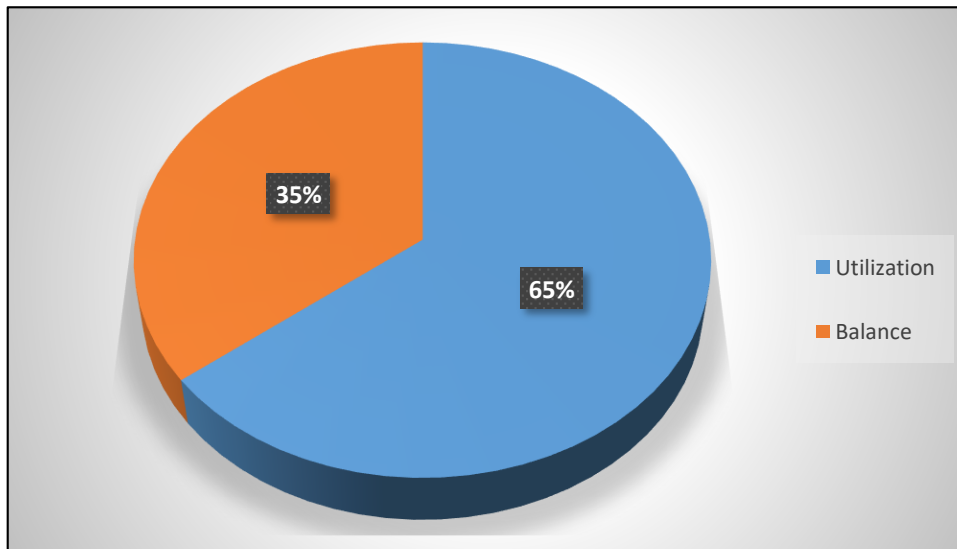
Figure 1. CY 2021 Current Fund Utilization as to Obligation



**2. FY 2021 CONTINUING FUND**

	Adjusted Allotment	Utilization	Balance	%
<b>Direct Release</b>	631,023,546.28	169,449,963.83	461,573,582.45	26.85%
<b>Centrally Managed</b>	1,336,269,981.60	1,099,650,953.80	236,619,027.80	82.29%
<b>Total</b>	<b>1,967,293,527.88</b>	<b>1,269,100,917.63</b>	<b>698,192,610.25</b>	<b>64.51%</b>

Figure 2. CY 2020 Continuing Fund Utilization as to Obligation



Breakdown per program/activities/projects is shown in the Annexes A and B. Overall, the Field Office’s fund utilization is on track, however, other programs specifically those that provide technical assistance to intermediaries (LGUs and SWDAs/SWAs) have low or delayed utilization (MOOE) caused by the rescheduling of activities to 2<sup>nd</sup> semester and use of digital platforms in the provision of technical assistance instead of face to face activities in response to the COVID 19 pandemic and compliance to the advisories limiting the mas gathering to lessen the occurrence of COVID 19 cases.

As part of the initiative of FO-NCR to regularly review the actual accomplishments compared to work targets, vis-à-vis resource made available to make necessary steering measures to ensure that physical and financial targets will be achieved, *Physical and Financial Performance Review* for the first quarter was conducted in April 21-22, 2021, and will be done in July 2021 for the 2<sup>nd</sup> quarter review.

### III. CONCLUSION

In the first semester, the Field Office, unceasingly performs its mandated tasks to deliver its programs and services despite the challenges encountered. In the first half of CY 2021, Field Office generally achieved its physical targets with some major positive and negative deviations. With an overall fund utilization as to obligation of 35.35% for the FY 2021 fund allocation, financial performance of the FO is somehow still on track but timeline for the second semester program implementation should be properly and carefully recalibrated and executed so that physical and financial targets would be achieved.

Likewise, hereunder are the overall challenges encountered by the FO as well as its strengths exhibited for the year:

- With the enactment of the RA 11494 or the “Bayanihan to Recover as One Act” with DSWD as one of the national government agencies directed to implement the Social Amelioration Program (SAP), focus of the Department was shifted to the implementation of SAP-ESP especially the FO-NCR considering that the Region is the epicenter of the pandemic in the country. Also, staff of the FO are mobilized for the implementation of the SAP-ESP on top of their regular functions.
- COVID-19 Pandemic continuously affects the Centers/Residential Care Facilities’ case management process, reintegration of the residents to their families and referral to other institutions that would help improve their health and psychological conditions as part of their rehabilitation;
- The management was able to provide guidance to the D/C/RCFs on the implementation of activities and utilization of budget for the succeeding quarters during the conduct of 1<sup>st</sup> quarter Physical and Financial Performance Review determined the activities; and
- During the onset of the COVID-19 outbreak, contactless mechanisms have been utilized in order to provide continuous service to clients and intermediaries. Some of the strategies used includes the following:
  - a. Use of digital platforms in providing learning development interventions to DSWD staff, and LGUs as form of technical assistance.

### IV. RECOMMENDATIONS

Moving forward, hereunder are the recommendations to address the gaps/challenges and areas that have to be sustained for the next semester:

#### For the Central Office:

- Continuous guidance and technical assistance to the Field Office along implementation of its regular and special programs.

#### Within the Field Office:

- Sustain the good working relationship among multi-disciplinary team members within the C/RCFs to meet the desired results of rehabilitation of all residents.

- Improve Resource Mobilization in the C/RCFs – Forge new partnership with other agencies/groups/individuals that may augment to the implementation of the centers' programs and services. Sustain and strengthen existing partnerships.
- Proper monitoring of Divisions/Centers/Residential Care Facilities/Sections/Units' of their Work and Financial Plan implementation and ensuring that planned activities are conducted on time and budget allocations are utilized efficiently.
- Continuous provision of technical assistance activities to the seventeen local government units of the Region and sustaining good relationship with them as they are one of the major stakeholders.
- Capacitating the staff for the delivery of programs and services to the clients and intermediaries in the "new normal" context.
- Continuously explore/strategize new approaches for the delivery of the Department's programs/activities/projects amidst the Pandemic Situation of the country specifically in Metro Manila.
- Ensure implementation of Strategic Commitment activities of the Field Office-NCR for the DSWD Sulong Recovery Plan 2021-2022 in response to COVID-19 and in preparation in the operation in the context of Mandanas Ruling and transition to the new normal.