Republic of the Philippines
Department of Social Welfare and Development
Batasan Pambansa Complex, Constitution Hills
Quezon City
Telephone No. 931-8101 to 07

Administrative Order # · 13
Series of 2004

SUBJECT : **FRAMEWORK FOR MONITORING & EVALUATION OF RETAINED STATUTORY PROGRAMS AND SPECIAL PROJECTS**

I. RATIONALE

Monitoring and evaluation are not new concepts when it comes to DSWD programs and projects for the disadvantaged and marginalized sector of the population. It is an integral part of all social welfare development program and project designs to ensure that the Department's ultimate goals are carried-out in the implementation process.

Cognizant of the Department's move towards restructuring and/or rationalizing its operations in relation to the re-engineering policy of the government and in line with the Local Government Code, a new organizational structure to carry-out the two major roles of the department, that of "steering and rowing", was evolved.

This change served as impetus for the creation of various offices/bureaus one of which is the Program Management Bureau (PMB). Monitoring and evaluating the implementation of social welfare and development programs and projects by the Field Offices is one of the core functions of PMB. Given this kind of mandate, it is thus necessary to design a monitoring and evaluation framework in order to define and distinguish the working parameters at the national level and at the field office level particularly in the implementation of SWD programs and projects. Likewise, this framework will also be useful in gauging the effectiveness and efficiency of program and projects of the Department. Thus, this order is issued for the purpose.

II. GUIDING PRINCIPLES

1. Stakeholders adherence on the design, objectives, targets and indicators set forth for a particular program or project.

2. Integration of regional performance into national performance as a useful input into current and future planning, policy making and other resource allocation decisions.

3. More pro-active response to the needs and problems identified in program/projects implementation through the conduct of a regular and periodic monitoring and evaluation activities.

4. Timely sharing of accurate informations/data to the DSWD public particularly intermediaries.

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III.   **OBJECTIVES**

1. To delineate roles between the national office and the field offices in terms of monitoring and evaluation;

2. To establish a databank both for quantitative and qualitative data;

3. To establish a system of conducting monitoring and evaluation as basis for capability building, technical assistance and resource allocation/augmentation including the design of specific tools and instrument for monitoring of retained/statutory programs and national projects ;

4. To identify best practices and gaps in social welfare work and coordinate with appropriate bureaus in the Department the packaging and production of indigenous teaching learning materials for social work practice and for the academe;

5. To identify areas for program/project enhancement for better service delivery;

IV.   **Operational Definition of Terms as Used in this Order**

1. Monitoring – periodic review of program and project implementation by DSWD and its partners, to assess deliver, identify difficulties, ascertain problem areas and recommend remedial action. Its purpose is to ensure efficient and effective program/project implementation thru timely information and intervention.

2. Table Monitoring – periodic review and analysis of the quantity , quality and timeliness of information or data through reports/documents submitted by program implementers and the Field Offices. It aims to provide timely support/services and other needed interventions at a given period of time.

3. Field Monitoring – on-site/project visit with the aim of verification or validation of reports/documents submitted by program implementers.

4. Evaluation – is the process of assessing the effects and impact of program/project performance, focusing on the analysis of the progress made towards the achievement of the set objectives or benefits intended. It is concerned with one or more of the aspects of program/project performance such as effectiveness, efficiency, relevance, validity of design, causality, unanticipated effects, alternative strategies and sustainability.

5. Retained Programs and Services – are institutional and community-based programs/services implemented and managed by the DSWD even after the passage of RA 7160 because of legal mandates, its complexities, intricacies and other compelling reasons.
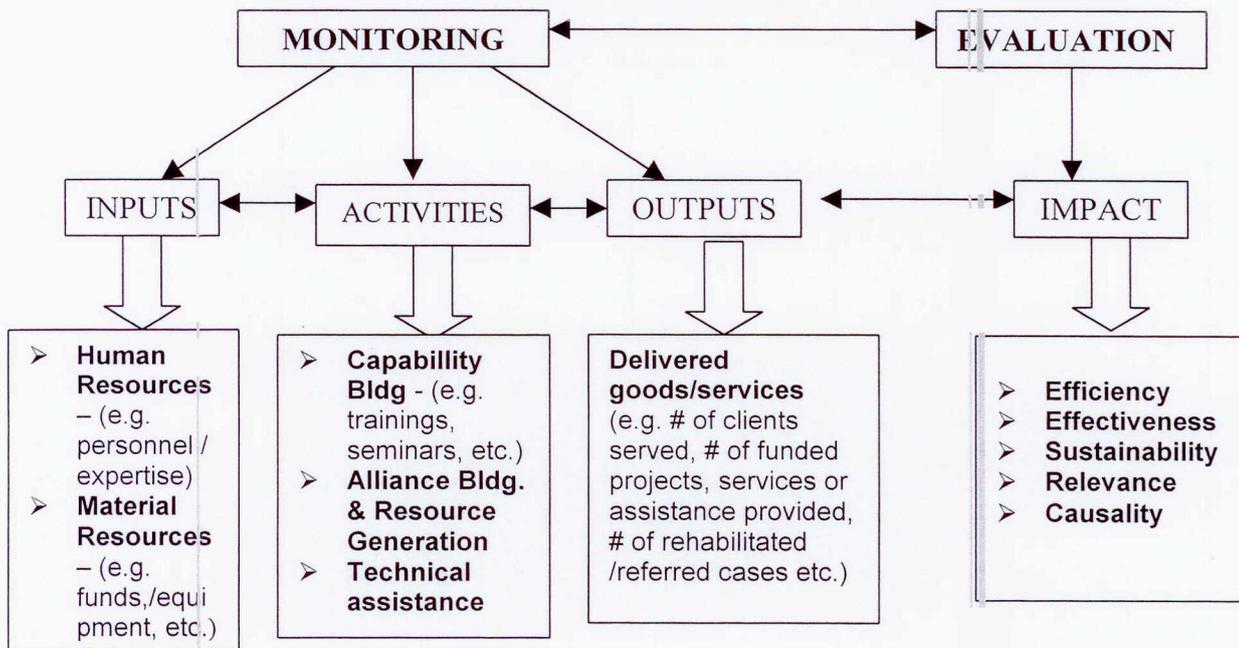
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6. Special Projects – are those implemented and managed by the Department nationwide, in coordination with the other partners with funding from foreign or local financial institutions or donors, the project life of which varies in accordance with the availability of funding support.

7. Input – is the human and material resources required to carry out activities (e.g.manpower/staff complement, financial resources, equipment,supplies, etc). *(Source: ILO Training Manual on Design, monitoring and evaluation of technical cooperationprogrammes and projects, annex, 1995)*

8. *Activities* – are the actions undertaken by a programme/project to produce the planned outputs (e.g. technical assistance, trainings, project visit, other tasks by program/project personnel). It transformed inputs into outputs. *(Ibid, p. 39)*

9. Output – are the products which result from the programme/project activities (e.g. outreach, status/movement of cases). *(Ibid, p. 38)*

10. Impact – refers to the broad, long-term effect as spelled-out in the program/project goals and objectives. It is the logical consequence of achieving a combination of outputs and outcomes from projects in a specific territory.

11. Efficiency – refers to the project results vs. costs.
    Source: ILO Training Manual on Design, monitoring and evaluation of technical cooperationprogrammes and projects, transparencies, #32)

12. *Effectiveness* – is the achievement of stated objectives and reaching the target population. *(Ibid)*

13. Sustainability – projects benefits sustained after withdrawal of external support. *(Ibid)*

14. Relevance – project/program continued to be useful to meeting needs. *(Ibid)*

15. Causality –are factors affecting program/project performance. *(Ibid)*

V.   **Monitoring & Evaluation (M& E) Framework**

   A. Overall Framework

Monitoring primarily deals with the tracking of quantitative and qualitative data pertaining to program or project inputs and outputs; evaluation focuses on whether the expected outcomes and impacts where achieved.   Although monitoring and evaluations have distinct function they are in a way interrelated.   The results of monitoring of program/project inputs and outputs are a useful tool in the evaluation process. Similarly, the conclusion from evaluation provides feedback to the monitoring system to further improve indicators and other components of the monitoring process.

Below is the diagrammatical presentation of this M& E framework.

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                    │  MONITORING  │◄────────────────────►│  EVALUATION  │
                    └──────────────┘                      └──────────────┘
          ┌──────────────┼──────────────┐                        │
          ▼              ▼              ▼                         ▼
     ┌─────────┐   ┌────────────┐  ┌──────────┐           ┌──────────┐
     │ INPUTS  │◄─►│ ACTIVITIES │◄─│ OUTPUTS  │◄──────────│  IMPACT  │
     └─────────┘   └────────────┘  └──────────┘           └──────────┘
          │              │              │                         │
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➢ **Human Resources** – (e.g. personnel / expertise) ➢ **Material Resources** – (e.g. funds,/equipment, etc.)	➢ **Capabillity Bldg** - (e.g. trainings, seminars, etc.) ➢ **Alliance Bldg. & Resource Generation** ➢ **Technical assistance**	**Delivered goods/services** (e.g. # of clients served, # of funded projects, services or assistance provided, # of rehabilitated /referred cases etc.)	➢ **Efficiency** ➢ **Effectiveness** ➢ **Sustainability** ➢ **Relevance** ➢ **Causality**

B. Operational Guideline

MONITORING					
Focus Area	Indicators	Data Sources	Frequency	Reports Accomplished	End-User/s
Input	➢ Investment/ Fund Utilization/ Resource Generation/ Augmentation	**FO Level** status of allotment obligations and balances prepared by Finance Division	Monthly	Regional Report on the Status of Fund Utilization (Statistical Data) & Analysis to be presented in the Narrative Report	▪ Management ▪ Program Bureaus ▪ Office of the President ▪ Legislators ▪ Dept. of Budget & Mgt. ▪ NEDA ▪ Other GAs
		CO Level ▪ FO Report per program/project	Quarterly	National Consolidation of Statistical Data & Analysis Report per Program/Project	
		▪ Field Monitoring- FO and/or on-site visit	Quarterly/As Necessary	Feedback Report on Findings & Recommendations	
	➢ Manpower Complement 1) # of Existing Staff	FO Level ▪ Administrative records on the	Semestral	Statistical Data and analysis presented in the Narrative Report	▪ Management

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	• MOA • Casual • Regular 2) Vacant Position 3) Volunteers	list of hired personnel per program/project • For Residential Facility- list of personnel prepared by Centers & Institutions CO Level • stated in the narrative report submitted by FO per program/ project • Field Monitoring- FO and/or on-site visit			
	➢ Facilities/Equipment Physical Structure	FO Level • report of program/project staff • on-site visit CO Level • special report submitted by FO • on site visit	Annual or as the need arises	Assessment Report	• Management
Activities	➢ Capability Building (Trainings, Seminars, Conferences)	FO Level TNA of program/project staff prepared by the Technical Assistance Division	**Semestral**	Statistical data and analysis presented in the Narrative Report	• Management • Program Bureaus
		CO Level • stated in the narrative report submitted by FO per/program/project	Semestral	National Consolidation of Statistical Data & Analysis Report per Program/Project	
		• Field Monitoring- FO and/or on-site visit	Semestral/ As Necessary	Feedback Report on Findings & Recommendations	
	➢ Technical Assistance Provided by Senior FO Staff to the LGU/Project Implementers	**FO Level** Report on the type of technical assistance provided to be prepared by the Division where the program/project is	**Quarterly**	Statistical data and analysis presented in the Narrative Report	• Management • Program Bureaus

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		lodged			
		CO Level • stated in the narrative report submitted by FO per/program/proj ect	Semestral	National Consolidation of Statistical Data & Analysis Report per Program/Project	
		• Field Monitoring- FO and/or on-site visit	Semestral/ As Necessary	Feedback Report on Findings & Recommendations	
	Alliance Building and Resource Generation	FO Level - Initiatives/Activities Undertaken as stated in the narrative report	Quarterly	Statistical Data and analysis presented in the Narrative Report	• Management • Program Bureaus
		CO Level ☐ Stated in the narrative report of FO per program/proje ct	Semestral	National Consolidation & Analysis Report per Program/Project	
			Semestral/ As Necessary	Feedback Report on Findings & Recommendations	
		• Field Monitoring- FO and/or on-site visit			
Output	➤ Outreach • No. of Target Clients Served • Services/Assistanc e Provided (e.g. financial assistance) • Complete Address (Barangay/Municip ality/Province)	**FO - Level** accomplishment report prepared by program/project staff and/or LGU personnel **CO Level** • FO Accomplishment Report per program/project	} Monthly	Regional Accomplishment Report (Statistical Data) National Consolidation of Statistical Data & Analysis Report per Program/Project	• Management • Program Bureaus • Office of the President • Legislators • DBM • NEDA • Other GAs
		• Field Monitoring- FO And/or on-site Visit	Quarterly/As Necessary	Feedback Report on Findings & Recommendations	
	➤ Status of Program/Project Implementation (e.g. Movement & Status of Cases)	**FO Level** – progress report prepared by program/project staff and/ or LGU personnel **CO Level** • FO	Quarterly	Progress Report or Status of Program/Project Implementation Report (Statistical Data)	• Management • Program Bureaus • Office of the President • Legislators • DBM • NEDA • Other Gas

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| | | Accomplishment Report per program/project | Quarterly | National Consolidation & Analysis Report per Program/Project | |
| | | ▪ Field Monitoring- FO and/or on-site visit | Quarterly/As Necessary | Feedback Report on Findings & Recommendations | |

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EVALUATION

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Focus Area	Key Indicators	Methodology	Frequency	Accomplished Report	End-User/s
Impact	Retained Programs: ➢ Effectiveness ➢ Efficiency ➢ Relevance National Projects: ➢ Relevance ➢ Sustainability ➢ Effectiveness ➢ Causality	Desk Review/ On-site visit to through self-evaluation or external evaluation	**Long term** - after 3 to 5 years of implementation Short term- annually through the program implementation review (PIR) or PREW	Evaluation Report with the following contents: ▪ Objectives & Scope of Review ▪ Description of the Evaluation Methodology ▪ Background to program/project and organization ▪ Findings of the Evaluation ▪ Conclusions ▪ Recommendations ▪ Action plans for moving the recommendations forward	Management/ Program Bureaus/Publics

VI. Effectivity

This order shall take effect immediately and revokes/amends/rescinds all previous Orders or Issuances inconsistent hereto.

Done this __2nd__ day of ___March, 2004___ , Quezon City.

CORAZON JULIANO N. SOLIMAN
Secretary

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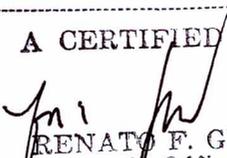
RENATO F. GILERA
Records Officer III