Government of the Republic of the Philippines
Department of Social Welfare and Development

Beneficiary FIRST
(Fast, Innovative, and Responsive Service Transformation)

Social Protection Project

STAKEHOLDERS ENGAGEMENT PLAN (SEP)

August 2020

I. Introduction and Project Description

A. Background

1. The ongoing COVID-19 outbreak is having a major impact on the lives of many Filipinos and the Philippine economy. The impact was mainly on concerns for health and health care systems but more so in, the slowdown of economic activities. Thus, it has become the government's highest priority to prevent the pandemic from turning into an economic crisis, while protecting the most vulnerable groups of the population. The need to support the poor and the informal sector workers who may have lost jobs or earnings due to the enhanced community quarantine (ECQ) has been greatly emphasized.

2. The Government quickly laid out a COVID-19 emergency support package aimed at providing increased funding to the health sector, safety nets to the poor and vulnerable groups, and financial support to enterprises. The expansion of the social protection and assistance programs targets 18 million low-income families[1] including 4.4 million (24 percent) that are currently beneficiaries of the *Pantawid Pamilyang Pilipino* Program (4Ps) cash transfer program. After implementing the first tranche of the emergency subsidies in May 2020, the government decided to expand the subsidies to additional 5 million waitlisted families.

3. Despite this program to help poor and vulnerable groups during the pandemic outbreak, urgent government assistance is needed to support existing social assistance programs while providing assistance to strengthen the country's SP delivery systems. Areas of improvements identified include the areas of reliable targeting and accurate Pantawid coverage; improvements in DSWD's information system and data governance; adoption/integration of the PhilSys foundational ID system; digital payment mechanism; and grievance redressal systems.

4. In addition, urgent challenges imposed and highlighted by the COVID-19 are the need to develop new strategies for promoting human capital accumulation among low income populations; need to more efficiently use digital technologies and platforms for a more holistic and integrated approach to SP delivery. The proposed emergency operation aims to help the Government continue to implement cash transfers through digital tools while continuing to provide support to the country's flagship Pantawid program in the context of COVID-19. Also the proposed operation will provide post-COVID-19 support to the Pantawid program, complementing the existing Social Welfare Development and Reform Project (SWDRP) II.

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[1] In addition to the 4.4 million households assisted under 4Ps, 2.9 million poor senior citizens are assisted through a social pension program and 2.2 million other poor families identified from the country's social registry – Listahanan—also receive unconditional cash transfer (UCT). These social assistance beneficiaries were expected to be part of the emergency subsidy program along with about 8 million informal sector workers and vulnerable individuals who were not covered by existing social assistance programs.

B. Project Description

5. The Beneficiary FIRST seeks to mitigate the impacts of COVID-19 and strengthen DSWD's social protection delivery systems to be adaptive to future shocks. It is aligned with DSWD social protection reform plans that focuses on four reform areas, namely: (i) shift to digital financial technology solutions, (ii) IT systems upgrade and integration with those of other major entities such as the Department of Education, Department of Health, and the Philippine Statistics Authority for the National ID System, (iii) adoption of Listahanan 3 for 4Ps' targeting and its strategic positioning vis-à-vis the Community-Based Monitoring System, and (iv) "new normal" in 4Ps and other social protection programs of DSWD.

6. The social protection delivery systems under the Beneficiary FIRST will therefore include a series of integrated tools using digital technologies for enrolment, targeting, payment, grievance redress, data management, and information systems. These will contribute to improving beneficiary experience, efficiency, and equity of regular and emergency cash transfer programs. The proposed project will address the immediate term challenges from the COVID-19 pandemic, while supporting the efforts to mitigate the impact of future shocks.

7. The proposed financing amount for the project is US$ 600 million and is implemented through a combination of disbursement options. The three project components are as follows: Component 1: Support to the Pantawid Pamilyang Pilipino Program; Component 2: Support to DSWD activities, operational costs, procurement and capacity building; Component 3: Contingency Emergency Response Component

8. **Component 1: Support to the Pantawid Pamilyang Pilipino Program (US$ 580 million).** This Component would support mitigating the negative impacts of COVID-19 faced by low income 4Ps beneficiaries by providing cash transfer resources. It will also provide results-based financing to help DSWD expedite the implementation of activities for the three results areas. Financing would be disbursed against the achievement of performance targets which serve as proxies for improvements in beneficiary experience, efficiency and transparency, and equity of these programs.

9. **Component 2: Support to DSWD activities, operational costs, procurement and capacity building (US$ 20 million).** This component will support the transformation of DSWD's service delivery through adoption of digital technologies and platforms, in line with the strategic direction of digital social protection delivery of the Government.

10. It will also support the set-up of an enhanced Grievance Redress Mechanism for the SAP to convert the manual consolidation of grievances to a more efficient and automated manner. It will ensure strict implementation of confidentiality policy by properly and securely keep all relevant files. It will also strictly follow the allowed time to respond/process as specified in the RA 11032 series of 2018 or Ease of Doing Business (EODB) Act.

11. The Beneficiary FIRST will support the consulting services, procurement of equipment, and capacity development. In order to ensure efficiency, responsiveness and accountability while maintaining physical distancing, digital platforms and tools for registration, validation and payments should be introduced, potentially in partnership with the private sector.

12. *Results area 1. Shift to digital financial technology solutions for payment.* The DSWD recognizes that despite progress in payments by shifting away from over-the-counter (OTC) delivery and convert to cash card mode of payment, 4Ps beneficiaries still face challenges in receiving benefits. In order to enhance the efficiency and transparency of transactions, and to promote financial inclusion of the poor, payment system for 4Ps and other Social Protection Programs should be modernized by harnessing technological progress and financial market competition.

13. With the institutionalization of 4Ps, there is a shift to promoting a just and dynamic social order thereby uplifting its citizens and marginalized sectors from poverty through policies that provide adequate social services, promote full employment, a rising standard of living, and an improved quality of life for all. The 4Ps focuses on breaking the intergenerational cycle of poverty emphasizing the accountability of the Government to, among others, reduce social, economic, and political inequalities. Inferring from these, the 4Ps' vision in relation to payment is now a sustainable path towards financial independence. The following are the priority activities under this key result area:

   a. **Leverage on the merging experiences of digital Government to People (G2P) payment**. To promote more efficient and transparent payment delivery to beneficiaries, DSWD should leverage on the emerging experiences of digital Government to Persons (G2P) payment during COVID-19 response.

   b. **Expand the payment options for beneficiaries**. Although, the LBP cash cards can already be used to transact in all BancNet ATMs and POS cash out terminals, there is still a need to provide beneficiaries various options on how to receive their grants in the efficient and fastest way for them to have better access in the cash-in/cash-out point without paying any service fees. Moreover, the DSWD should expand the payment options for 4Ps beneficiaries as well as to other Social Protection Programs of the agency, and tap FinTech solutions to improve the accuracy and reduce the time taken to release the cash grants. The greatest advantages of digital payments are rapid payments at a large scale, audit trails, and full control over the timing and location of payment releases. Furthermore, moving away from cash as in these options requires a minimal level of identification verification given the robust and universal form of ID is not yet completely available.

   c. **Modify the policies and guidelines on the transaction account.** Before the complete conversion of the cash cards to transaction accounts, the DSWD should modify its policies and guidelines on the transaction account with the

acknowledgement from Commission on Audit (COA) to avoid negative audit findings.

d. **Develop communication strategy.** Toward the transitioning to a transaction account and promotion of financial inclusion, the DSWD should provide importance to effective communication on financial literacy and education under the guidance of the Bangko Sentral ng Pilipinas (BSP).

e. **Provide Financial Literacy manuals/modules.** The DSWD should provide manuals/modules (printed, e-Learning modules, visual aids/collaterals) to City/Municipal Links pertaining to Financial Independence and Sustainability. Financial inclusion should be integrated in the Financial Literacy Program to achieve the following: (1) beneficiaries have control of and are using their transaction accounts responsibly; (2) beneficiaries are empowered to use financial services from e-payments and savings to micro-insurance, investments, and credit for deeper financial inclusion; (3) beneficiaries be more financially independent by being empowered to start or grow their livelihoods and/or acquire employable skills.

14. *Results area 2. ICT systems upgrade and the systems integration with DepEd, DOH, and PSA.* The need for robust and comprehensive Management Information System, including IT investment and capacity development, is more urgent toward efficient operations of programs. The following are the priority activities under this key result area:

a. **Digital transformation strategy and information systems upgrades.** DSWD will develop a strategy for medium term digital transformation vision and framework. Thus far, DSWD's information systems tend to be developed to meet the already defined business process and requirements. As a result, each program has its own management information system (MIS). For instance, 4Ps uses Pantawid Pamilya Information System (PPIS) without linkages to Listahanan or payment. While the integration of information systems is important, a medium-term strategy will be prioritized to define and re-imagine the business process using digital tools. The aim is to guide the design and upgrade of individual information systems and a roadmap to integrated and inter-operable information systems within DSWD and responsible data sharing with other required agencies.

b. **PhilSys adoption and single beneficiary database.** DSWD has already committed to the adoption of PhilSys, which requires resources for registration/authentication devices and capacity building. The DSWD and the PSA could find synergy, especially on the initial data collection targeting low income households.

c. **Grievance Redress System (GRS).** Most of the *Pantawid*'s GRS have been managed manually prior to the pandemic; current volume is not scalable to COVID-19 crisis. For the Social Amelioration Program, the DSWD received many grievances through various grievance channels (e.g. call center, E-mail, Facebook page), a systematic resolution was not possible due to manual processes. In

response to this, in early August 2020, DSWD with the technical support of the World Bank launched a SAP Grievance Portal (uSAP Tayo Portal).

15. *Results area 3. Reach of Listahanan 3 in 4Ps and its strategic position vis-a-vis CBMS.* According to World Bank's Benefit Incidence Analysis using 2017 data of the Annual Poverty Indicators Survey, there was a decline in performance of key indicators such as coverage among the poor, targeting accuracy, and poverty impact. While other reasons could be attributed to the declining performance (ex. moratorium on new families, lower benefit value), the main reason would be the use of an outdated registry of beneficiaries. Given this, it emphasizes the crucial importance of providing sufficient support to the collection, validation and finalization of data to ensure its accuracy.[2] Thus, given the impact of the COVID-19 pandemic, and the implementation of the Community-Based Monitoring System (CBMS) and Philippine Identification System (PhlSys) law, the DSWD needs to modify its existing targeting system or the *Listahanan 3* that is being used to identify its beneficiaries for its Social Protection Programs. *Listahanan* 3 needs to make adjustment on its target number to be surveyed, data verification process, and the Proxy Means Test (PMT) targeting method. The following are the priority activities under this key result area:

   a. **Listahanan 3 quality assurance.** Given that more than 16 million families would be severely affected by the COVID-crisis and thus needs support, the DSWD should reconsider the target number of households to be enumerated under *Listahanan 3*. The project will provide technical assistance in the data collection process which includes the data encoding – inputting of the data gathered from house to house assessment, and data cleaning – undergoing validation routines to check for data inconsistencies and incomplete entries.

   b. **CBMS and targeting strategy.** DSWD needs further coordination with PSA on CBMS and *Listahanan 3*. The PSA confirmed that CBMS is still in the preparatory phase, reviewing the tools (questionnaires), and its full onboarding will take some time. Moreover, PSA aims to begin CBMS in priority areas such as the 4th, 5th and 6th class municipalities. Meanwhile, the DSWD should ensure the quality of *Listahanan* 3 data and prepare for the potential transition or integration with the CBMS database. To do so, the DSWD agreed to well coordinate with PSA so that the data collected through CBMS will meet the requirement of identifying social protection beneficiaries (e.g. include questions to run PMT model). The mission also highlighted that the strong communication strategy will need to be in place when a potential transition of targeting methodology from *Listahanan 3* to CBMS.

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[2] Second Social Welfare Development and Reform Project-Additional Financing 7th Implementation Support Mission Aide Memoire

16. *Results area 4. "New Normal" for Social Protection Programs.* The progressive quarantining lockdown due to COVID-19 has further disadvantaged and increased the vulnerabilities of the poor households.

   a. ***4Ps New Normal.*** The DSWD has maximized the amount of cash transfer provided to 4Ps beneficiaries during the crisis, especially that it has the legal and funding flexibility. It has waived all program conditions since March 2020 to allow the 4Ps beneficiaries to receive the full amount of cash transfer and ahead of time, transforming 4Ps into an unconditional cash transfer program. However, the DSWD recognizes the success of 4Ps in terms of instilling behavioral changes on the poor families is principally due to the conditions on health, nutrition, education, and family development. Removing these conditions for a long time might reverse the positive outcomes of the program, further worsening the potential adverse effects on health and education brought by the COVID-19 pandemic. Inferring to this, DSWD should explore alternative options to monitor these conditions, especially for the 0-5 year old children. DoH and DepEd, as partners will help to modify conditionalities taking a balance between ensuring social distancing and promoting health/education outcomes. The project would support operational costs associated with additional service delivery.

   b. **Explore innovative platforms to deliver relevant 4Ps family and youth development sessions.** The 4Ps has launched the FDS online to provide the beneficiaries with practical topic in the time of COVID-19 crisis. The DSWD should continue its electronic Family Development Sessions (e-FDS) and explore other platforms to deliver relevant family and youth development sessions for the household beneficiaries (ex. printed, thru radio, etc). Aside for developing new FDS modules, there is a need to provide training for the trainers and 4Ps parent leaders on the use of the new platform should it be necessary. Some modules can also be used repeatedly particularly those that influence program outcomes such as nutrition, family planning, and financial literacy.

   c. **Enhance modern or digital platforms for case management**. For the case management, the DSWD should move towards modern or electronic platforms (ex. e-case management and online referral hub) to still cater to the needs of the beneficiaries while social distancing is being practiced. Moreover, the case referral pathways should be enhanced to be adaptable to the current context.

17. **Component 3: Contingency Emergency Response Component (US$0 million)**. The objective of the contingency emergency response component, with a provisional zero allocation, is to allow for the reallocation of financing to provide an immediate response to an eligible crisis or emergency[3], as needed. The government can request the World Bank to urgently activate CERC and reallocate the undisbursed balance to support the implementation of the government's emergency plan. The CERC can also allow for additional financing in accordance with the IBRD Immediate Response Mechanism (IRM).

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[3] An eligible crisis or emergency may include (1) cyclone, (2) earthquake, (3) storm, (4) storm surge and strong waves, (5) tornado, (6) tsunami, (7) volcanic eruption, (8) flood, (9) landslides, (10) forest fires, (11) drought, (12) severe weather, (13) extreme temperature, (14) high winds, (15) dam break, and (16) any natural disaster.

18. The Beneficiary FIRST is being prepared under the World Bank's Environment and Social Framework (ESF). As per the Environmental and Social Standard ESS 10 Stakeholders Engagement and Information Disclosure, the implementing agencies should provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.

II.   Objectives of the Stakeholder Engagement Plan

19. The overall objective of this Stakeholder Engagement Plan (SEP) is to define a program for stakeholder engagement, including public information disclosure and consultation, throughout the entire project cycle. It will provide stakeholders with timely, relevant, understandable and accessible information and consult with them in an appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.

20. The purpose of consultations and information dissemination will be (a) to understand the needs of the affected population; (b) to ensure the coordination of various actors in the implementation which include the local government, the local community leaders and the DSWD field office staff; (c) to receive and act on feedback and comments as well as grievances from all stakeholders on the project implementation; (d) to ensure a transparent and accountable mechanism on all aspects of the project design and implementation; and (e) to ensure that members of the vulnerable groups are able to participate fully in the consultation process and enjoy project benefits.

21. To ensure that all these objectives are met, a grievance redress mechanism (GRM) will be in place throughout the life cycle of the project and will be set up in a way that all individuals (program beneficiaries or not) can report on project-related grievances or can provide comments and feedback.

III.   Stakeholder Identification and Analysis

22. Project stakeholders are defined as individuals, groups or other entities who:
    i.   are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as 'affected parties'); and
    ii.   may have an interest in the Project ('interested parties'). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.

23. Cooperation and negotiation with the stakeholders throughout the Project development require the identification of persons within the groups who act as legitimate representatives of their respective stakeholder group, i.e. the individuals who have been entrusted by their fellow group members with advocating the groups' interests in the process of engagement with the Project. Community representatives may provide helpful

insight into the local settings and act as main conduits for dissemination of the Project-related information and as a primary communication/liaison link between the Project and targeted communities and their established networks. Verification of stakeholder representatives (i.e. the process of confirming that they are legitimate and genuine advocates of the community/group they represent) remains an important task in establishing contact with the community stakeholders. Depending on the different needs of the identified stakeholders, the legitimacy of the community representatives can be verified by checking with a random sample of community members using techniques that would be appropriate and effective considering the need to also prevent coronavirus transmission without sacrificing inclusiveness (intergenerational and gender) concerns.

A. Methodology

24. In order to meet best practice approaches, the Project will apply the following principle the "Grandfather/mother approach" (accessible in location and less jargon in language) for stakeholder engagement:
    a. Openness and life-cycle approach: public consultations for the project(s) will be arranged during the whole life-cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation;
    b. Informed participation and feedback: information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities will be provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns;
    c. Inclusiveness and sensitivity: stakeholder identification will be undertaken to support better communications and build effective relationships. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, youth, elderly and the cultural sensitivities of diverse population groups.

25. For the purposes of effective and tailored engagement, stakeholders of the proposed project(s) can be divided into the following core categories:

    Affected Parties – persons, groups and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures;

    Other Interested Parties – individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way; and

Vulnerable Groups – persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their vulnerable status[4], and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.

B. Identified Stakeholders and Affected Parties

26. Within the context of the project, the Key Affected Parties for the project are the beneficiaries of the cash transfer, and other affected parties being individuals and groups that will benefit from the policy and institutional reform under Component 2:

Key Affected Parties:
   a. Poor households with children 18 years old and below and/or pregnant women covered by DSWD Pantawid Pamilyang Pilipino Program (4Ps)
   b. School children in youth development program
   c. Indigent senior citizens under DSWD's Social Pension Program
   d. Other poor households in Listahanan, with or without children
   e. Informal sector/temporary workers from households formed after 2009 or who fell into poverty since then and don't have access to social security benefits and are also excluded from 4Ps
   f. Families not listed but residing in easily isolated or in geographically-isolated and disadvantaged areas (GIDAs)
   g. Families with Persons with Disabilities (PWDs), elderlies, children, and pregnant or lactating women
   h. Indigenous Peoples (IP) group with children 18 years old and below
   i. Orphaned children
   j. Families displaced due to disasters, natural and human-induced
   k. Families experiencing loss of lives and or loss of jobs caused by disasters, natural and human-induced
   l. Families with damaged houses
   m. Families which, due to the damage they sustained, became transitional or "new poor" and are not able to provide for their own requirements especially during the relief phase.

Other Affected Parties:

   a. Financial service providers (banks and private sector that provides payment services or serves as payment conduits)
   b. 4Ps National Program Management Office (4Ps NPMO), and other agencies who will benefit/ be affected by policies developed under Component 2

C. Other Interested Parties

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[4] Vulnerable status may stem from an individual's or group's race, national, ethnic or social origin, color, gender, language, religion, political or other opinion, property, age, culture, literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on unique natural resources.

27. Other parties interested in the Project are identified as individuals, groups, or organizations who may not be directly affected by the Project but who can help play a role in identifying potential risks, impacts, and opportunities for the Borrower to consider and address in the assessment process and throughout project preparation. The following Other Interested Parties (OIPs) have been identified as stakeholders of the Project:

   a. The public at large
   b. Other Government entities that are providing support to COVID-19 response (e.g., Department of Health, Local Government Units including Barangay leaders)
   c. Public Health care workers and police officers
   d. Community based organizations, national civil society groups, and NGOs
   e. Regulatory agencies (e.g., Department of Environment and Natural Resources, Department of Labor and Employment)
   f. Mass Media and other interest groups, including social media & the Government Information Department)
   g. National and international NGOs, Diplomatic missions, bi-lateral and multilateral agencies (especially UNICEF, WHO etc.)

D. Disadvantaged/Vulnerable Individuals or Groups

28. It is important to ensure that project benefits are fully understood and accessed by disadvantaged or vulnerable individuals and groups, who often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision-making process so that their awareness of and input to the overall process are commensurate to those of the other stakeholders.

29. Within the Project, the vulnerable or disadvantaged groups may include and are not limited to the following:

   a. Groups with accessibility challenges, which include;
      - Lack of accessibility to communication and enrollment (i.e. unable to read and write beneficiaries)
      - Lack of physical accessibility to DSWD offices and Landbank to get assistance to prepare applications, and open bank account. This includes people with disability or chronic diseases, geographical distance from the closest island office.
   b. Excluded potential beneficiaries due to targeting exclusion errors; exclusion errors are always present in social assistance programing as there is not a perfect "targeting formula" so exclusion errors are expected.
   c. Individuals/groups not eligible for the income support even though they are experiencing hardships (e.g., unemployed, Overseas Filipino Workers, home based workers and domestic workers, etc)
   d. Indigenous Peoples who by cultural practices and location/isolation and hard to reach dwelling places. They may also not have documents that are required for project inclusion such as birth certificates. Details of Consultation strategy for IPs

are discussed in the Indigenous People Participation Framework (IPPF) for the Project which will be prepared in a manner consistent with the ESS7 to enable targeted meaningful consultation, including identification and involvement of IP communities and their representative bodies and organizations; culturally appropriate engagement processes; providing sufficient time for IPs decision making processes; and allowing their effective participation in the design of project activities or mitigation measures that could affect them either positively or negatively. The GRM will be culturally appropriate and accessible for IPs, in consideration of their customary dispute settlement mechanism.

IV.   Stakeholder Engagement Program

30. The project, Beneficiary FIRST, supports a national program (4Ps); therefore, the project team needs to be strategic in designing the SEP. The project stakeholder engagement activities need to be streamed horizontally (national level) and vertically (using the cascading mode). The cascading approach will be most applicable for capacity building at each project engagement level (regional, provincial, city/municipal and barangay). Stakeholder engagement activities need to provide specific stakeholder groups with relevant information and opportunities to voice their views on topics that matter to them.

A. Summary of Stakeholder Engagement Done During Project Preparation

31. The urgency with which the project has been developed to meet the growing threat of COVID-19 in the country has limited the project's ability to develop a complete SEP before the project is approved by the World Bank. This initial SEP is the starting point of an iterative process, to develop a more comprehensive stakeholder engagement strategy and plan. It will be updated periodically as necessary.

32. A precautionary approach will continue to be taken in the consultation process to prevent infection and/or contagion, given the highly infectious nature of COVID-19. The following are some considerations for selecting channels of communication, in light of the current COVID-19 situation:
   a. Avoid public gatherings (taking into account national restrictions or advisories), including public hearings, workshops and community meetings;
   b. If smaller meetings are permitted/advised, conduct consultations in small-group sessions, such as focus group meetings. If not permitted or advised, make all reasonable efforts to conduct meetings through online channels;
   c. Diversify means of communication and rely more on social media and online channels. Where possible and appropriate, create dedicated online platforms and chatgroups appropriate for the purpose, based on the type and category of stakeholders;
   d. Employ traditional channels of communications (TV, newspaper, radio, dedicated phone-lines, and mail) when stakeholders to do not have access to online channels or do not use them frequently. Traditional channels can also be

highly effective in conveying relevant information to stakeholders, and allow them to provide their feedback and suggestions;

e. Where direct engagement with project affected people or beneficiaries is necessary, identify channels for direct communication with each affected household via a context specific combination of email messages, mail, online platforms, dedicated phone lines with knowledgeable operators;

f. Each of the proposed channels of engagement should clearly specify how feedback and suggestions can be provided by stakeholders.

33. **Technical collaboration with other government Offices to determine the initiatives post-COVID-19:** Project preparation has relied significantly on national-level stakeholders engagement wherein intensive consultations using video conferencing with various government agencies including the Department of Finance (DOF), Department of Budget and Management (DBM), National Economic and Development Authority (NEDA), Department of Health (DOH), Department of Education (DepEd), Bangko Sentral ng Pilipinas (BSP), Land Bank of the Philippines (LBP) and different offices of the Department of Social Welfare and Development (DSWD), have been carried out. The COVID-19 pandemic has provided opportunities to accelerate the development of long standing innovations in the government programs. Inter-Agency Committees (IAC) have been convened to discuss possible initiatives to optimize beneficiary experience of social protection programs. With the lessons from the implementation of Social Amelioration Program (SAP), the cash emergency subsidy program of the national government for 18 million Filipino families who are greatly affected by the enhanced community quarantine, the IAC came up with list of priority innovations. The list includes Philippine identification system (PhilSys), digital payments and all other payment streams, and establishment updated social registry, among others.

34. **Technical collaboration within DSWD Offices on project implementation and support:** Several internal technical working groups were organized to support the inter-agency technical working group on digital solutions and new normal for social protection programs. The following are the key result areas they aim to achieve: (i) shift to digital financial technology solutions; (ii) ICT systems upgrade and systems integration with DepEd, DOH and PSA; (iii) reach of Listahanan 3 in 4Ps and its strategic position vis-à-vis CBMS; and (iv) provide inputs on the development of quality measures in the implementation of 4Ps adopting the new normal protocols.

35. The four internal TWG created are as follows:

Key Reform Area	Composition/Members
Digital Financial Technology	- Financial Management Service 4Ps National Project Management Office - Program Management Bureau - Information and Communications Technology Management Service

Key Reform Area	Composition/Members
Information Communications and Technology Systems Upgrade and Inter-Agency Integration	• Unconditional Cash Transfer (UCT) National Project Management Office • Information and Communications Technology Management Service • 4Ps NPMO • Program Management Bureau • Policy Development and Planning Bureau
Listahanan-Community-Based Monitoring System	• National Household Targeting Office • 4Ps National Project Management Office • Unconditional Cash Transfer (UCT) National Project Management Office • Sustainable Livelihood Program NPMO • Policy Development and Planning Bureau • Program Management Bureau
New Normal Social Protection Programs	• 4Ps NPMO • Financial Management Service • Information and Communications Technology Management Service • Social Marketing Service • Program Management Bureau • Standards Bureau

36. **Technical consultation with development partners:** DSWD has conducted technical consultations with the Bank and other Development partners to refine the programmatic streams; to address the context of new normal and to request for technical and financial support on the activities related to the implementation of the 4Ps program and other social protection programs to support the poor and vulnerable. Due to the emergency and pandemic nature of the COVID-19, no dedicated consultation with targeted beneficiaries have taken place during project preparation.

37. **Operationalization of Kilos-Unlad Framework and PAGBANGON**: One of the planned activities of DSWD in engaging the target beneficiaries is the implementation of the Kilos-Unlad Framework, it is a 7-year modular social case management strategy that aims to guide the 4Ps households to achieve an improved well-being. It is client-centric and with participatory approach to harness the strengths of individuals, families and communities to build their capacities and skills matched with available opportunities and resources. On the other hand, Pagbangon is a response and recovery measures for 4Ps beneficiaries. This will include the following measures: (i) providing emergency subsidies to current and new beneficiaries, (ii) accelerating payment delivery mechanisms, (iii) guaranteeing inclusive and gender-responsive program implementation (iv) building

partnerships to support the response and rehabilitation, (v) alternative delivery of capacity building activities, (vi) generating updated and reliable vulnerability data and studies to support evidence-based decision making, (vii) occupational health safety and safety among 4Ps workers, and (viii) needs-based and responsive communication strategy.

B. Summary of Project Stakeholder Needs and Methods, Tools, and Techniques for Stakeholder Engagement

38. The design and means of stakeholder engagement will be based on electronic and virtual modalities. DSWD will work on ensuring that virtually disseminated information are in line with the standards and principles (e.g., easy and common language) of information sharing that was implemented pre-COVID-19. For example, the contents of e-FDS would be in line with the learning objectives of the specific module of FDS. Also, information disclosure and dissemination will be efficient and transparent in addressing the needs of different stakeholders.

C. Communication Channel and Engagement Mechanism

39. The design and means of stakeholders' engagement will adopt electronic and virtual modalities while the quarantine and social distancing rule is in place. Communication channels and engagement mechanisms will include:

   a. **Inter-governmental engagement mechanisms.** The Inter-Agency Task Force for Emerging Infectious Diseases (IATF-EID) is the policy making body organized by the executive of the Philippine government to slow down the spread of COVID-19 in the Philippines. Represented in the IATF_EID is the Sub-Committee on Social Protection (SCSP) created by the Social Development Committee (SDC) of the NEDA Board in 2009 to develop programs and policies that (i) promotes and protects livelihood and employment, (ii) protects against hazards and sudden loss of income, and (iii) improves people's capacity to manage risks. These government committees meet on regular basis, mostly virtually. Communication through phone calls, text messaging and emails is also widely used. Selected members of the committee meet in-person, when urgent matters need to be discussed.
   b. **Engagement with donors and development partners.** Virtual communication is the only method for project coordination between GOP and DPs. These include virtual meeting platforms, emails and phone calls.
   c. **Communication channels with the public**. The GOP is using mass media, e.g. TV, radio, social media, as the main communication channel with the population. A daily press conference is conducted, to communicate updates regarding the COVID-19 situation, including support programs to mitigate the impact of the crisis. Government websites and social media platforms is also used to publish updates and awareness messages. Online websites and social media platforms contain but are not limited to:
       • Government website https://www.dswd.gov.ph
       • DSWD Facebook https://www.facebook.com/dswdserves/
       • Program website: https://pantawid.dswd.gov.ph/

40. Communication methods with project beneficiaries
All information related to the 4Ps are communicated through the Municipal/City Links (C/MLs) and through the parent leaders. Parent leaders are elected by co-beneficiaries within the neighborhood. They play an important role in liaising 4Ps implementers and beneficiaries. They disseminate the program information and/or updates at the sitio, purok or barangay level. In their communication and dissemination of information, DSWD will ensure that health safety protocols are strictly observed. Other channels to cascade information to the beneficiaries are as follows:

- 4Ps Facebook https://www.facebook.com/pantawidpamilya
- 4Ps Twitter @pantawidpamilya
  4Ps website https://pantawid.dswd.gov.ph/

D. Proposed Strategy for Stakeholder Engagement

41. In terms of methodology, different stakeholder engagement activities would be carried out in a manner that is inclusive and culturally-sensitive. Such approaches would ensure that the vulnerable groups indicated above will have a chance to participate in the project. This can include household-outreach and information board at the city/municipal and barangay level, the usage of local dialect and the use of verbal communication such as video clips, booklets, etc. The project will have to adapt to different requirements to keep both the project participants and project implementers safe.

42. The project with the help of local community representatives will carry out targeted stakeholder engagement with indigenous peoples (IP) group to understand concerns and needs in terms of accessing information and services and other challenges IP communities during project implementation. Details of this is discussed in the Enhanced IPPF for the Project.

43. The National Commission on Indigenous Peoples has issued a Memo Order 283 dated June 16, 2020 allowing the use of Zoom Conference with IP groups with technical and gadget assistance from Project proponents within the framework of social distancing.

44. During the implementation of the project, project activities that empower stakeholders would be widely utilized. For instance, through the enhanced and integrated grievance redress mechanism through multiple channels (e.g., web-based platform, social media, hotlines, and text messages) supported by Component 2, stakeholders would be able to express their concerns and have their voices heard. Also, spot checks and surveys that collect information on beneficiaries experience and appreciation can further inform areas of further engagement.

E. Proposed Strategy for Information Disclosure

45. The DSWD website https://www.dswd.gov.ph or thru a DSWD-hosted website for 4Ps https://pantawid.dswd.gov.ph will be used to disclose project documents. All future

project-related documents will also be disclosed on the webpage including project updates and information. Details about the project grievance mechanism will also be posted on the website. Below is a table showing the proposed strategy adopted for information disclosure. This should be kept up-to-date and should include future stages of project including supervision and monitoring.

Stakeholder group	Key characteristics	Specific needs	Preferred method means	List of information to be disclosed	Responsible entity
Project Beneficiaries	Poor households with children 0 to 18 years old and/or pregnant women	• Communication of program information be done in clear manner preferably in local dialect • Information about the program to be widely disseminated • Support in account opening and enrollment • Explanation of grant amount and payment methods	Social media, website, virtual information sessions, audio-visual materials, outreach activities, reach out through parent leaders	• Cash grant amount • Eligibility criteria • Enrollment form • Documents required to support program registration • Program duration • Payment mechanism • GRM-related channels	DSWD staff, city/municipal officials, barangay officials, C/MLs
The Public	Households in the Philippines regardless of income strata, educational level, geographic area, age, gender	• Communication to be done in a clear manner, including relevant facts on selection of beneficiaries, grant amount, etc. • Information about the implementation of the program, including fiscal disbursements • Information about the list of beneficiaries	Mass media (radio, tv and newspapers), Social media (government platforms), outreach activities, audio-visual materials	• Explanation about the program (objectives, duration, target population, selection criteria, sources of data) • Program implementation status reports and other administrative data publicly disclosed by DSWD • List of 4Ps households and other DSWD SP	Government media team, DSWD staff

Stakeholder group	Key characteristics	Specific needs	Preferred method means	List of information to be disclosed	Responsible entity
		covered by the 4Ps and other DSWD SP programs, as applicable		programs, as applicable, subject to GOP's data privacy law • Share stories on the impact of the program including on the vulnerable households	
Government officials including other concerned agencies	DSWD staff not directly engaged; concerned agencies (DepEd, DOH, LBP, LGUs, etc)	• List of poor households thru a standardized targeting system • Programs administrative data • Personal information of the beneficiairies of 4Ps and other applicable DSWD SP programs as basis for convergence of programs and services within GOP • Brief and clear information on the program	Email, phone calls/sms and virtual meetings as possible	• Updated list of poor households as basis for beneficiary targeting of GOP's poverty reduction programs, subject to GOP's data privacy law • Briefer about the project, objectives, targeting mechanism, data verification and payment • Share stories on the impact of the project including on the vulnerable households • Explanation about how the program and other government programs are implemented in a complementary manner	DSWD

Stakeholder group	Key characteristics	Specific needs	Preferred method means	List of information to be disclosed	Responsible entity
				• Program implementation status reports and other administrative data publicly disclosed by DSWD • List of 4Ps households and other DSWD SP programs, as applicable, subject to GOP's data privacy law •	
Mass media and associated interest groups	Dissemination channel of news and information, local and international NGOs, digital/web-based entities and their associations	Frequent and accurate updates of program implementation	Depends on the media type and technology use (TV, radio, social media, etc)	• Briefer about the project, objectives, targeting mechanism, data verification and payment • Share experiences on the impact of the project including on the vulnerable households • Explanation about how the program and other government programs are implemented in a complementary manner • Documents marked for public disclosure	Government media team, DSWD
Other development	Financing or supporting	Regular consultation and information sharing	Emails (status reports), briefing	Project implementation updates in line with the	DSWD

Stakeholder group	Key characteristics	Specific needs	Preferred method means	List of information to be disclosed	Responsible entity
partners engaged in social protection	social protection initiatives in the Philippines through loans, funds, technical assistance		notes and virtual meetings	planned activities, outputs and outcomes	
Vulnerable groups	Indigenous peoples group in GIDA areas, person with disability, homeless street families	• Regular communication using simplified terms • Support in the entire phase of program implementation • Written guidance for easy reference	Phone calls, visit to area (if permissible), audio-video materials, outreach activities, house visits by community and other workers mobilized by the IP council (if necessary)	• Briefer about the project, objectives, duration, eligibility criteria • Grant amount • Payment mechanism • Enrollment steps (forms, documents required to support registration, call center number to reach for support) • Documents marked for public disclosure	DSWD staff, tribal leaders, LGU officials

V.   Resources and Responsibilities for Implementing SEP Activities

A. Resources

46. The 4Ps National Project Management Office (4Ps NPMO) will be responsible for implementing the stakeholder engagement activities for the cash transfer component of the project. The budget for the SEP is included in Component 2 of the project.

B. Management Functions and Responsibilities

47. The stakeholder engagement activities will be carried out and documented by the 4Ps NPMO for the duration of the project. The activities will be documented through semi-annual progress reports, to be shared with the World Bank. Various offices of DSWD will be providing inputs to 4Ps NPMO in preparing the progress report especially for Component 2 of the project.
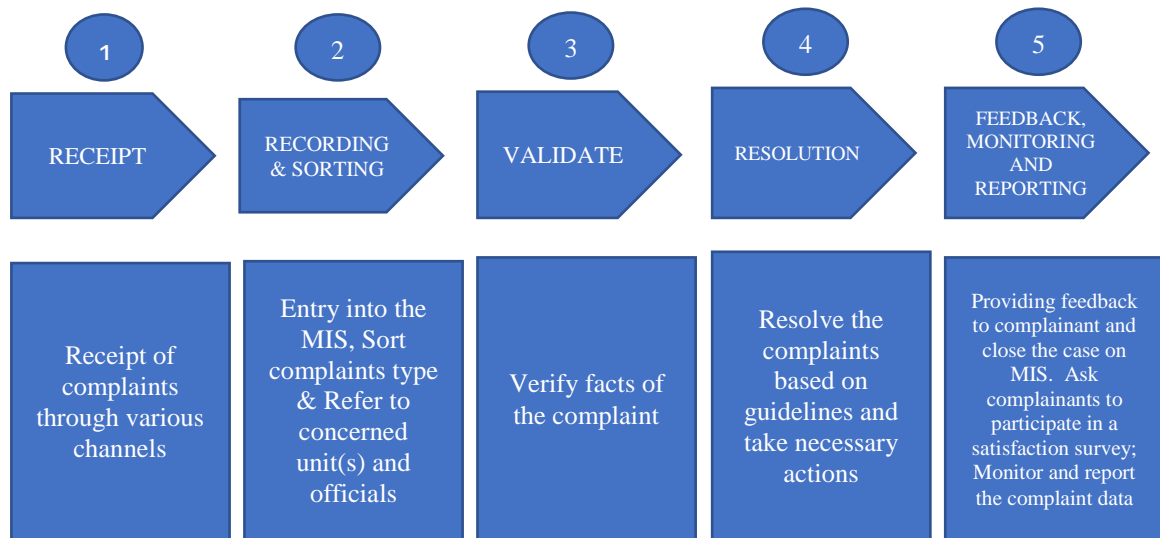
VI.   Grievance Mechanism

48. The main objective of a Grievance Redress Mechanism (GRM) is to assist in resolving complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved. Specifically, it provides for a transparent and credible process for fair, effective and lasting outcomes related to the project. It also builds trust and cooperation as an integral component of a broader community consultation that facilitates corrective actions. It should also be used as a mechanism to analyze and enhance program processes. Specifically, the GRM:

   a. Provides affected people with a venue for making a complaint or resolving any dispute that may arise during the course of implementation of the project;
   b. Ensures appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of the complainants; and
   c. Use the outputs of the GRM process to enhance program implementation

A. Description of GRM

49. DSWD has established processes and protocols for GRM that will be updated to include the new categories under the project. All cases received or referred to DSWD through various channels should be handled based on the mentioned protocols.

50. The complaints management mechanism is applied according to the following values: professionalism, confidentiality, non-disclosure, neutrality and transparency. All cases are subject to the processing steps as shown below:

Figure 1. Standard GRM Processing Steps

1	2	3	4	5
RECEIPT	RECORDING & SORTING	VALIDATE	RESOLUTION	FEEDBACK, MONITORING AND REPORTING
Receipt of complaints through various channels	Entry into the MIS, Sort complaints type & Refer to concerned unit(s) and officials	Verify facts of the complaint	Resolve the complaints based on guidelines and take necessary actions	Providing feedback to complainant and close the case on MIS. Ask complainants to participate in a satisfaction survey; Monitor and report the complaint data

B. Grievance Registration

51. The project will utilize established and functional GRM channels as follows:

GRM Channel	Description
8888 Complaint Hotline	Stakeholders can file their grievance through the national contact center, the call center responsible for receiving complaints and inquiries nationwide
GRS Helpdesk at the national, regional, provincial and cluster offices	Stakeholders can file their grievance to DSWD staff at the helpdesk or by filling out the GRS form
Social media network	4Ps Facebook: https://www.facebook.com/pantawidpamilya 4Ps Twitter: @pantawidpamilya
DSWD Hotline (**16545**)	Stakeholders can file their grievance through the agency's contact center
Text message or phone call	Stakeholders can file their grievance to DSWD through the Grievance text and call hotline
Snail Mail	Stakeholders can voice their grievance to DSWD Central Office and Field Offices by sending a letter

Electronic email	Stakeholders can voice their grievance to DSWD Central Office and Field Offices by sending an electronic mail

C. Grievance Resolution Process

52. The existing GRM system of 4Ps program have strong accountability mechanisms and have been rated highly effective and efficient in handling grievances and communicating with the public. The grievance process cycle time for validation and resolution is on the average 7 to 15 working days depending on the type of grievance. However, the functionality of the system is currently being reviewed to identify any gaps and to introduce enhancements. DSWD is planning to enhance the GRS and launch an integrated system under this project. The process and time taken for resolution will be reviewed again once the enhanced system is operational, and the SEP will be updated accordingly. The use of targeted communication tools to inform project beneficiaries of the grievance mechanism in addition to proper documentation and reporting channels may also be needed.

53. The GRM include the following steps:

Step 1: Submission of grievances.
Anyone from the program beneficiaries or anyone believing that they are affected by the project can submit a grievance:
- By completing a written grievance form that will be available in the DSWD Offices
- Submitting the complaint electronically via a specific GRM email address
- Telephone and mobile number assigned for complaints

All complaints will be documented and reported to the MIS for handling. Reports on grievances and complaints will be consolidated into semi-annual project progress report prepared by 4Ps NPMO for the World Bank.

Step 2: Recording of grievance and providing the initial response
The complainant fills the designated form in writing and signs it, or fills it electronically including all personal information and details of the complaint. The complainant encloses all copies of documents that may support the complaint.

The GRM Officer will ensure that the form is filled in accurately. The complainant receives a receipt or a confirmation email of acknowledgement with a reference number to track the complaint. The GRM Officer will inform the complainant that an investigation is underway including the estimated duration for resolving the complaint.

Step 3: Investigating the grievance
The GRM Officer will investigate the grievance by following the steps below:

- Verify the validity of the information and documents enclosed
- Ask the complainant to provide further information if necessary
- Refer the complaint to the relevant Office
- The relevant Office shall investigate the complaint and prepare recommendation to the GRM Office for actions to be taken and of any other corrective measures to avoid possible reoccurrence
- The staff shall register the decision and actions taken in the GRM log

Step 4: Communication of the Response

The GRM Officer shall notify the complainant of the decision/solution/action immediately either in writing, or by calling or sending the complainant a text message. When providing a response to the complainant, the staff must include the following information:

- A summary of issues raised on the initial complaint
- Reason for the decision

Step 5: Grievance closure or taking further steps if the grievance remains open

A complaint is closed in the following cases:

- Where the decision/solution of complaint is accepted by the complainant
- A complaint that is not related to the project or any of its components
- A complaint that is being heard by the judiciary
- A malicious complaint

Step 6: Appeals process

When the complainant is not satisfied with the outcome of the complaint, the GRM Officer shall advise the complainant that he/she may re-address the issue to the Secretary of DSWD. Once all possible redress has been proposed and if the complainant is still not satisfied then they should be advised of their right to legal recourse.

D. Handling GBV issues

54. The GRM system will include special referral pathways for the GBV complaints and grievances including grievances on sexual harassment and sexual exploitation and abuse. Information about the existence of the GBV grievance mechanism will be communicated to all stakeholders through various methods. Training will also be provided by a GBV expert for the GRM Officer on detention of cases of gender-based violence and handling of inquiries, complaints and grievances related to GBV. Staff assigned for handling complaints will also be trained on detecting, receiving and handling gender-based violence grievances.

VII. Monitoring and Reporting

55. The SEP will be periodically revised and updated as necessary in the course of project implementation. This is to ensure that the information presented is consistent and most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of development. It is also a means of closing a frequently received GRM issue.

56. The project provides the opportunity to stakeholders to monitor certain aspects of project performance and provide feedback. Frequent and regular meetings and consultations with the program beneficiaries and other local and national stakeholders will be organized while respecting COVID-19 safety and distancing procedures. Based on the feedback, changes will be made on project activities, including community engagement approaches, based on evidence and needs and cultural appropriateness. The feedback will also be used as part of documentation of lessons learned to inform future preparedness and response activities.