Deliverable 4:
Final Evaluation Report

Evaluation of the Implementation of the Policy on Alternative Work Arrangements in Selected Government Agencies and Local Government Units in the National Capital Region

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)
and
NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY (NEDA)

April 11, 2023

Submitted by: Asian Social Project Services, Inc. (ASPSI)

EVALUATION OF THE IMPLEMENTATION OF THE POLICY ON ALTERNATIVE WORK ARRANGEMENTS IN SELECTED GOVERNMENT AGENCIES AND LOCAL GOVERNMENT UNITS (LGUS) IN THE NATIONAL CAPITAL REGION (NCR)

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) AND NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY (NEDA)

FINAL EVALUATION REPORT
DELIVERABLE 4

ASIAN SOCIAL PROJECT SERVICES, INC. (ASPSI)

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LIST OF ACRONYMS AND ABBREVIATIONS

ARTA	Anti-Red Tape Act
ASPSI	Asian Social Project Services, Inc.
AWAs	alternative work arrangements
BPLO	Business Permit and Licensing Office
CART	Committee on Anti-Red Tape
CHO	City Health Office
COA	Commission on Audit
CSC	Civil Service Commission
CSWDO	City Social Welfare and Development Office
DBM	Department of Budget and Management
DICT	Department of Information and Communications Technology
DILG	Department of Interior and Local Government
DOLE	Department of Labor and Employment
DPA	Data Privacy Act
eBOSS	Electronic Business One-Stop Shop
ECQ	enhanced community quarantine
EODB	Ease of Doing Business Law
FGD	focus group discussion
FWA	flexible work arrangements
GCQ	general community quarantine
GEF	growth equity fund
GSIS	Government Service Insurance System
HDMF	Home Development Mutual Fund
HEPA	high-efficiency particulate air
HR	human resources
HRD	human resources department
IATF	Inter-Agency Task Force for the Management of Emerging Infectious Diseases
ICS	individual contract of service
ICT	information and communication technology
IPCR	individual performance commitment review
IRR	implementing rules and regulations
ISSP	Information Systems Strategic Plans

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IT	information technology
ITSS	Information Technology Support Service
KIIs	key informant interviews
LGSF	Local Government Support Fund
LGU	local government unit
LHIO	Local Health Insurance Office
M&E	monitoring and evaluation
MOA	memorandum of agreement
MC	memorandum circular
MECQ	modified enhanced community quarantine
MGCQ	modified general community quarantine
MOOE	maintenance and other operating expenses
NCR	National Capital Region
NDA	non-disclosure agreement
NEDA	National Economic and Development Authority
NGA	national government agencies
OECD-DAC	Organization for Economic Co-operation and Development – Development Assistance Committee
OPCR	office performance commitment and reviews
PHIC	Philippine Health Insurance Corporation
PSA	Philippine Statistics Authority
RA	Republic Act
RT-PCR	reverse transcriptase – polymerase chain reaction
SAP	Social Amelioration Program
SEC	Securities and Exchange Commission
SPMS	strategic performance management system
SSS	Social Security System
TOC	Theory of Change
WFH	Work-from-home

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EXECUTIVE SUMMARY

This study evaluated the implementation and possible continued operation of policies on alternative work arrangements (AWAs) as one of the government's response actions to COVID-19. Against five evaluation criteria, AWA modalities were reviewed in five selected national government agencies (NGAs) and six local government units (LGUs) to understand how work arrangements affected the delivery of public services, the volume of transactions and output, workforce feedback, and the role played by digital transformation and other related national and local policies. The evaluation criteria are relevance, coherence, effectiveness, efficiency, and sustainability. Experiences of frontline and non-frontline staff were also probed along the various criteria.

Guided by the Theory of Change (TOC), the study used an exploratory mixed-method design, which employed qualitative and quantitative methods in the evaluation. Instruments were developed to guide key informant interviews (KIIs), focused group discussions (FGD) of heads of offices in NGAs and LGUs, and a quantitative survey for employees. A total of 70 participants were covered in the FGDs or KIIs, and the quantitative survey had a 97% response rate (1,163 out of 1,200). Overall, NGAs and LGUs revealed favorable responses to implementing AWAs in all evaluation criteria.

Relevance

NGAs had significantly higher level of relevance scores compared with LGUs, on average. Work-from-home (WFH) and skeletal workforce types of AWA were found to be statistically different for NGAs and LGUs. This suggests LGU employees' relatively greater preference for face-to-face service delivery than their NGA counterparts. WFH and skeletal arrangements are relevant to ensure service delivery outputs are maintained and responsive to their needs. Different types of AWA were also found to associate with some demographic and work environment characteristics of the respondents. For NGAs, factors found to be positively and significantly associated with AWAs include *educational attainment*, the *status of appointment*, and *external clients* who need output (WFH); *internal clients* (skeletal workforce and staggered working hours); and *age* and *status of appointment* (fluctuating work schedule). For LGUs, other factors associated with AWA include *years of service*, which was found to be negatively and significantly associated with WFH.

AWAs helped minimize the adverse effect of work disruption by broadening the possibilities for carrying out organizational performance using information and communication technology (ICT). However, as the nature of tasks and functions differed across and within NGAs and LGUs, readiness to transition to AWAs and their attendant support measures also varied. Internal policies complement AWA policy, and IATF regulation put in place capacity-building mechanisms to aid in the transition toward wider digitalization of operations and physical and mental safety, among others. Implementing the policies on AWAs was a necessary organizational strategy employed by NGAs and LGUs to control the spread of the COVID-19 virus in the workplace. These AWAs were also implemented to ensure that workplace and field operations continue with minimal disruption and that service delivery objectives are met.

Pursuant to the Anti-Red Tape Act (ARTA), there were already initiatives to develop online submission tools to limit face-to-face client interaction. An opportunity created by digitalization further ushered in the use of electronic signatures, which is provided for under

the e-Commerce Law but has not been widely adopted by government agencies. The crafting of specific guidelines in the use of electronic signatures was seen to provide savings by avoiding printed copies which are still widely practiced in government. Digitalization was also found to promote efficiency, as simplified processes may require less manual labor. A case in point was shared about using Microsoft Excel in handling attendance reports for human resources departments, which helped with faster and more accurate report preparation to maximize output delivery.

Coherence

NGAs and LGUs reflected relatively high and close mean scores on coherence. WFH and skeletal workforce modalities were found to be statistically different for NGAs and LGUs. This suggests an overall congruence of measures employed by offices to address work disruption, ensuring the balance between safety and service delivery functions. Nevertheless, the lower medians given by LGUs for the two modalities could mean these are less preferred than face-to-face service delivery.

Different types of AWA were also associated with respondents' demographic and work environment characteristics. For NGAs, factors positively and significantly associated with AWAs include *service function aligned with current position* and *digitalization* in attending to internal and external clients (WFH), *extent of digitalization of finance-related tasks* (four-day compressed workweek), and *external clients need the employees' output* (staggered working hours and *schedule fluctuates based on work*). For LGUs, *service function aligned with current position* and *extent of digitalization in attending to internal and external clients* were found to be positively associated with WFH and *educational attainment* with skeletal workforce. However, the *number of years in the service* was negatively associated with skeletal workforce arrangement.

AWAs were primarily anchored on the COVID-19 Inter-Agency Task Force for the Management of Emerging Infectious Diseases (IATF) and Civil Service Commission (CSC) policies on COVID-19 management, building on earlier enforced policies to counter traffic congestion in urban areas, and complementing these with administrative orders to further define internal application within office units in the context of varying alert levels in the pandemic.

Effectiveness

NGAs and LGUs revealed relatively high mean score ratings for effectiveness across various AWA mechanisms. This suggests that all AWA mechanisms were found useful in performing work and responding to public service delivery needs across levels of government, despite initial setbacks early in the pandemic and before adjustments in output targets and accomplishments were normalized. Different types of AWA based on the effectiveness criterion were also found to associate with respondents' demographic and work environment characteristics. NGA employees with *higher education* viewed the WFH arrangement as a positive mechanism for continued public service delivery during the pandemic. Also, they saw *digitalized tasks in attending to internal and external clients* and *finance-related tasks* as effective for in-service delivery. Moreover, *married NGA employees* see skeletal work as an effective arrangement to caution against virus exposure for as long as work is mediated by *digitalization of tasks related to attending the internal and external clients*. Meanwhile, LGU

employees whose *service function is aligned with current position*, have *external clients who need their output,* and *whose finance-related tasks are digitalized* view physical reporting with a reduced workforce as an effective way of public service delivery. Interestingly, LGU employees who have served longer prefer to deal with citizen clients in a physical setup.

As the sole countermeasure to ease work disruption during the pandemic, AWA firmly established effectiveness as outputs and services were delivered despite the restrictive protocols enforced. Irrespective of the AWA scheme, service delivery needs were met despite initial setbacks in output as work arrangements adapted to revisited performance targets and measures and eventually normalized for different office, unit, and job contexts. Significant strides in leveraging service delivery through digitalization efforts were observed, although varied in adoption as implementation strategies were context-dependent (human, physical, technological resource capacity). Overall, continuous service was provided through online video conferencing, email, Facebook messenger, Viber, and phone calls. Specifically, for LGUs, non-frontline staff were tapped to distribute assistance to residents.

Efficiency

The AWA policy was considered efficient in using resources toward service delivery in both NGAs and LGUs. Nevertheless, a significant difference was observed between NGAs and LGUs in the mean score for WFH and skeletal workforce. This suggests that NGAs better utilized organizational resources under these two schemes in terms of maintenance and other operating expenses (MOOE) as a possible result of reduced physical presence of employees using the office facilities, more extensive use of digital technology, which eased use of office supplies, and reduced travel expenses as coordination moved to online platforms, among others. It should be pointed out, however, that initial costs during the transition period may be high due to immediate investments in appropriate complementary measures for the new work arrangements. In the long run, investments would be offset by service output, ease of operations, and maybe, for some NGAs, the smaller maintenance cost of rents. For LGUs, AWA opened the window to consider alternative avenues for the delivery of services (telemedicine consultation), task performance (digitalization of records for seamless access within the LGUs), and partnership with financial institutions in payment/collection of fees.

Among NGAs, *educational attainment*, *service function aligned with the current position*, and *extent of digitalization* were positively and significantly associated with the WFH scheme. In a four-day compressed work week for NGA employees, some factors, such as *external clients* needing their output and *task digitalization in attending to internal and external clients* were positively and significantly associated with efficiency scores. This may mean that in reporting for work in the reduced number of days, they find that digitalized tasks and dealing with external client's matter. However, the *number of years in the service* was negatively associated with the skeletal workforce scheme. In the case of LGUs, the *number of years of service* was negatively associated with WFH arrangement, suggesting that those who have been in the service for a long time prefer to interact, serve, and deliver public service face-to-face. Meanwhile, *marital status* and *educational attainment* were positively and significantly associated with efficiency scores for the skeletal workforce modality. On a four-day compressed work scheme, the only factor positively and significantly associated with efficiency scores was *internal clients who needed the output* of the LGU employee while the *extent of digitalization in report preparation-related tasks* was positively associated with schedule fluctuates based on work arrangement.

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AWA ushered efficiency by providing the only means to carry out organizational functions expeditiously. It triggered the discharge of policy and resources to support its full implementation. In both NGAs and LGUs, while digitalization was a facilitating factor to AWAs implementation, enabling pick up of output toward pre-pandemic levels, it also raised concerns about employee welfare as work-life boundaries blurred, especially in remote work.

Sustainability

NGAs and LGUs rated AWA policy with high mean scores for sustainability. The most sustainable scheme for NGAs is a compressed workweek, while staggered working hours top the LGUs' preference. Across AWA schemes, mean scores for both groups are statistically significant for WFH, skeletal workforce, and compressed workweek options. Particularly for the compressed workweek option, these may imply NGA workers' preference for a more flexible yet predictable work schedule that also enables greater time to perform the job outside the confines of the traditional office. This contrasts with the LGUs' openness to more flexible work arrangements that also tend more toward going to the physical office on demand.

Based on sustainability criteria, *digitalization* was positively and significantly associated with WFH and skeletal workforce for both NGAs and LGUs, with *schedule fluctuates based on work* also associated with the latter. Specifically, among NGAs, AWA is positively and significantly associated with *education, service function aligned with current position* (WFH), and *external clients* (compressed workweek). These results imply that compliance with job performance and responding to client demand, especially for higher-level positions (suggested by higher education level), is sustainable in a remote work setup mediated by technology. Meanwhile, *age* and *number of years in service* are negatively and significantly associated with sustainability under the skeletal workforce scheme. This implies that older employees or those who have served longer prefer a more predictable work arrangement not characteristic of the skeletal workforce arrangement, as this scheme may likely be subject to constant review and negotiation based on circumstances and work demand. Among LGUs based on sustainability, AWA is positively and significantly associated with *marital status, education, service function aligned with current position, and extent of digitalization in report preparation-related tasks* (skeletal workforce); *education and internal clients* (compressed workweek); and *extent of digitalization in report preparation-related tasks* (*schedule fluctuates based on work*). Based on these results, it may be inferred that the design of skeletal workforce schemes may best be informed by the personal circumstances of workers, especially as these may be affected by family obligations, the nature of work, the level of managerial accountability (whether technical or administrative), the level of demand for the service or output, and the interdependency required from other work units.

Frontline or Non-frontline Staff

Across all criteria, the mean score ratings were higher for frontline than non-frontline staff. However, the statistical difference in scores was found only in the AWA modality *schedule fluctuates based on work demand* under the coherence criterion in LGUs. This finding implies the relatively greater appeal of AWAs to frontliners. The statistical difference between frontline and non-frontline staff in fluctuating schedules also augurs support for the nature of work faced by LGUs, especially at the height of the lockdowns where demand for face-to-face

or remote services was very unpredictable. Overall, except for the NGA's non-frontline document processing service, the number of frontline and non-frontline transactions declined significantly during the pandemic for both NGAs and LGUs.

In conclusion, there is a general perception of the sustainability of AWAs, but this needs closer examination given its contingency to context, particularly the nature of functions vis-à-vis alignment with automation and digitalization, the availability of sufficient ICT resources, and the complementary manpower skills and supportive behavior in all levels of the organization. These enabling measures are very varied, and a review of policies at the unit, organizational, and institutional levels must be undertaken to safeguard both outcome achievement and employee well-being.

Tests of association per evaluation criteria against different AWA schemes also showed that different factors sometimes distinguish NGA and LGU in their AWA preference. Understanding these conditions may better help enlighten implementation design improvements in the future. The analysis showed that NGAs consistently rated AWAs more highly than LGUs' ratings. Similarly, this was the case for frontline and non-frontline workers. Digitalization is significantly and positively associated with most AWA schemes in both NGAs and LGUs which affirms the importance of technology in mediated AWA.

Thus, future policy iterations on AWA will benefit from a broad-based and systematic plan of action that address three critical areas of successful implementation: (1) institutionalizing reforms in organizational systems and processes aligned to AWA or flexible work arrangements (FWA); (2) establishing more robust performance management in remote work; and (3) expanding digital transformation. The institutional reforms shall focus on reviewing current policies and institutional and organizational processes to institute needed changes that will enable government to deliver better services that are more attuned to the new world of work mediated by digitalization and automation, as was informed by the pandemic experience. Alongside this effort, immediate focus is needed to review the current performance management system that captures agreed work assignments/output in a possible constant disruptive environment. Developing a framework to assess the adequacy and relevance of support mechanisms and develop guidelines to improve organizational and personnel policies should be done, among others. CSC's Memorandum Circular No. 6, s. 2022 (Policies on Flexible Work Arrangements in the Government) is a good start-off point, which may be translated into a monitoring and evaluation mechanism complete with indicators and timelines. Finally, the expansion of digitalization and its associated support measures across government agencies, especially in LGUs, must be pursued vigorously, given its contingency to AWAs' success.

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1 INTRODUCTION

1.1 Background of the Study

Policies on alternative work arrangements (AWAs) for government offices were first passed to support the government's efforts to ease the heavy traffic in Metro Manila and were extended to other highly urbanized cities of the country. A similar policy was later passed for the private sector to institutionalize telecommuting as an AWA. However, the outbreak of the COVID-19 pandemic in 2020 caught organizations and communities unprepared. The scale of the pandemic prompted organizations and communities to continuously adjust work and life routines as health and safety protocol and restrictions were imposed, directly impacting core business operations and delivery systems for various goods and services. Some offices were thrust to the frontline beyond the ordinary, particularly those involved in healthcare, social welfare, and education. Nevertheless, all public and private offices were compelled to adapt to the crisis by rethinking alternative avenues for carrying out organizational functions and operations since the demand for output and services continued despite the highly constrained situation.

Since uncertainty was high, especially at the beginning of the pandemic, awareness and understanding of the changed work conditions were crucial for organizations. It was imperative to communicate the twin goals of adjusting work systems and operations to safeguard employee welfare while keeping the agency's performance commitments to its output and service delivery for its clients. As the COVID-19 pandemic progressed, the workplace experienced disruptions and operational difficulties as national and local government authorities imposed lockdowns and evolving restriction policies. These include the (1) enhanced community quarantine (ECQ), (2) modified enhanced community quarantine (MECQ), (3) general community quarantine (GCQ), and (4) modified general community quarantine (MGCQ) (Appendix Table 1).

This study is an evaluation of the AWAs in selected national government agencies (NGAs) and local government units (LGUs) in the National Capital Region (NCR). It forms part of the National Economic and Development Authority (NEDA) and the United Nations Development Program Philippines Country Office Strategic Monitoring & Evaluation (M&E) Project, which aims to strengthen the M&E capacities of key NGAs to support the achievements of the Philippine Development Plan and the Sustainable Development Goals through evidence-based decision-making. Using mixed methods research design, five types of AWAs were investigated, namely (1) WFH, (2) skeleton workforce, (3) four-day (compressed) workweek, (4) work shifting/flexible (staggered) working hours, and (5) other AWAs. See Appendix Table 2 for the description of the AWAs under Civil Service Commission (CSC) Memorandum Circular No. 10, s. 2020.

1.2 Purpose of the Evaluation

This study aimed to understand how the policies on AWAs have affected the service delivery of selected NGAs and LGUs in NCR amid the pandemic. The study considered frontline and non-frontline services, the volume of their transactions, and the extent of digital transformation already in place pre-pandemic. The study was exploratory and descriptive, not to be generalized across the public offices. It entailed examining how the provision of services

by agencies changed through adopting AWAs, in what ways, to what extent, and the contextual factors driving those changes. The study also aimed to identify how agencies responded to COVID-proof the workplace, particularly the investment cost of instituting measures and responding to employees' needs to cushion the adverse impacts of the sudden transition in the work environment. Given lessons learned on overall service delivery, the study results may inform future policy iterations on AWA.

1.3 Organization of the Report

The study is divided into seven parts. The first part introduces the background and purpose of the study, while the second part describes the study, including a review of policies and studies related to AWA, the Theory of Change (TOC), evaluation questions, and the scope and limitations of the study. The following section explains the methodology for selecting NGAs and LGUs, sampling design, data collection, and analysis. Part four presents AWA's relevance, coherence, effectiveness, efficiency, and sustainability findings. The summary, conclusion, and recommendations comprise the fifth and sixth parts of the report, respectively. The report ends with the lessons learned, generalizations, and alternatives in implementing AWAs.

2 DESCRIPTION OF THE STUDY

2.1 Policies on and related to AWAs

2.1.1   CSC Memorandum Circulars

The CSC issued a couple of MCs on AWAs years before the COVID-19 pandemic to ease the traffic congestion problem in Metro Manila. This policy was then extended to other highly urbanized cities. Beginning in March 2020, majority of the issuances were related to the COVID-19 pandemic, such as the adoption of AWAs and the provision of support mechanisms for government employees, guidelines for occupational safety and health standards in the workplace, and further clarifications on the operational guidelines for the implementation of AWAs.

Further, to institutionalize relevant and appropriate AWAs, CSC issued MC No. 06, s. 2022 which changed AWAs to flexible work arrangements (FWAs) and made the guidelines adaptable and responsive to manage any current or emergent situations caused either by natural or man-made calamities and to ensure efficient and effective performance of governmental functions and delivery of public services while protecting the health, safety, and welfare of employees at all times. All related MCs and related policies on AWAs are shown in Figure 1.

Institutionalization of working away from the workplace in the private sector commenced with the passage of Republic Act (RA) No. 11165 or the Telecommuting Act. Then, the Department of Labor and Employment (DOLE) issued Department Order No. 237, s. of 2022, encouraging private employers and employees to jointly adopt and implement telecommuting programs.

2.1.2   Related Policies Facilitating the Implementation of AWAs

In June 2007, RA No. 9485, or the Anti-Red Tape Act (ARTA), was enacted to increase transparency and promote honesty and responsibility in government service delivery. ARTA started formulating citizen's charters (a public commitment made by a service provider to uphold standards of quality, transparency, and accountability) to serve as guidelines of conduct for employees (Brillantes and Fernandez, 2010) to promote transparency by developing frontline service standards (Makati Business Club, 2016).

In 2018, RA No. 11032, or the Ease of Doing Business (EODB) and Efficient Government Service Delivery Act, was passed, expanding ARTA. The EODB Law laid the groundwork for digitalization, automation of local government transactions, the digitalization of business registries, and a digitally-enabled national ID system which facilitated the implementation of AWAs (Appendix Table 3).

Several policy initiatives enabled and could further enhance the implementation of the AWAs. These are the Data Privacy Act, the establishment of the National Government Portal, the Philippine National Identification System, the Strategic Performance Management System (SPMS), the Revised Administrative Code as amended by RA No. 1880 (40-hour Workweek Law) that governs the working hours of officials and employees in government, and the CSC rule on contract of service or non-plantilla employees. Last is Rule XVII (Government Office Hours), Implementing Book V of Executive Order No. 292, as amended, which provides

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guidelines on the general rule on the working hours in government and the flexible working hours that may be adopted subject to the discretion of heads of agencies.
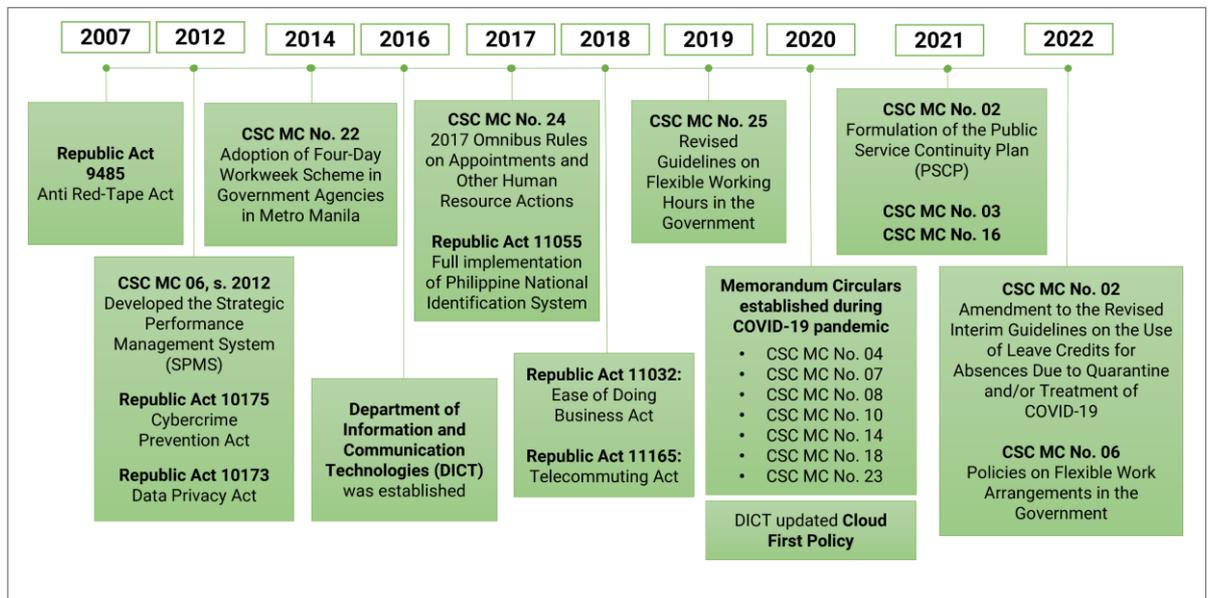
**Figure 1. Memorandum circulars on AWAs and related
policies by year of issuance**

2.1.3 Digitalization of Government Functions and Services

In 2016, the Department of Information and Communications Technology (DICT) was established as the Philippines' agency dedicated to promoting digitalization. The DICT updated its Cloud First Policy in 2020 (first released in a circular dated 18 January 2017), the policy framework for a digital government containing several plans listed in Appendix Table 4. A related policy is the Cybercrime Prevention Act of 2012 (RA 10175) which provided the legal basis for law enforcement agencies to criminalize emerging offenses perpetrated using digital technologies and the Internet.

2.2 Studies on AWAs

2.2.1 Effectiveness and Acceptability of AWAs

Pacaul et al. (2020) analyzed the acceptability and effectiveness of the AWA implementation among 20 human resource development officers in selected LGUs and schools in Pangasinan. The study reported (1) that the guidelines of the CSC provided a valuable framework for harmony in the formulation of internal rules and regulations, (2) health protocols were strictly implemented, (3) access to computers was limited, and (4) internet connection was poor. Among the AWAs, WFH was most favored by the employees as it ensured the health of employees and their families. However, WFH decreases work-life balance (Yeaman, 2021). Rozman et al. (2021) reported that female employees were less satisfied than male employees with balancing their work and private life and the possibilities of training or education.

2.3 Factors Affecting Alternative Work Engagement

Older employees were found to reduce their job engagement as the infection rate increased. However, if moderated by good leadership, it may enable higher engagement levels (Reinwald et al., 2021). This was inconsistent with the findings of Rabacal et al. (2020), who found that the COVID-19 pandemic did not significantly affect the quality of life of the teachers in a state university, irrespective of age, sex, marital status, employment status, and monthly salary.

Rozman et al. (2021) emphasized the need for companies to develop regular employee engagement and communication plans to keep morale high and help their people stay connected (Rozman et al., 2021) and encourage employees to share WFH experience and tips on how to stay focused and productive (Rozman et al., 2021; Quantum Workplace, 2020; Baticulon et al., 2021). Other facilitating factors for employee engagement included improved leadership, flexibility (Rozman et al., 2021), and employee participation in decision-making (Irshad et al., 2021).

2.4 Theory of Change (TOC) for AWAs

As a policy intervention, the TOC of the AWA has four interrelated segments proceeding from top to bottom (Figure 2). These are the (1) pathway of change, (2) defining features, (3) enabling factors, and (4) evaluation criteria of the Organisation for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC) (OECD, 2021).

Segment 1: Pathway of Change

The first segment is the pathway of change of AWA as a policy intervention. The pathway of change graphically represents the change process that acts as the backbone around which the other three segments of the theory are anchored.

The pathway of change begins with the governance challenge, which is then addressed by the policy intervention that produces the initial results tagged as outputs and then outcomes. This concludes with the consideration for the institutionalization of results gained (i.e., outputs and outcomes).

Segment 2: Defining Features

The second segment, located just below the pathway of change, is called defining features. This is structured in a way that reflects the progression of the pathway of change. The five sets of defining features are described in detail under each element of the pathway of change in the context of the AWA policy intervention. These five sets of defining features and corresponding pathways of change elements are:

1. Consequences of the COVID-19 pandemic [governance challenge]
2. AWAs [policy intervention]
3. Organizational outputs [output]
4. Desired performance outcomes [outcomes]
5. Mainstreaming into the new normal [institutionalization]
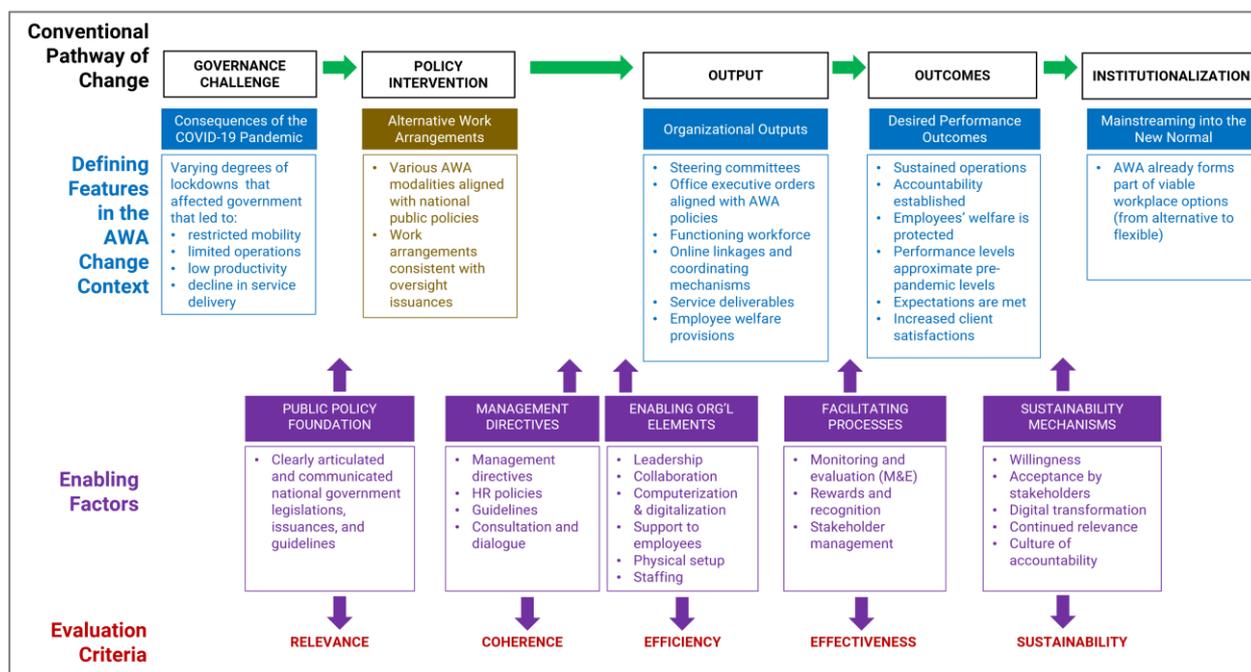
Figure 2. Theory of Change (TOC) for AWA

Segment 3: Enabling Factors

The third segment, enabling factors, is placed just below the defining features segment. This segment consists of five clusters of essential enabling factors that the agency considers, introduces, or adopts to set in motion the next element in the pathway of change and the defining features described by the AWA policy initiative.

As such, they are in the TOC diagram between two pathway of change elements: the preceding and the succeeding elements. These five clusters of enabling factors and their respective preceding and succeeding elements are presented in Table 1.

Table 1. Enabling factors, preceding pathway of change elements, and succeeding pathway of change elements

Enabling Factor	Preceding Pathway of Change Element	Succeeding "Pathway of Change" Element
Public policy foundation	Consequences of COVID-19 pandemic [governance challenge]	AWAs [policy intervention]
Management directives	AWAs [policy intervention]	Organizational outputs [output]
Enabling organizational elements	AWAs [policy intervention]	Organizational outputs [output]
Facilitating processes	Organizational outputs [output]	Desired performance outcomes [outcomes]
Sustainability mechanisms	Desired performance outcomes [outcomes]	Mainstreaming into the new normal [institutionalization]

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Segment 4: Evaluation Criteria

The fourth segment is placed at the bottom of the graphical representation of the TOC. It captures the five OECD-DAC evaluation criteria adopted by this policy evaluation study. These are relevance, coherence, efficiency, effectiveness, and sustainability. These evaluation criteria are placed directly beneath the pathway of change element they are most closely associated with.

2.5 Scope, Key Questions, and Limitations

This study evaluates the policy implementation on AWAs in selected NGAs and LGUs in the NCR. As a policy evaluation study, it mapped inputs, processes, and outputs. The primary interest is to gauge the AWAs' relevance, coherence, effectiveness, efficiency, and sustainability (OECD, 2021). Relevance helps to understand whether the intervention is doing the right thing. Coherence, on the other hand, refers to how well the intervention fits or the compatibility of the intervention with other interventions. Effectiveness helps to understand the extent to which the intervention achieved its objectives and results. Efficiency is about how well resources are being used or the extent to which the intervention delivers or is likely to deliver results in an economical and timely way. Sustainability refers to the extent to which the net benefits of the intervention continue or are likely to continue. The last criterion, learning, refers to the knowledge, skills, and lessons learned from implementing the intervention, which was integrated into a separate section with the same title. Table 2 presents the evaluation criteria and the corresponding statements to operationalize each criterion, particularly in drafting the survey questions.

Table 2. Evaluation criteria and key evaluation questions

Criterion	Key Evaluation Questions
Relevance	1. Were the AWAs consistent with the service delivery outputs and intended outcomes?
	2. What measures were undertaken by the agencies to respond to the needs of their employees to adapt to the new normal?
Coherence	3. To what extent were the AWAs adopted by the different agencies harmonized with the other relevant interventions of their organization?
	4. How consistent are these arrangements with the interventions of other actors, such as the private sector, other government agencies, and LGUs?
Effectiveness	5. To what extent were the AWAs adopted by the different agencies able to address public service delivery needs, as well as the needs of employees?
	6. To what extent were service delivery outputs achieved by the respective agencies attributable to the different AWAs employed?
	7. Were there any unintended service delivery outputs and outcomes in employing these AWAs?
	8. How did these arrangements affect different beneficiaries and duty-bearers? Did the effect vary across gender, age, and economic status?
	9. How do the service delivery accomplishments compare before and after the implementation of the AWAs? What factors contributed to the difference in performance, if any?

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Criterion	Key Evaluation Questions
	10. Has service delivery improved between the first and second year of the implementation of AWAs? What factors contributed to the change in performance, if any?
Efficiency	11. In what ways did AWAs improve the efficiency of service delivery?
	12. Could there have been better, more efficient ways to deliver the intended results?
	13. In employing the AWAs, was the utilization of resources optimized?
	14. Was the use of AWAs timely?
Sustainability	15. Are the different AWAs adopted sustainable?
	16. What were the major factors that influenced the achievement or non-achievement of the sustainability of these arrangements?
	17. What additional requirements and interventions are needed to sustain the full implementation of the AWAs?
Learnings	18. What knowledge, skills, and lessons were gained from implementing AWAs?

Note: The number corresponds to the number of evaluation questions in Part 4 of the study presented
in the Findings of the Study section.

2.6 Limitations of the Study

The study's limitations are grouped into (1) data coverage and (2) challenges in data collection. At the start of the study, requests for reports to support the evaluation of AWA (i.e., digitalization initiatives and investments, investments on the implementation of AWA, and copies of Individual Performance Commitment Reviews [IPCR]) and Office Performance Commitment and Reviews (OPCR) before and during the pandemic were requested from the different NGAs and LGUs. However, despite several follow-ups, most public institutions did not provide the abovementioned reports due to data privacy, limiting the analysis to data gathered through interviews and surveys. As a result, estimates of the cost of implementing AWA and the agencies' productivity were not computed. Only reports on the physical, health, and social interventions by the NGAs and LGUs were collected during the key informant interviews (KIIs) and focus group discussions (FGDs) and validated in the survey of employees. Instead, the change in the number of tasks before and during the pandemic was used to measure the change in staff performance.

The data collection process highly dictated the timeline of the study. Several challenges have caused delays in the data collection, such as (1) the refusal of Taguig City to participate in the study due to the reengineering of their alternative work arrangement, (2) the time it took (almost one year) for some NGAs' and LGUs' approval to collect secondary data and release of the list of their employees for the random selection of respondents, (3) length of time spent in the execution of a non-disclosure agreement (NDA) between Asian Social Project Services, Inc. (ASPSI) and the NGAs and LGUs, (4) cancellation of scheduled KIIs and FGDs due to the busy schedule of NGAs and LGUs, and (5) length of time for the respondents to answer the online survey. In response to these challenges, the research team consistently made follow-ups to complete the data collection. It also made personal visits to the offices as soon as the travel restrictions were lifted.

The different survey administration methods could have affected the quality of data, which could have implications for the interpretation of the results. However, the study ensured that the completed questionnaires, whether administered via Google Form, via email, or personally administered, were checked for completeness and validated for consistency before the data analysis. Another limitation was the extended data collection period. The study should have been completed by December 2021. However, due to COVID-19 restrictions, the data collection, which started on March 23, 2022, lasted until November 23, 2022. As such, the perception of the employees who completed the survey later during the easing of the restrictions on reporting to the office could be different from those who completed the survey earlier. To maintain consistency on how employees answered the questionnaire throughout the data collection period, the team ensured that the respondents understand the questions correctly by reminding them to inquire if there are unclear items and the importance of answering the questions truthfully in order for the study to report the effect of AWAs on their work performance.

3 METHODOLOGY

3.1 Research Design

This study employed the exploratory mixed-method design (Creswell, 2006).[1] The exploratory mixed-method has two variants: (1) the instrument development model and the (2) the taxonomy development model. The instrument development model was used to develop and implement a quantitative instrument based on qualitative findings. Following the procedure for this model, KIIs and FGDs participated by the top- and middle-management representatives were conducted first, followed by the quantitative data collected through the survey of employees. The results of the KIIs (Appendix A) and FGDs (Appendix B) served as inputs in enhancing the survey instrument (Appendix C), which was developed based on the objectives of the study. In this design, the qualitative and quantitative methods are connected through the development of the instrument. Moreover, the results of the KIIs and FGDs were used to deepen the analysis of the pattern emerging from the survey results. Using this variant emphasizes the quantitative aspect of the study (Creswell, 2006). The process followed using the mixed-method design is shown in Figure 3.

Qualitative Data Collection	→	Qualitative Data Analysis	→	Qualitative Data Results	→	Develop Instrument	→	Quantitative Data Collection	→	Quantitative Data Analysis	→	Quantitative Results	→	Interpretation Qual*Quan
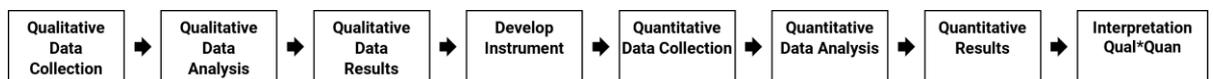
Figure 3. Exploratory mixed-method: Instrument development model

Note: Adopted from Creswell (2006)

3.2 Selected NGAs and LGUs

There were six NGAs identified in the terms of reference. There was an option between the Government Service Insurance System (GSIS) and the Social Security System (SSS). The research team chose SSS because the agency caters to a greater labor force than GSIS. Upon further deliberations, the following government agencies were chosen:

1. Social Security System (SSS)

2. Home Development Mutual Fund (HDMF or Pag-IBIG)

3. Philippine Health Insurance Corporation (PHIC or PhilHealth)

4. Securities and Exchange Commission (SEC)

5. Philippine Statistics Authority (PSA)

The top six city LGUs were selected in consideration of the following criteria: (1) income, (2) population, and (3) COVID-19 infection cases (Table 3). These included Quezon City, Manila,

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[1] Creswell (2006) proposed four types of mixed methods design: (1) triangulation, (2) embedded, (3) explanatory, and (4) exploratory. Triangulation "to obtain different but complementary data on the same topic" to best understand the research problem while embedded is a design in which one data set provides a supportive, secondary role in a study based primarily on the other data type. Explanatory is a two-stage design wherein the qualitative data helps explain or build upon initial quantitative results.

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Pasig City, Taguig City, Caloocan City, and Makati City. During the coordination with the LGUs, the city of Taguig declined to become part of the study because it was reengineering its frontline and non-frontline service systems, especially in the adoption of different modes of work arrangements considering the changes in community quarantines and alert levels imposed by the COVID-19 Inter-Agency Task Force for the Management of Emerging Infectious Diseases Resolutions (IATF). Hence, Parañaque, the next city on the list of LGUs, was taken as the replacement. Offices of the identified LGUs and NGAs were stratified in terms of the kind of services they offer (frontline and non-frontline) from each stratum, and a random sample of employees was drawn.

Table 3. Cities and municipalities in the National Capital Region (NCR)

City	Total Confirmed COVID-19 Cases (as of April 29, 2021)*	Rank	Population (Based on 2015 Census)**	Rank	Revenue***	Rank	Total Rank
Quezon	90,827	1	2,936,116	1	24,234,058	1	3
Manila	60,138	2	1,780,148	2	16,534,422	3	7
Caloocan	32,666	3	1,583,978	3	6,273,011	9	15
Pasig	31,251	4	755,300	5	13,451,234	4	13
Taguig	31,000	5	804,915	4	12,546,551	5	14
Makati	30,879	6	582,602	9	18,277,360	2	17
Parañaque	24,495	7	665,822	6	7,088,407	6	19
Pasay	23,162	8	416,522	12	6,595,833	7	27
Valenzuela	19,103	9	620,422	7	4,674,181	8	24
Mandaluyong	18,863	10	386,276	13	5,238,585	11	34
Marikina	16,270	11	450,741	11	2,673,475	13	35
Las Piñas	15,776	12	588,894	8	3,376,278	12	32
Malabon	13,533	13	365,525	14	1,792,063	15	42
Muntinlupa	12,406	14	504,509	10	6,120,640	10	34
Navotas	10,894	15	249,463	15	1,684,480	16	46
San Juan	8,969	16	122,180	16	2,208,334	14	46
Pateros	4,136	17	63,840	17	266,472	17	51

Data sources: *Department of Health (2021); **Philippine Statistics Authority (2023); ***Commission on Audit (2021)

3.3 Data Collection

3.3.1 Secondary and Primary Data

Part of the qualitative component is the desk review of secondary data, including the *Bayanihan* to Heal Act, *Bayanihan* to Recover Act, related policies, and other instrumentalities like MCs and Administrative Orders, plans and programs, and accomplishment reports. Secondary data also included samples of the citizen's charter and the list of outputs/services which have been digitized and automated.

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As reported earlier, the key informants comprised top-level managers, while the FGD participants included middle-level managers. The LGU offices included in the FGDs were the City Health Office (CHO), City Social Welfare and Development Office, and Business Permit and Licensing Office (BPLO). The first two offices have been heavily engaged in delivering services in response to the pandemic. In contrast, the third office processes new and renewal business permit applications. Moreover, representatives from different departments were invited to FGD sessions to further understand how AWA was implemented. These included the Information Technology (IT) Department, Human Resource Department (HRD), and Finance Department.

3.3.2 Conduct of KII and FGDs

A total of nine KIIs and 16 FGDS were conducted (Table 4). The KIIs and FGDs were conducted via online platforms like Zoom and Microsoft Teams. Some face-to-face KIIs/FGDs were also conducted when the IATF declared an alert level 1 in Metro Manila. In the case of LGUs, there were two LGUs where the mayors' representatives joined the FGD. In total, only nine KIIs were conducted.

Table 4. Number of KIIs and FGDs conducted in NGAs and LGUs in NCR, 2021

Office	Key Informant Interview	Focus Group Discussion/ Interview*
National government agencies (NGAs)	5	5
Local government units (LGUs)	4	11
Total	9	16

Note: Focus group interviews were conducted when there were fewer than four participants.

On average, the mean age of the key informants from both NGAs and LGUs was 47.6 years old (Table 5). There were more male than female key informants from NGAs, which is the opposite for the LGUs. The key informants from the LGUs have been serving longer, with an average of 19.50 years in service compared to 15.11 years for NGAs.

Table 5. Characteristics of KII participants from NGAs and LGUs in NCR, 2021

Characteristic	National Government Agencies	Local Government Units
Age (mean number of years)	47.6	47.6
Sex		
Male	6	4
Female	3	5
Total	9	9
Marital Status		
Single	0	2
Married	5	5
No response	4	2

Characteristic	National Government Agencies	Local Government Units
Total	9	9
Status of appointment		
Permanent	5	7
No response	4	2
Total	9	9
Years in office (mean)	15.11	19.50

3.3.3 Survey of Frontline and Non-frontline Staff

Sample Size Determination

The number of employees interviewed was determined using the following formula:

$$\frac{Z_{\frac{\alpha}{2}}^2 P(1-P)}{d^2} \times \frac{1}{Response\ Rate}$$

P is the postulated proportion of the attribute of interest, and *d* is the estimated margin of error. Using a 95% confidence level, a response rate of 90%, a margin of error of 3%, and an assumed proportion of 0.5, the computed target minimum sample size was 1,187. A minimum of 600 employees from NGAs and 600 from LGUs were randomly selected from the complete list of employees provided by NGAs and LGUs. The allocation of the target sample size across the predetermined NGAs and LGUs is presented in Table 6.

Of the selected employees, 95.83% (575 out of 600) of the target employees from the NGAs and 98% from the LGUs, encompassing 96.92% or 1,163 out of 1,200 of the total target number of respondents from all the NGAs and LGUs were interviewed. The survey was done remotely utilizing appropriate online platforms, mainly Google Forms. Moreover, phone interviews were utilized depending on the preference and availability of the respondent. Last, with the easing of COVID-19 alert levels, several face-to-face interviews were conducted upon approval of the NGAs and LGUs.

Table 6. Target sample and completed interviews

	Target Total Number of Interviews	Number of Completed Interviews	Percentage of Completed Interviews
NGA			
PSA	120	120	100
PHIC or PhilHealth	120	120	100
HDMF or Pag-IBIG	120	120	100
SEC	120	120	100
SSS	120	95	75.17
Total			575 / 600 *100=95.83%
LGU			

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	Target Total Number of Interviews	Number of Completed Interviews	Percentage of Completed Interviews
Quezon City	100	100	100
Parañaque City	100	100	100
Makati City	100	100	100
Pasig City	100	100	100
Caloocan City	100	100	100
Manila City	100	88	88%
Total		588 / 600=98%	
Overall Total		1,163 / 1,200	
Overall Total Percentage		96.92%	

Figure 4 further shows the disaggregation of respondents into frontline and non-frontline respondents by NGAs and LGUs. By design, there should be an equal number of frontline and non-frontline respondents by agency. However, 9 and 16 frontline and non-frontline respondents did not answer the survey questionnaire. Similarly, 9 frontline and 23 non-frontline respondents from the City of Manila did not answer the survey.
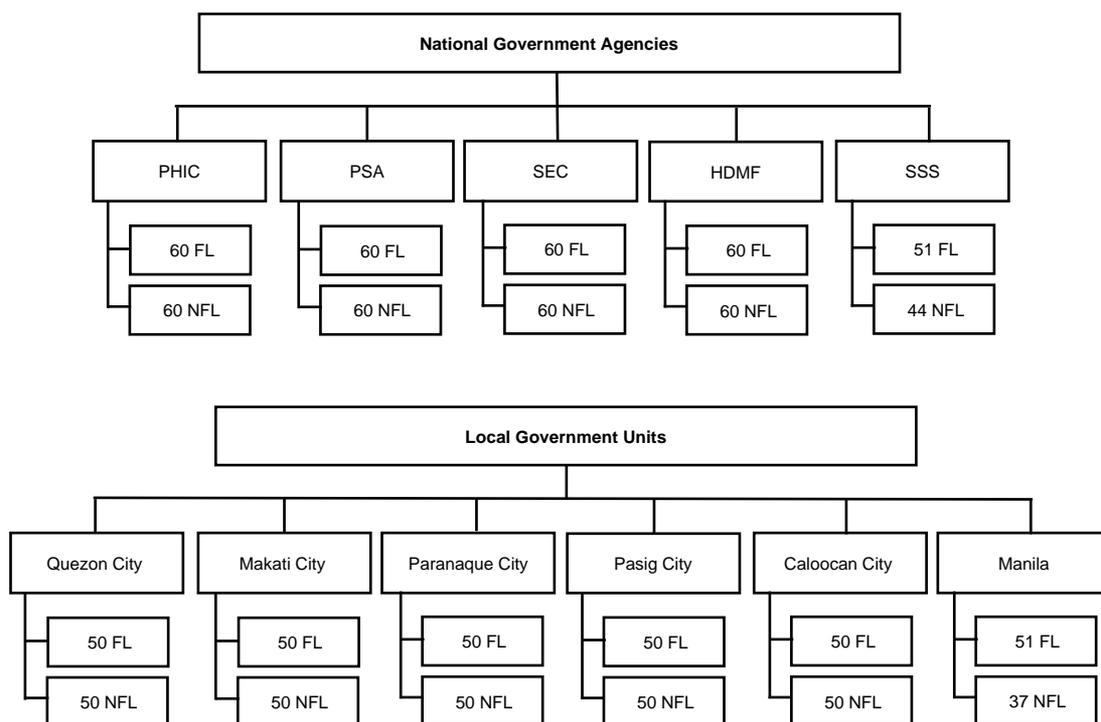
Note: FL – Frontline; NFL – Non-frontline

Figure 4. Number of frontline and non-frontline respondents by national agency

Survey Respondents

On average, the LGU respondents were older, with a mean age of 43.14 years compared to the mean age of 38.48 years of the NGA respondents (Table 7). There were more female

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respondents for NGAs (64.52%) and for LGUs (63.95%) than male respondents for NGAs (35.48%) and LGUs (36.05%). Meanwhile, there were more single respondents among NGA respondents (48.08%) than the LGU respondents (36.01%). By status of appointment, the percentage of employees occupying permanent positions was higher for NGAs (65.91%) than LGUs (53.06%). In contrast, there were more casual and contract of service staff in the LGUs (21.43%) than in the NGAs (3.30%). On average, the surveyed NGA and LGU employees have been working for at least 10 years.

Table 7. Characteristics of employees, NGAs and LGUs in NCR, 2021

Characteristics	National Government Agencies		Local Government Units	
	Frequency	Percent	Frequency	Percent
Mean age	38.48		43.14	
Sex				
Male	204	35.48	212	36.05
Female	371	64.52	376	63.95
Total	575	100.0	588	100.0
Marital status				
Single	276	48.08	211	36.01
Married	261	45.47	312	53.24
Common-law/Live-in	15	2.61	24	4.10
Widowed/separated/annulled	22	3.83	39	6.66
Total	574	100.00	586	100.00
Status of appointment				
Permanent	379	65.91	312	53.06
Contractual	115	20.00	76	12.93
Coterminous	3	.52	1	0.17
Casual	20	3.47	128	21.77
Contract of service/job order	58	10.08	71	12.07
Total	575	100.00	588	100.00
Mean number of years in service	10.29		11.15	

The percentage of NGA and LGU respondents assigned to operations reported the highest percentage to have their service function aligned with their position, 57.91% for NGAs and 64.97% for LGUs (Figure 5). Meanwhile, the percentages are much lower in the legal and research functions. There were reports in the FGDs about performing activities other than their official roles and responsibilities during the pandemic due to a shortage of personnel. In the case of some LGUs, staff performing office work had to support the health and social welfare personnel during the distributions of financial assistance.
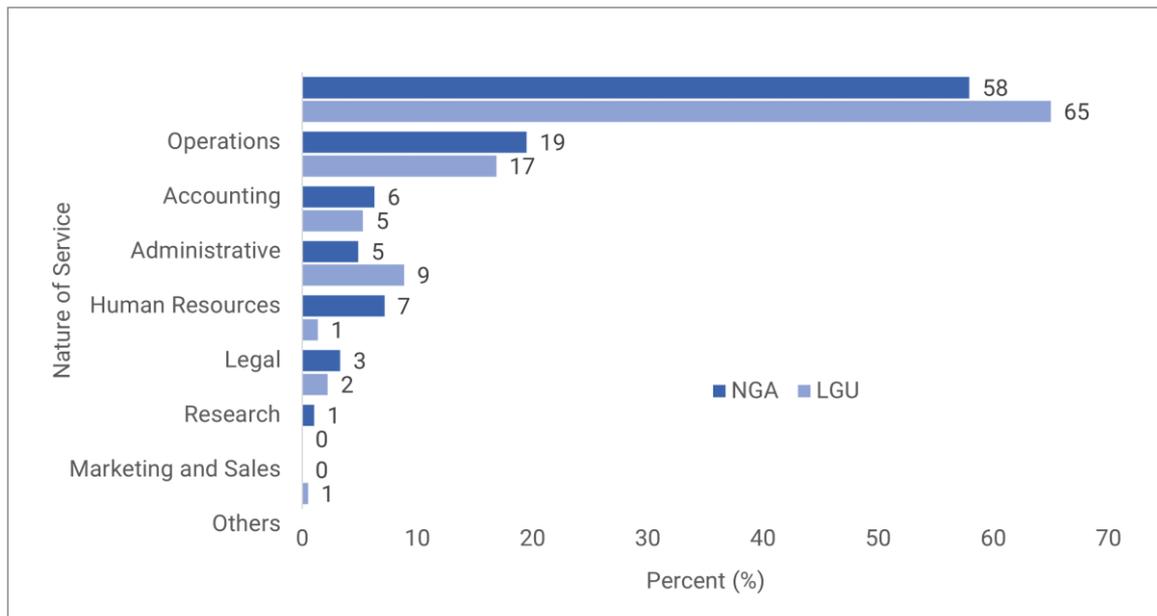
Figure 5. Nature of services performed by NGAs and LGUs, 2021
Source of basic data: Appendix Table 5

Further disaggregation of respondents into frontline and non-frontline employees of the NGA and LGU employees exhibits a similar pattern when grouped into NGA and LGU respondents. On average, the frontline and non-frontline employees of NGAs are 38 years old, about five years younger than the frontline and non-frontline employees of LGUs, with an average age of 43 years old (Appendix Table 6). By sex, there are more female than male frontline and non-frontline employees from NGAs and LGUs. There are slightly more single frontline NGA employees (48.8%) than married frontline employees (47.2%). In comparison, there is an equal percentage (47.2%) of single and married non-frontline employees. Meanwhile, there are more married frontline (56.1%) and non-frontline (50.0%) than single frontline (32.6%) and non-frontline employees (39.5%). Most NGA and LGU frontline (73.5% and 56.5%, respectively) and non-frontline (70.4% and 55.1%, respectively) employees are college graduates. However, the percentage of LGU frontline and non-frontline college graduates is lower than the NGA employees. In terms of employment status, more NGA frontline and non-frontline employees are occupying permanent positions, albeit the percentage is lower for frontline and non-frontline LGU employees. On average, the frontline and non-frontline employees of LGUs are one year older than the frontline and non-frontline NGA employees.

3.4 Data Processing and Analysis

The documented and transcribed recordings of the KIIs and FGDs were consolidated into matrixes: one matrix for each KII and FGD with the NGAs, another matrix for KII with all LGUs, and one more matrix for each FGD with the LGUs. The pictures and videos generated in the documentation were stored in digital format for submission as needed and as permitted by the concerned personnel of the NGAs/LGUs.

Themes drawn from the qualitative data were used to enrich the analysis of survey data. Results in the concise qualitative description also contributed to crafting recommendations to enhance the implementation of the AWAs.

All survey questionnaires were reviewed and validated for completeness and consistency of the answers. Responses to open-ended questions were coded, and themes were created to facilitate data processing. All validated questionnaires were encoded. A data entry program was used to verify and conduct consistency checks on the encoded data.

Frequency and percent distributions were constructed to describe the distributional characteristics of the respondents. Summary statistics, such as medians, means and standard deviations, were calculated to determine the center and spread of quantitative variables.

In the assessment of AWA, respondents were asked to evaluate the adopted work arrangements following the criteria: relevance, coherence, effectiveness, efficiency, and sustainability. Each criterion was measured by several statements, which the respondents scored from 1 to 5, with 1 being the lowest and 5 the highest. To determine the overall score per dimension, the scores across statements were added, divided by the total score, and expressed in percentages. For the four statements of the relevance dimension, for instance, the total score of a respondent was added and divided by 20, then multiplied by 100. Thus, for all the dimensions, 100 indicates the perfect score.

The generated percentage scores of NGA and LGU employees per dimension were summarized by calculating the median to assess the average evaluation of the employees. The mean percentage scores between frontliners and non-frontliners were compared using the t-test for independent samples. The t-test procedure for independent samples compares the population means of two independent groups: frontliners versus non-frontliners. This test was considered upon checking that the data were normally distributed. The two groups are said to be significantly different if the generated p-value is less than the significance level, which was set to 1% and 5%.

Further, boxplots were drawn for NGAs and LGUs per dimension to present the distributional characteristics of the percentage scores as well as the level of scores (NZCER, no date). Median scores are presented showing the minimum and maximum values and the quartiles. The median is the middle quartile and marks the mid-point of the data, that is, half of the scores are greater than or equal to median value and half are less. The spread or skewness of the data are shown by the range.

AWAs were evaluated considering each dimension determined based on their percentage scores using Bloom's cut-off. The level of relevance of the AWA as perceived by a respondent was scored using a percentage. In this study, the lowest possible score was 20. Scores <60, 60−79, and 80−100 were classified as low, moderate, and high, respectively (Feleke et al., 2021; Alam et al., 2021). The assessments of AWAs were compared between NGAs and LGUs using the Mann-Whitney U Test. It is an alternative to the t-test if one is to compare the average of a particular ordinal variable between two independent populations. In the case of the AWA assessment, an ordinal variable, Mann-Whitney was used to compare the average in terms of the median value. The median levels of the LGUs' and NGAs' AWA assessments are significantly different if the generated p-value is less than the significance level, which in this study was set to 1% and 5%.

Moreover, association analysis was done to determine the sociodemographic and work-related factors that are significantly associated with each evaluation criterion. In particular, Pearson's product-moment correlation, Spearman's rank, and Eta coefficients were computed for factors that are in ratio, ordinal, and nominal levels of measurement, respectively.

Pearson's product-moment correlation coefficient determines the degree of association between two quantitative variables measured in at least an interval scale without outliers. Spearman's rank order correlation coefficient is considered for factors in ordinal scales, such as educational attainment, salary grade, etc. Meanwhile, the Eta coefficient is calculated for nominal factors, such as sex, marital status, etc. These coefficients range from −1 to +1, wherein the sign indicates the pattern of association. A positive coefficient implies a direct association between two variables, while a negative coefficient demonstrates an inverse association. The degree of association of the factors in the AWA assessment was interpreted as weak if the absolute value of the computed coefficient was between 0.01 and 0.40, moderate if between 0.41 and 0.60, and strong if higher than 0.60. The association can be inferred as significant if the *p*-value is less than the significance level of 5% and highly significant if less than 1%.

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4 FINDINGS OF THE STUDY

This section discusses the five evaluation criteria (i.e., relevance, coherence, effectiveness, efficiency, and sustainability) used to assess the AWAs adopted by the NGAs and LGUs. The patterns emerging from the ratings are explained, clarified, and elaborated using the results of the KIIs and FGDs and available secondary data. The measures of association between selected sociodemographic and AWA evaluation criteria are also presented.

4.1 Relevance

The policy on AWA released by the national government in March 2020 was relevant. It provided the mechanism to adjust to the emerging threat of the pandemic. Until then, it had no medical management mechanism in place as it was novel, insidious, and deadly. As implemented by the selected NGAs and LGUs in NCR, AWA provided a mechanism for public servants to continue providing services. The various WFH mechanisms, compressed four-day workweek, skeletal, and staggered work hours or any of its combinations, depending on the conditionalities of prevailing quarantine restrictions, allowed public servants to render service delivery. Both the NGAs and LGUs provided internal organizational policy(ies) aligned to the AWA and IATF regulations at various times and put in place capability building for the employees to quickly transition to the wider digitalization operations of their various offices and welfare mechanisms to assuage physical safety and health concerns, especially those who were tasked to do physical reporting to work, among others.

All the AWAs are relevant, as shown in the relatively high scores of both NGA and LGU employees (Appendix Table 7). Mean scores above 80% were high, 60%–79% were moderate, and <60% were low. Mean scores are quite close, with the four-day compressed workweek rated high at 76.09% for NGA employees and 75.88% for LGUs. This may mean that for the NGA employees, WFH (72%) and skeletal workforce arrangements (74%) are relevant and ensure that service delivery outputs are maintained and responsive to their needs.

The box plots on the different AWA exhibits variability (Figures 6a-e). For example, NGA box plot shows higher median scores while the range of the distribution is more spread out as indicated by the horizontal median line which can be inferred that NGA respondents found the various AWAs as more relevant than the LGU respondents. The LGUs boxplot has four outliers indicating extremely low scores. Variations on perceptions of NGA and LGU employees can also be observed on the relevance of compressed workweek, staggered work hours and *schedule fluctuates based on work* where the median scores are very close but have different distributions. The lowest minimum values for all types of AWA for both NGAs and LGUs are the same at 20 except for the relevance of compressed four-day work week among LGUs which could mean that more LGU than NGA employees are in agreement on the relevance of the compressed-four-day work week option.

The study's respondents were further grouped into frontline and non-frontline to determine whether there were differences in the relevance mean scores by type of AWA. Appendix Table 8 shows that the frontline and non-frontline employees of both NGAs and LGUs have a similar perception of the relevance of all the AWAs in delivering the services to the public.

The level of AWA relevance was determined based on the computed percentage of AWA scores. As seen in Figure 7, many of the participant employees from NGA classified the

different types of AWA as having a high level of relevance. Similar results can be observed in LGUs, except in the skeletal workforce and schedule fluctuations based on work, which many employees rated moderately relevant.

a: Relevance and WFH

b: Relevance and skeletal workforce

c: Relevance and compressed four-day workweek

d: Relevance and staggered working hours

e: Relevance and schedule fluctuates based on work
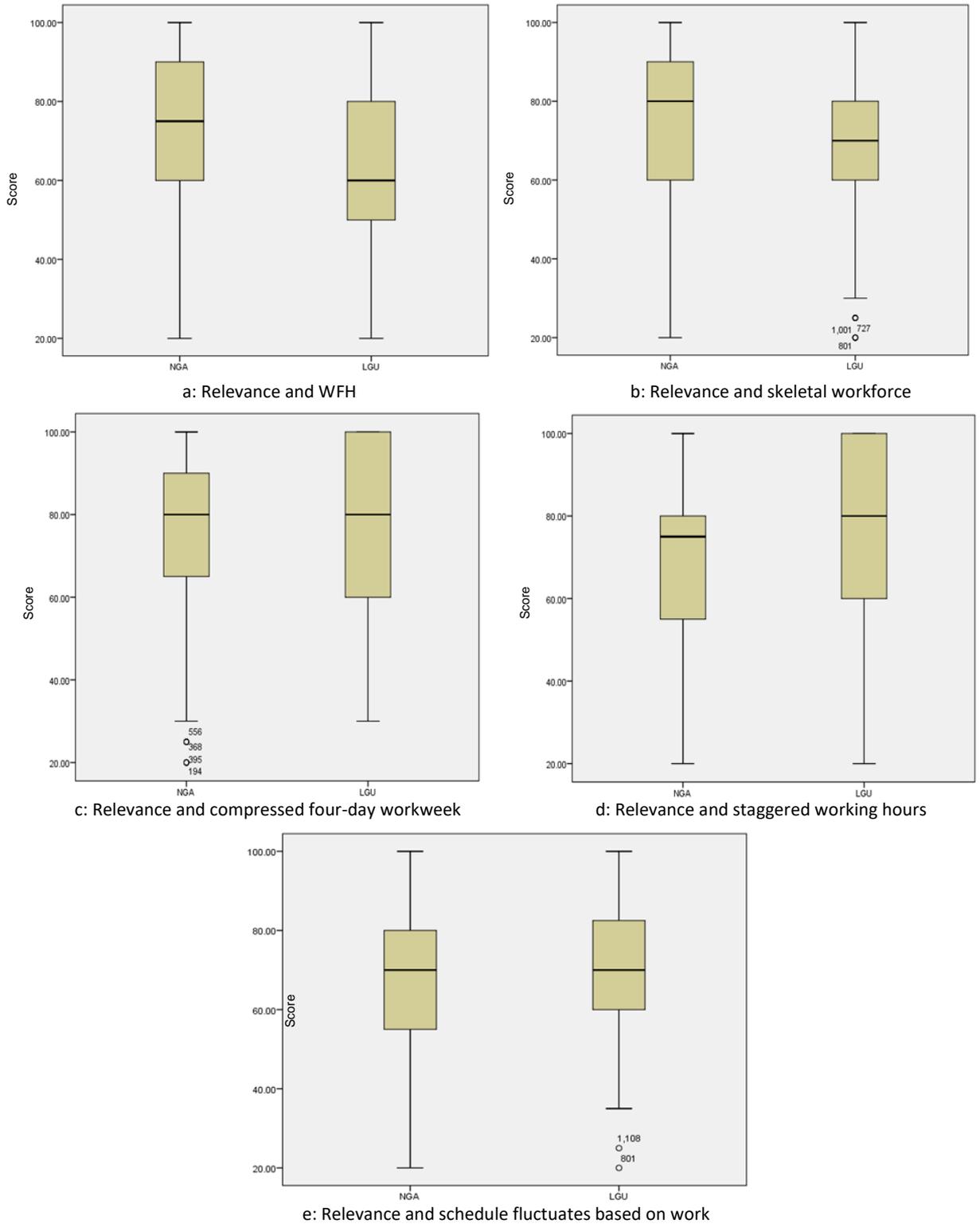
Figures 6a-e. Box plots of relevance scores of NGAs and LGUs by type of AWA in NCR, 2021

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Statistical comparison was further performed between NGAs and LGUs. A significant difference was found between WFH and skeletal workforce types of AWA. On average, NGA employees rated AWAs with a higher relevance level than LGU employees. This pattern reflects the sentiments expressed during the KIIs and FGDs. The LGUs note that their services are better performed face-to-face (i.e., unit heads reported daily during the pandemic).
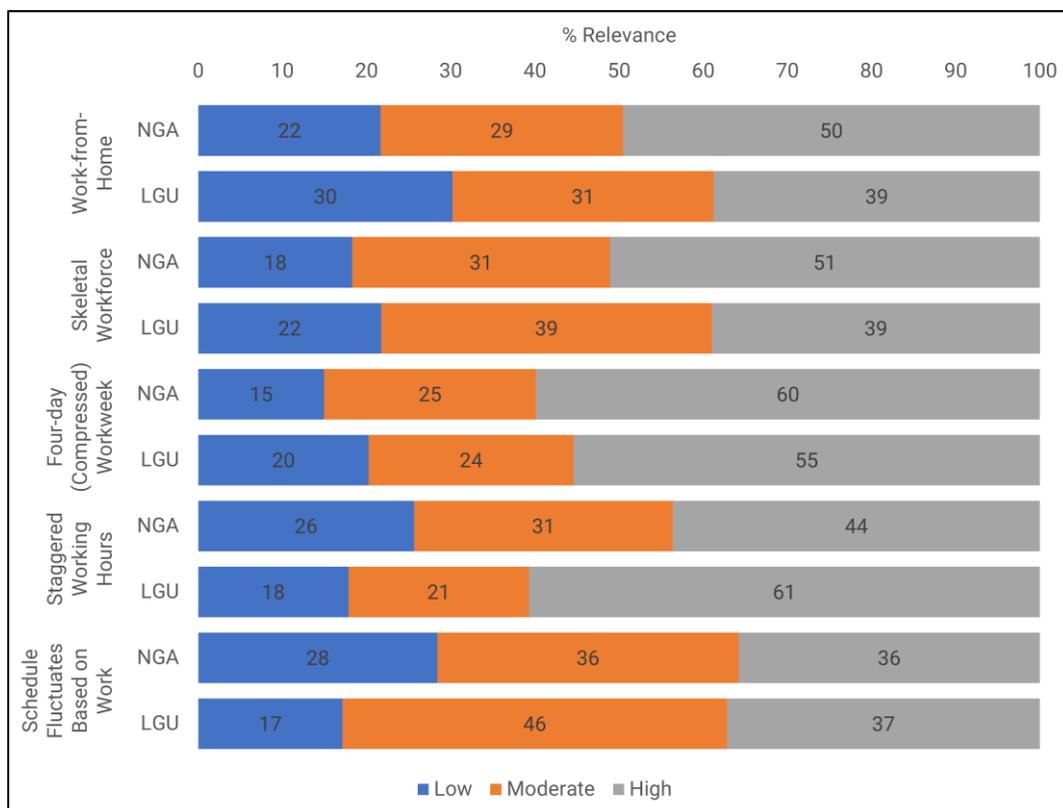
**Figure 7. Assessment of the relevance of AWAs
by NGAs and LGUs in NCR, 2021**
Source of basic data: Appendix Table 9

Factors that were found positively and significantly associated with the relevance score of those working from home include *educational attainment*, the *status of appointment, service function aligned with the task, external clients who need output, and the extent of digitalization in attending to internal and external clients* (Appendix Table 10a). The higher the level of these factors, the higher the relevance score assessed by those working from home. For those in the skeletal workforce, the relevance score was significantly positively associated with the *internal clients who need service* and *extent of digitalization in attending to internal and external clients and in doing finance-related tasks*. Meanwhile, only the *extent of digitalization in report preparation-related tasks* was significantly associated with the relevance score in the compressed workweek type of AWA. *Internal clients who need service* were also positively associated with the relevance score of those in staggered working hours. In addition, the respondents' *age and appointment status* were positively associated with the relevance score of those whose *schedules fluctuated based on work*.

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This may mean those with higher educational attainment on a WFH scheme can manage their tasks without being physically present in the office. Employees with plantilla positions likewise found that WFH is relevant to them because they had a sense of security of tenure as provided for in CSC issuances. They do not fear no-work no-pay schemes compared to those with individual contracts of service (ICS) and similar temporary employment contracts. Also found to be significant were external clients who needed the output of the NGA employee doing a WFH scheme, which means that even without coming to the office, the employee can serve the external client. Finally, digitalized tasks were likewise found to be positively and significantly associated with relevance for those doing WFH schemes. This reinforces the notion that NGA employees whose services are needed by external clients find these factors important.

For skeletal work arrangements, the four-day compressed workweek, and the staggered working hours scheme, NGA employees saw the *digitalization efforts* as relevant positively and significantly since work was being mediated by the digital transformation processes done by the agencies in these AWA schemes.

For those with a schedule that fluctuates based on work requirements, factors such as *age and status of appointment* were found to be positively and significantly associated with the relevance scores. This may mean that older employees can navigate better with this AWA scheme. Also, as with the WFH arrangement, the plantilla permanent position holder sees this scheme as meeting their needs while maintaining service delivery.

For LGU employees, a factor negatively and significantly associated with relevance scores for a person on WFH was the *number of years in service* (Appendix Table 10b). This may mean that as the employee has more years of career history, the LGU employee still considers that their work output is best delivered via physical interaction with the citizen client. For those in the skeletal workforce, *marital status* was significantly associated with the relevance of AWA. This may mean that married people may be predisposed toward still reporting for work physically. With fewer co-employees in the office setting, there would be less human contact with others. On the other hand, the *digitalization of processes in attending to internal and external clients* was significantly associated with relevance for those doing a compressed four-day workweek. This means that LGU employees feel that the digital transformation of their tasks enabled them to adjust work activities and service delivery.

4.1.1. Were the AWAs consistent with the service delivery outputs and intended outcomes? (Evaluation Question 1)

The following discussion explains further how relevant the policy on AWA was aligned with national policy instruments released before and during the pandemic with continued efforts on digitalization that enabled service delivery to ensure that service deliveries and delivery outputs are not compromised. AWA's relevance as context-specific and adjusted to the peculiar conditions of both NGAs and LGUs is also discussed.

Alignment with National Policy Issuances

Implementing the policies on AWAs was a necessary organizational strategy employed by NGAs and LGUs to control the spread of the COVID-19 virus in the workplace. Moreover, the NGAs and LGUs adhere to the health protocols in compliance with their employees' and clients' safety and welfare as paramount considerations following conditions set by the IATF on community quarantine restrictions.

These AWAs are also implemented to ensure that workplace and field operations continue with minimal disruption and that service delivery objectives are met. The primary responsibility is to ensure the delivery of essential services to the people as necessary, as some crucial operations and services need to continue regardless of the quarantine restrictions set by the IATF. The LGUs tried their best to maintain a performance consistent with the pre-pandemic level. On the other hand, the NGAs, especially those with financial transactions with the public, had to quickly adapt and expand their digitalization efforts. The applicability of AWAs considers the nature of work, the expected outputs, and the interaction modalities with the clients. The mandate of the institution, its performance metrics, and the level of performance commitment were critical accomplishment guideposts.

Reiterating the distinction between frontline and non-frontline services, respondents for both NGAs and LGUs would distinguish those services directly interacting with the customer/citizen as frontline service. Non-frontline services would be those performed by office personnel that do not directly interact with the customer/citizen. This would include, among others, backroom work that supports the transactional needs of the citizen/client. Such distinction between frontline and non-frontline services suggests that the end task associated with many sequential activities is the only one considered a frontline service. With the adjustment made to the physical setup or transaction given the pandemic, frontline services may be conducted face-to-face or through automation. However, this differentiation between frontline and non-frontline services does not preclude some non-frontline services that have occasional interactions with the public.

NGAs and LGUs were guided by and conformed to the general health guidelines issued by the IATF and the MCs of the CSC on adopting the AWA. These include the percentage of staff who can report based on the prevailing quarantine level and staff who will be prioritized under a WFH arrangement, including senior citizens, those with comorbidities, and those with disability. NGAs and LGUs also adhere to the guidelines outlined in the ARTA, particularly the delivery of services as indicated in their citizen's charter.

Further, laws contributed to shaping the delivery of services of the NGAs and LGUs before the pandemic. The most important are ARTA and EODB, enacted to improve public service efficiency by reducing bureaucratic red tape and preventing graft and corruption. The main difference between the two laws is that ARTA was intended for frontline services, while EODB was crafted to include all government agencies and offices.

EODB is an act that aims to streamline the current systems and procedures of government services. Specifically, Section 6 provides that all government agencies, including departments, bureaus, offices, instrumentalities, government-owned and/or -controlled corporations, or LGUs, set up their most current and updated service standards to be known as the citizen's charter. EODB created the Anti-Red Tape Authority, the government agency mandated to administer and implement this law and its implementing rules and regulations and to monitor and ensure compliance with ARTA and EODB in the country. An equally important provision is the incorporation of a zero-contact policy in the EODB.

Examples of the NGAs' protocols on ARTA are reflected in the succeeding discussions. As with other government units, Pag-IBIG has a dedicated Member Relations Department in coordination with other departments, especially the Public Relations and Information Group, that spearheads the compliance of Pag-IBIG to ARTA. Meanwhile, the efforts of PhilHealth to comply with ARTA started in 2009 with the issuance of Special Order No. 34, s 2009, two years after the implementation of ARTA in 2007 (PhilHealth, 2014). The special order created the

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Committee on Anti-Red Tape (CART) within the agency, defining the functions and timetables or response time of services delivered to various clients. With the new provisions of the EODB, compliance to the 3-7-20 response rule/turnaround time is strictly complied with, along with the necessary citizen charters identified. The agency also complies with other provisions of the public sector service delivery requirement. Its latest Citizen Charter Handbook, in compliance with the requirements of ARTA, has been uploaded to its Transparency Seal page. A Certificate of Compliance for 2021 has been uploaded but is yet to be approved by the ARTA office.

As with other government agencies, SSS is also guided by ARTA. This is reflected in their updated 2021 Citizen's Charter (SSS, 2021).

Examples of the selected LGUs' compliance are the citizen's charters of Caloocan City (Figure 8) and Pasig City (Figure 9). Common to these charters are the services provided, classification, type of transaction, and who may avail of the service. Part of the Citizens Charter are step-by-step instructions on what should be done by the applicant, how long it will take to complete each step, and the office and the name of staff responsible for each step. Both charters are available on the website and contain the same information but differ in format and language. The Citizen's Charter of Pasig City's BPLO is in Filipino, while that of Caloocan is in English. In the City of Manila, the available online services can be accessed in Tagalog or English, as the applicants prefer.

The passage of the EODB Act has further propelled LGUs to streamline their services before and even more so during the pandemic. For instance, Mayor Joy Belmonte's first executive order in 2019 was organizing the task force on EODB. In 2020, ARTA lauded the Quezon City LGU for its expanded and more efficient Electronic Business One-Stop Shop (*eBOSS*).

In Pasig City, CART was created in 2021 to monitor the law's implementation. The city adheres to the provisions of the law except for the full implementation of *eBOSS*, which is planned to be completed in the middle of 2022.

Digitalization of Services

Pursuant to ARTA, there were already initiatives to develop online submission tools to limit face-to-face client interaction. Digitalization created an opportunity to further usher in the use of electronic signatures provided for under the e-Commerce Law, but it has not been widely adopted by government agencies. Crafting specific guidelines for using electronic signatures were seen to provide savings by avoiding printed copies, which is still widely practiced in government. Digitalization was also found to promote efficiency as processes are simplified and require less manual labor. A case in point was shared using Microsoft Excel to handle attendance reports for the HRD. It helped make report preparation faster and more accurate which attests to maximizing output delivery.

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Figure 8. A portion of the Citizen's Charter of Caloocan City, 2022
Source: Caloocan City (2022)

**Figure 9. A portion of the Pasig City Business Permit
and Licensing Office Citizen's Charter**
Source: Pasig City, Business Permit and License Office. (no date)

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Some nuances in the selected NGAs' digitalization efforts can be found in SEC, PSA, and Pag-IBIG. In the case of the SEC, digitalization was applied initially to the registration of corporations under the Company Registration and Monitoring Department because their function constituted the bulk of the agency's frontline transactions. This formed part of SEC's early digitalization initiatives from traditional manual registration processes to an initiative that continues to progress today under different technological systems. For non-frontline services, digitalization came fairly recently, particularly for the Human Resource Management Information System, due to unmet requirements by providers on technical prescriptions required by management.

Similar to SEC, digitalization of work has long been in place in the PSA, even before the pandemic. The Information Technology Support Service (ITSS) is the responsible unit in the agency for this matter, along with broader information and communication technology (ICT) concerns. The KII and FGD suggest that field-level initiatives by homegrown IT staff are also being done to complement the overall effort of PSA to improve its use of digital technology, especially on the automation of its services (i.e., Regional 1 alert system). The ITSS was able to develop an internal system, the *EZdocs* platform, which enables sharing of documents (e.g., internal directives and guidelines) between operating units in both central and field offices. Related to this is *PSAnet*, which serves as an internal platform for facilitating the exchange of internal documents. For frontline services, the Civil Registry System digitalization began sometime in 2000. This effort was a milestone as it enabled PSA wider access to civil registry documents nationwide and marked the end of long queues in PSA offices. Another landmark initiative in the PSA is transitioning from paper and pencil surveys to using tablets. This move immensely cut short the tedious process of converting paper questionnaires into a digital form for data analysis.

Notably, an internal driver in the use of digital technology in PSA has to do with the nature of their work, which requires constant mobility in the field. Early on, investments were already done to improve the infrastructure of regional centers to explore tele/video conferencing as a way to substitute for frequent travels for meetings and data/info exchange. A challenge since then, however, has been poor internet connectivity (bandwidth), especially in the southern Philippines.

Pag-IBIG already had efforts on digitalization even before the pandemic started. In its 2019 Annual Report (HDMF, 2019), Pag-IBIG reported an Integrated Information Systems Project as the development of a corporate-wide system. In particular, the Provident Fund Management System and Short-Term Loan Management System have been rolled out, tested, and implemented. Likewise, some payment schemes have been implemented with partner payment organizations. These include efforts on doing online applications, bank payments, online registration of members and employers, and online platforms (i.e., Virtual Pag-IBIG) where clients can see information about their loan status in real-time. The pandemic pushed the automation processes to a faster clip. They are currently working with different employers where members should/must now transact with their Members Services Operation cluster online. Currently, housing loan members receive an automatic short message service alert if pending checks are ready for pickup.

In the case of the LGUs, efforts on digitalization were evident in all cities included in the study. As mentioned earlier, EODB has further pushed to implement online services. All the LGUs have issued policies supporting the digitalization of services, but the extent of digitalization services led by the BPLO or its equivalent office in the LGUs, and to a certain extent, the CHO,

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varies. In the case of the City of Manila, online services are available for all the departments, as indicated on their website (Figure 9).

One of the provisions of EODB was the putting up of *eBoss*, an end-to-end electronic system developed by the DICT. An *eBoss* should be in place three years after the passage of the law; however, only three LGUs have fully complied. Other LGUs' *eBosses* are in various stages of development. A key informant said that up to 2022, their city has not reached the stage of being fully automated because it is not enough to have an online application and online payment; other services like processing, payment release, mayor's permit, as well as all the ancillary permits including sanitation, fire protection, and even the barangay clearance should be in place. Data protection and engaging a third-party provider following the government's procurement system are some of the issues that need to be considered. ARTA (2021) reported that some LGUs face challenges in establishing their *eBOSS* platforms due to difficulty integrating their barangays into the electronic platform. Two LGUs reported that they had their own electronic data processing unit, which performs the core functions of introducing and maintaining computerized information systems to process data efficiently to produce useful and timely information. It also provides the appropriate hardware, software, networking, and communications infrastructure for automation. The City of Manila uses GO Manila (Figure 10).

Unified identification cards, known as *Makatizen* in Makati and *QCitizen* in Quezon City, were issued for easy access to LGU services.
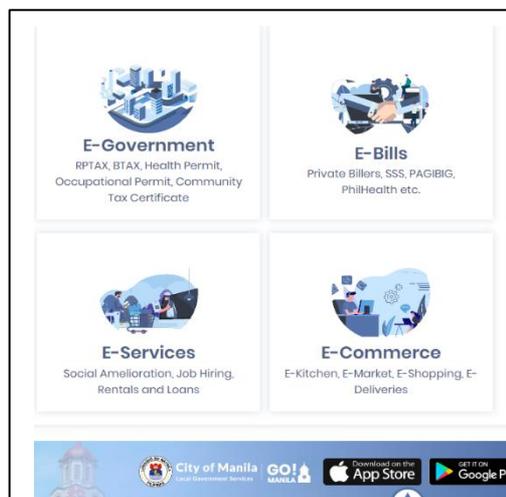
Figure 10. Online services of the City of Manila, 2022

Attuned to Current Reality

Local factors also come into consideration in the NGAs' AWA strategies (e.g., LGU-imposed restrictions, employees' place of residence, and availability of transportation services, among others). In any AWA modality, the determination by the LGUs of what constitutes frontline and non-frontline services was not as stringent. Definitions changed according to the mode of work arrangement adopted, the alert level, and quarantine status, among others. When local conditions change, the city government issues a new executive order to supersede the old one.

Some LGUs consider all personnel as providers of frontline services when the situation calls for it. This is easier for LGUs because of the traditional power structure available for the mayor to summon and deploy personnel when exigencies of the service are called for. Additional responsibilities on pandemic mitigation, management, and response are allocated to most of the departments on a rotational basis. These responsibilities included: (1) being deployed to security checkpoints in *barangays* and *sitios* with a high incidence of COVID-19 cases, (2) distributing cash and in-kind assistance, (3) assisting in the vaccination drive, (4) manning the local quarantine facilities, and (5) helping in contact tracing. This work arrangement responds to staff shortages experienced by the city's health and social welfare and development offices and the exigencies of the overall public service commitment of the LGU.

Figure 11 shows the different types of AWA employed by NGAs and LGUs and the various modalities of implementing the WFH option. Most of the respondents surveyed in both NGAs (66.09%) and LGUs (53.91%) opted to use the skeleton workforce type of AWA, followed by the WFH setup at 54.61% and 22.28% for NGAs and LGUs, respectively. The figures also show that regardless of the AWAs, the adoption percentage was higher for NGAs than LGUs. This pattern was echoed by the key informants and participants of the FGDs, who stated that they worked continuously during the pandemic. One LGU administrator shared that the mayor and all the unit heads regularly reported during the pandemic.

When implementing a WFH arrangement, the respondents mentioned that most were doing this option at a frequency of 1–2 days at home, with 60.17% from NGAs and 35.37% from LGUs. For both frontline and non-frontline services, there is always a skeleton workforce, at the very least, that caters to external clients who have difficulties transacting online. A skeleton workforce is composed of personnel who still physically report for work in a four-day workweek setup, a WFH work mode, or an alternating work shift schedule to ensure that performance service standards are maintained. There are also offices where employees work even on Saturdays to complete the 40-hour-a-week work requirement. The practice of job rotation and job enlargement has also been introduced as a work arrangement during the pandemic.

There were instances when personnel of administrative offices (e.g., human resource development, budget, and accounting) were deployed to take on direct service delivery and frontline transactions to cater to their constituents' pressing and urgent needs. Table 8 shows the condition before and during the pandemic of agencies' service delivery modes as mediated eventually by digitalization efforts. Note that for NGAs, 60.17% of the surveyed respondents noted that before the pandemic, their agencies were not implementing digitalization efforts, but during the pandemic period, only 6.09% of the surveyed respondents noted that their tasks were not yet digitalized. For LGU respondents, more than a third of the respondents (67.86%) mentioned that their tasks were not digitalized before the pandemic, but during the pandemic, the percentage of non-digitalized tasks decreased to 28.40%. Respondents who mentioned that digitalization has not affected their tasks were generally the drivers, service/utility workers, and health workers. This shows that service commitments for the selected NGAs and LGUs are paramount in implementing policies on AWA facilitated by a rapid shift to digitalized tasks.

As there were modifications in the policies on AWA during the study period because of IATF pronouncements on quarantine restrictions, the selected NGAs and LGUs issued their respective internal policies and office decision-making protocols, which reflected how these were implemented at their offices. Officers of the NGAs at various levels of the management hierarchy were frequently consulted. The authority and decision-making prerogatives were

also bestowed on them to determine which modes of AWA were most appropriate for their respective circumstances. In turn, the management was in constant dialogue and consultation with its staff.
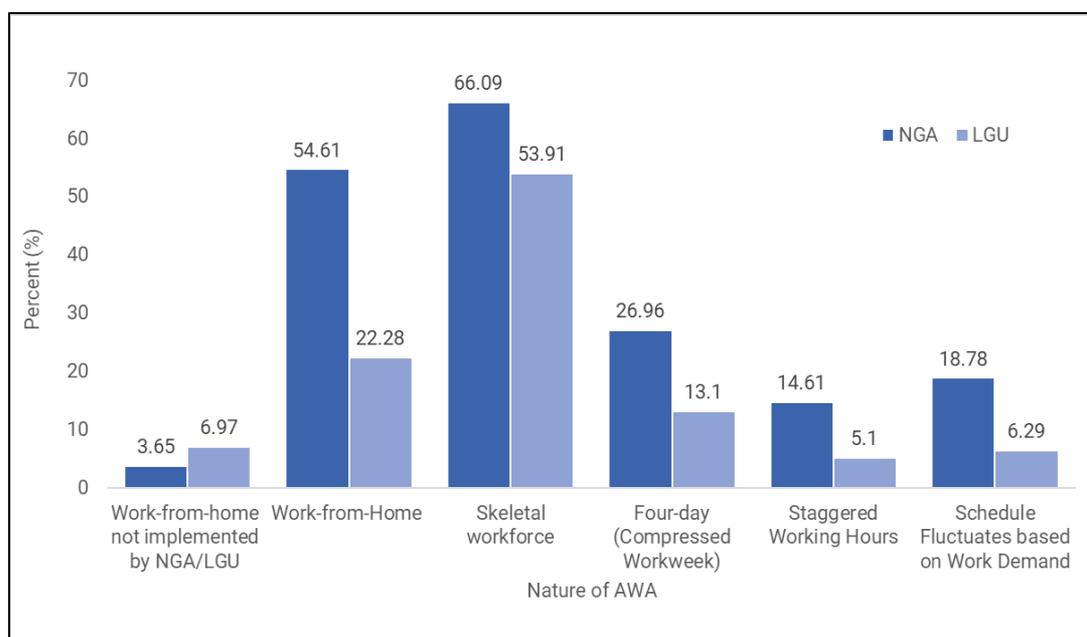
Figure 11. Percent distribution of employees by nature of AWA of NGAs and LGUs in NCR, 2021
Source of basic data: Appendix Table 11

Table 8. Types of automation/digitalization implemented before and during the pandemic in NGAs and LGUs in NCR, 2021

Type of Automation or Digitalization Implemented*	Before the Pandemic		During the Pandemic	
	Frequency	Percent	Frequency	Percent
NGAs	**(n=575)**		**(n=575)**	
No automation/digitalization has been implemented	346	60.17	35	6.09
Attending to clients through email or other digital platforms only (no face-to-face interaction)	90	15.65	463	80.52
Logging in/out of the office through Google Forms or other digital platforms	116	20.17	399	69.39
Conduct of regular health status surveys through Google Forms or other digital platforms	42	7.30	436	75.83
Creation of digitized building/office pass	79	13.74	359	62.43
Holding office meetings through digital platforms	80	13.91	498	86.61

Type of Automation or Digitalization Implemented*	Before the Pandemic		During the Pandemic	
	Frequency	Percent	Frequency	Percent
Others	1	0.17	21	3.59
LGUs	**(n=588)**		**(n=588)**	
No automation/digitalization has been implemented	399	67.86	167	28.40
Attending to clients through email or other digital platforms only (no face-to-face interaction)	36	6.12	302	52.52
Logging in/out of the office through Google Forms or other digital platforms	114	19.39	212	36.87
Conduct of regular health status surveys through Google Forms or other digital platforms	50	8.50	276	46.94
Creation of digitized building/office pass	61	10.37	231	39.29
Holding office meetings through digital platforms	72	12.24	321	54.59
Others	10	1.70	5	0.85

Note: *Multiple responses

The internal policies that guided the implementation of AWAs throughout the two years of the pandemic, the various levels of community lockdowns, and the mobility restrictions were negotiated between the management and the employees. The organizational factors that determine the suitable modes of AWAs, for example, include the nature of work, the number of staff assigned to business or service units, and the strength of the internet connection at home. The IATF guideline on the physical presence of senior citizens and those with comorbidities was followed as a general rule.

In the case of the LGUs, the mayor, city administrator, and department heads decided which AWA schemes to adopt. The department heads subsequently informed their staff of the decision.

The LGUs issued a memorandum or executive order to make the directive official. The human resource officer may also issue a memorandum every time there is a change in the quarantine status. As a norm, department heads consistently report for work during the pandemic. There are, however, instances wherein certain departments within the local government (e.g., health, sanitation, peace and order, and social welfare) decide to maintain the pre-pandemic mode of service delivery. They found it difficult to adopt most AWA modalities because the nature of their service delivery and the types of clients being served do not lend themselves easily to the potential of AWA. As a city health officer pointed out, "You cannot bring home the patients with you."

The freedom of business or service unit supervisors to decide on and implement the various modes of AWA as they see fit and the rationalization of staffing assignments helped establish the AWAs' relevance and suitability. Regular consultations and open communication with the workforce on how to best operationalize these modes of AWA were also instrumental in ensuring buy-in and acceptance of decisions, policies, and protocols.

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4.1.2 What measures were undertaken by the agencies to respond to the needs of their employees to adapt to the new normal? (Evaluation Question 2)

The following discussion traces the different measures undertaken by the agencies to respond to employees' needs in adapting to the new normal. Specifically, how digital transformation enabled work processes and outputs toward meeting client needs and agencies' support mechanisms to address employees' welfare concerns.

Digital Transformation

Beyond the escalation of digitalization efforts by the agencies (both NGAs and LGUs), Table 9 shows the measures of support by the various agencies in implementing AWAs in their respective offices. The availability of organizational resources, such as the adequacy and capacity of IT equipment, the digital skills of the worker, internet connectivity, and the availability of office space, are also key factors in assessing which modes of AWA are feasible to implement. Also considered was striking a balance between constituents with high knowledge and skills on digital platforms and those with low or weak knowledge and skills. The respective offices allowed IT equipment to be brought home by those doing WFH schemes for NGAs (32.70%) and LGUs (17.52%). Taken together, laptops/desktops and cellular phones were the main support received by the NGA respondents. Computer hardware support was extended by NGAs to their employees through the procurement and provision of desktops, laptops, and cellular phones. The nature of this support depended on each employee's requirements to optimize performance. Maybe due to resource restrictions, LGU respondents mentioned that only a third of them received ICT equipment.

Table 9. Types of support for employees of NGAs and LGUs in NCR, 2021

Type of Support	National Government Agencies		Local Government Units	
	Frequency	Percent	Frequency	Percent
Equipment	n=575		n=588	
With the provision of equipment	188	32.70	103	17.52
Laptop/desktop	149	25.91	53	9.01
Cellular phone	28	4.87	28	4.76
Personal protective equipment	39	6.78	44	7.48
Others	2	0.31	3	0.51
Other assistance (cash or in-kind)	n=575		n=588	
Office provides other assistance	292	50.78	172	29.25
Hazard pay for skeleton workforce	209	36.35	141	23.98
Transport to/from the office	188	32.70	58	9.86
Others	10	1.72	3	0.51

A higher percentage (82%) of NGA employees used messaging services and online platforms than LGU employees (52%) (Figure 12). For both categories of agencies, the majority said that platforms and video tools were being used. In particular, the cloud-based meeting platform Zoom and Facebook Messenger were the most frequently cited applications used for online meetings and various activities. MS Teams and Google Meet were the least noted responses (Figure 13). Beyond these, it could be inferred that access to office databases for those doing

WFH with strict adherence to data security and privacy concerns was followed as intimated during KIIs and FGDs.
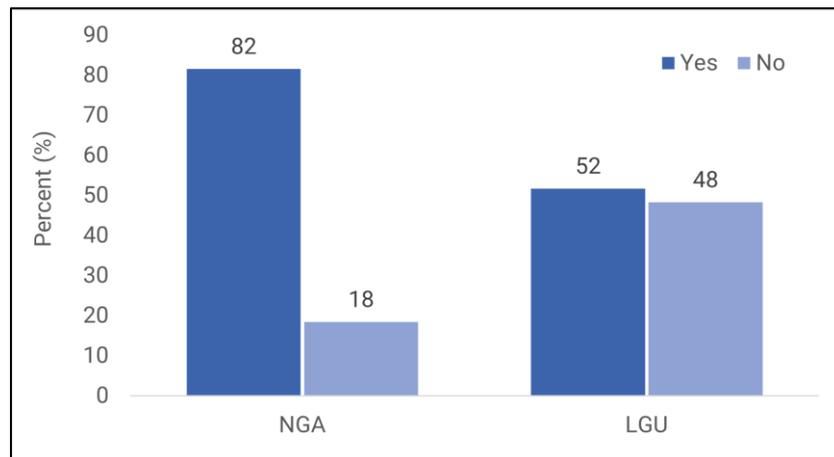
Figure 12. Employees using online messaging and platforms in NGAs and LGUs in NCR, 2021
Source of basic data: Appendix Table 12

It should be noted that the efforts in digitalization, even before the onset of the pandemic, facilitated the transition to various AWA modalities. Its importance was established even before 2020. Various efforts in automation of the NGAs and some of the LGUs facilitated, especially by ARTA and EODB, were noted to be of importance. The early and pre-pandemic initiatives of NGAs on computerization and automation considerably eased the transition from physical business and service operations to the various modes of AWA. It allowed the employees to familiarize themselves with the digital platforms before they were compelled to navigate the unfamiliar world of AWAs. Those with resources to shift to digitalizing their operations and those with their human resource base capacitated on using digital transactions enabled the agencies to even ramp up the digital transformation shift. It is important to note, too, that the transacting public of those early adopters of digitalization was also digitally literate and could transact with these agencies.

A city LGU believed that a total, comprehensive, and integrated digitalization of local government operations and service delivery was the best alternative work arrangement. Toward the achievement of this goal, various technologies were developed. Digital mobile apps, for example, expedited certain administrative procedures, such as daily attendance and timekeeping. Linkages between LGUs' processes and NGAs' online business portals (e.g., the Philippine Business Databank and the Business Name Registration System) were also established.
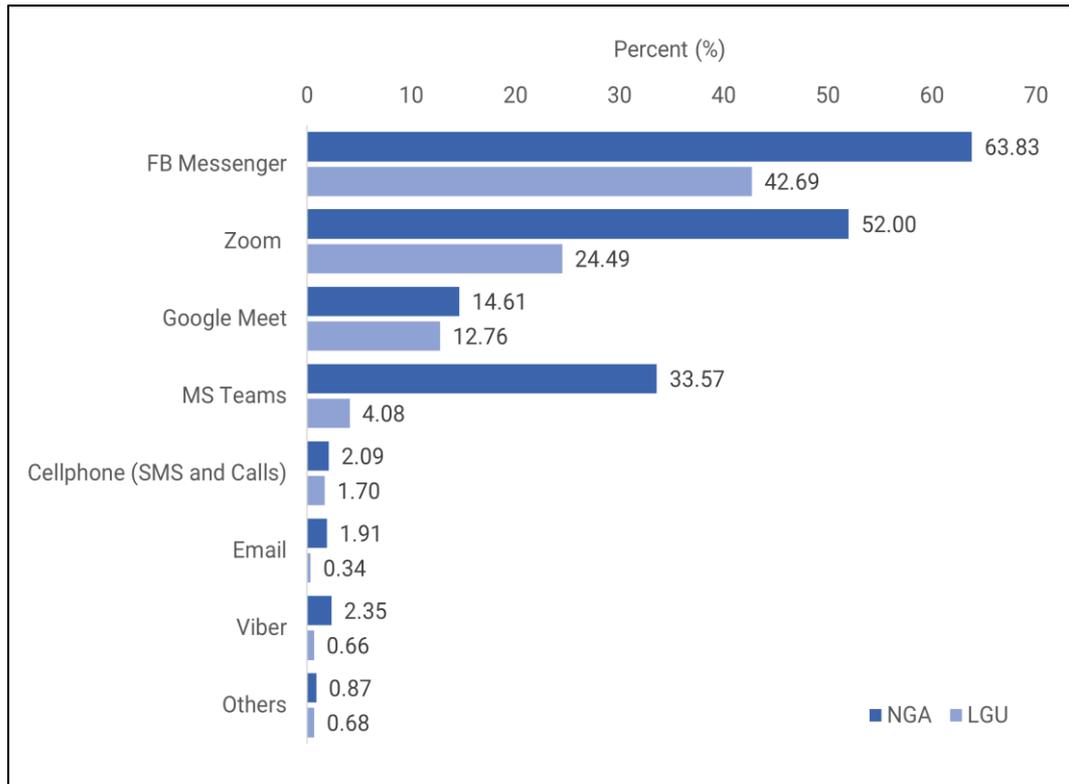
Figure 13. Types of platform used by NGAs and LGUs in NCR, 2021
Source of basic data: Appendix Table 12

It was noted in the various FGDs and KIIs that online services which were once relatively unpopular to their clients are now being actively promoted (i.e., through various social media and communication channels) by NGAs to encourage online transactions. Examples of online services include an online appointment system, online payments, and online queries and feedback. In the case of online payment, agencies have partnered with online banking/payment service providers. Establishing virtual workstations was also a noteworthy ICT investment that helped an agency continue its efforts toward full digitalization. The BPLO of the LGUs leads the way in the provision of electronic services in adherence to the pertinent provisions of the EODB. This initiative included online application, electronic business registration database maintenance, mobile apps used by business and licensing inspectors, and the automated generation of business permits. In the case of Makati, the Social Amelioration Program was directly credited to those who were issued the *Makatizen* card. In Pasig City, seamless digitized health and medical records were available before the pandemic outbreak. The additional benefit of this initiative was the protection it rendered against "fixers," a common problem faced by clients.

Other Services for Welfare Support

Other services provided to ensure workers from both NGAs and LGUs continue service provision and to enable them to cope with the situation were training, seminars, and continuous coaching activities provided to NGA respondents (86.61%) and LGU respondents

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(72.86%) (Table 10). Mental and behavioral health interventions were likewise received by NGA respondents (49.21%) and LGU respondents (46.21%).

Table 10. Measures in place for employees of NGAs and LGUs in NCR, 2021

Platform	National Government Agencies (n=575)		Local Government Units (n=588)	
	Frequency	Percent	Frequency	Percent
With measures	508	88.35	490	83.33
Training/seminars/coaching	440	86.61	357	72.86
Mental and behavioral health interventions	250	49.21	177	36.12
Information	331	65.16	326	66.53
Others	4	0.79	1	0.20

It should be noted that more than 50% of both NGA and LGU respondents mentioned receiving various information/clarification support about the status of containing the virus and how this affects their work activities. In FGDs and KIIs, some offices noted that regular offering of childcare, non-contact sports, and wellness sessions, among others, were helpful. For the two types of government agencies, whether internal or external stakeholders are concerned, various capability-building interventions were noted in the FGDs and KIIs. This highlights that the success of the digitalization initiative in an AWA setting was dependent on both the competencies of government employees (i.e., the "supply" side of a business or service transaction) to manage the process and the ability of the clients (i.e., the "demand" side of a business or service transaction) to take advantage of online services. The agencies built the capabilities of their employees to efficiently utilize various digital business and service platforms through continuous training and coaching.

Clients, beneficiaries, partners, and other external stakeholders, on the other hand, were encouraged and guided on a case-to-case or regular basis to transact with these government agencies online. These regulated face-to-face engagements/encounters ensured physical distancing, minimized overcrowding, and optimized the benefits of online facilities. In the process, it facilitated the effective operationalization of AWA.

Further, following various IATF announcements, 36.35% of the respondents from NGAs, and 23.98% of the respondents from LGUs mentioned receiving hazard pay for those doing skeletal work (Table 11). Other office assistance was provided to the respondents from both NGAs and LGUs, such as transportation allowance or shuttle service and communication allowance. However, a greater number of the LGU respondents mentioned that they received personal protective equipment during the period, which reflected that in more ways than one, they were deployed in health and sanitary tasks associated with containing the virus.

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Table 11. Types of other assistance given to employees of NGAs and LGUs in NCR, 2021

Type of Support	National Government Agencies (n=575)		Local Government Units (n=588)	
	Frequency	Percent	Frequency	Percent
Other assistance (cash or in-kind)				
Office provides other assistance	292	50.78	172	29.25
Hazard pay for skeleton workforce	209	36.35	141	23.98
Transport to/from the office	189	32.87	58	9.86
Communication allowance	6	1.04	0	0.00
Others	3	0.51	3	0.51

Note: Others include the provision of food and system support.

To COVID-proof the workplace, both NGA and LGU respondents mentioned the practice of disinfection/decontamination, conduct of health status survey, modification of office layout and putting up of plastic/acrylic barriers, taking of body temperature, wearing of face masks/shields, and presence of sanitation stations in office premises (Table 12). In some of the FGDs and KIIs, managers mentioned the provision of HEPA (high-efficiency particulate air) filter systems and healthcare assistance from the Philippine Red Cross to administer reverse transcriptase – polymerase chain reaction (RT-PCR) tests. In Makati, some portions of the office space were converted into sleeping quarters for those required to work on-site but had difficulty commuting to and from the office to their homes.

Table 12. Types of measures implemented to COVID-proof the workplace in NGAs and LGUs in NCR, 2021

Measures/Activities	National Government Agencies (n=575)		Local Government Units (n=588)	
	Frequency	Percent	Frequency	Percent
With measures	565	98.26	565	96.09
Disinfection/decontamination	515	89.57	525	89.29
Conduct of health status survey	421	73.22	383	65.14
Modification of office layout	422	73.39	397	67.52
Taking body temperature	484	84.17	467	79.42
Wearing masks/face shields	544	94.61	524	89.12
Presence of sanitation stations	366	63.65	357	60.71
Others	4	0.68	4	0.68

During the FGDs and KIIs, NGA representatives shared how support systems were provided. In PSA, provisions were included to refer to support mechanisms provided by the agency on how AWA may be carried out best. For example, the internal policy included references to bringing home ICT equipment and subscription to Zoom for online support and outsourced private shuttle services, especially during the pandemic. For those required to report on-site, accommodation was provided by converting portions of office spaces into a staff dormitory. Procurement plans also included HEPA air filters stationed in various PSA offices. Hiring

medical staff and forging memoranda of agreement (MOAs) with the Philippine Red Cross were also initiated to assist infected employees in taking the RT-PCR test.

SEC undertook similar measures to support work arrangements in the physical office and for those working from home. In the physical office, investment to strengthen connectivity was made to ensure continuous and efficient online operations, especially considering the surge in online transactions. The physical setup was also adjusted to put in place glass/plastic barriers that conform with the health protocol policies of the IATF. Unlike PSA, SEC had no internet or electric consumption support provided to those working from home as there was concern about how the Commission on Audit would treat such expense items. Finally, seven vehicles were procured to shuttle employees.

As shared during the FGD, PhilHealth provided, on a limited scale, safety masks and alcohol for frontline employees and shuttle services at the start of the pandemic. Moreover, various capability-building interventions were conducted to orient some employees on using digital platforms in the Local Health Insurance Office (LHIO) and the main office. As the lockdown progressed and when employees were quarantined because of the virus, other employees had to do a skeletal workforce to continue providing services.

Pag-IBIG provided support for transportation services. Minimum support for internet connectivity was also mentioned. There were difficulties in service delivery, especially for those employees in the regional/provincial offices with very poor internet connectivity. This was also compounded by the limited plantilla positions in the branches, as in the case where a lone employee assigned to a particular task could not WFH. This observation was intimated during the KII and FGD with the senior managers of Pag-IBIG.

Overall, the measures undertaken, namely continuation and escalation of digital transformation, provision of capacity-building interventions, and other support measures, such as financial assistance and adoption of health and other safety measures, enabled the implementation of the various policies on AWA.

4.2 Coherence

Overall, the policy on AWA was assessed as coherent (Appendix Table 13). Mean scores for coherence and the various AWA schemes are quite close for both NGA and LGU respondents. However, t-test score of independence for WFH and skeletal show a significant difference at $p<.05$ level. This means that for NGA employees, these two AWA schemes were seen as congruent with the other measures employed by their agencies to address work disruption. This may also mean that NGA employees found the AWA policy relatively coherent and harmonized with other interventions by their organization, ensuring a balance between safety and service delivery functions. For the LGU employees, on the other hand, the lower means for WFH and skeletal workforce mean that these two types of AWA are not as coherent with the usual face-to-face delivery of services to their constituents. However, this also reflects that LGU employees can continue service provision as they find the other schemes coherent.

The varied perceptions on coherence and AWA schemes are shown by the taller box plots and longer whiskers (Figures 14a-e). On the other hand, shorter or compressed box plots indicate high level of agreement and are not skewed. Specifically, Boxplot 14a shows that the median scores for NGA and LGU employees are the same at 80% but the box plot is shorter for the latter meaning more NGA employees agreeing to the coherence of WFH than LGU employees.

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Moreover, taller box plots for the LGUs mean that the perceptions of LGU employees are more variable than the NGAs on the coherence of compressed four-day work week (14-c) and staggered working hours (14d).
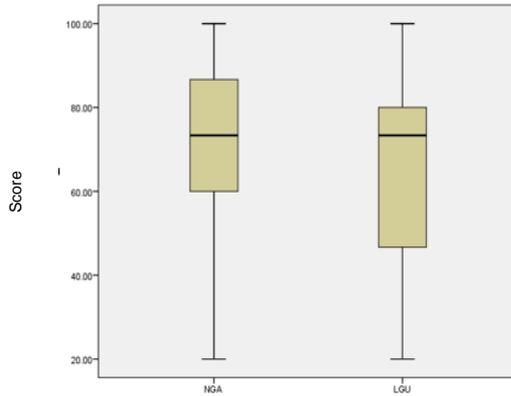
a: Coherence and WFH
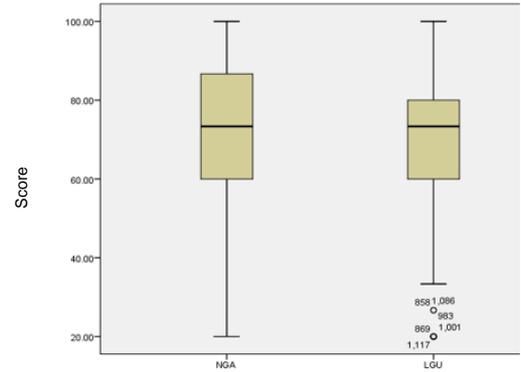
b: Coherence and skeletal workforce
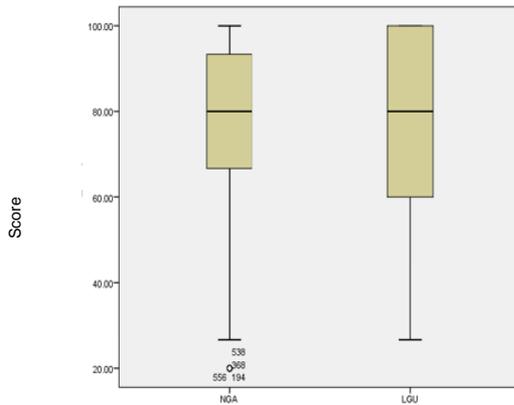
c: Coherence and compressed four-day workweek
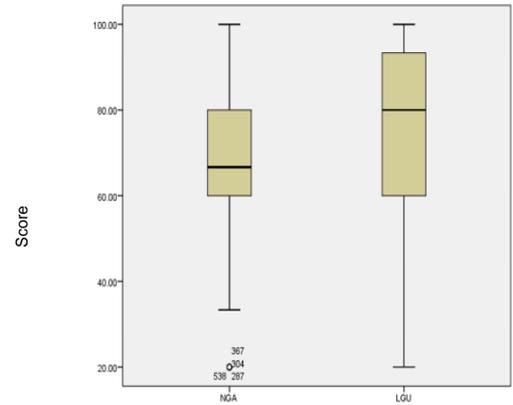
d: Coherence and staggered working hours
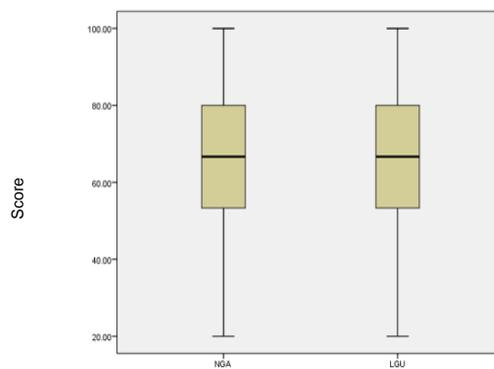
e: Coherence and schedule fluctuates based on work

**Figures 14a-e. Box plots of coherence scores of NGAs
and LGUs in NCR by type of AWA, 2021**

There are no significant differences in the coherence mean scores between frontline and non-frontline employees by AWA except for the *schedule fluctuates based on work* of LGU respondents (Appendix Table 14). The mean relevance score was significantly higher for LGU frontline staff (72.46) than the non-frontline relevance score (50.26). This means that frontline staff perceived the *schedule fluctuates based on work* to be consistent with the other interventions of the LGUs because they are the ones delivering the face-to-face services needed by the constituent while at the same time observing the prescribed health protocols for their safety.

In a WFH scheme, factors positively and significantly associated with coherence scores were *service function aligned with the current position* and *digitalization in attending to internal and external clients* the NGA employee is doing (Appendix Table 16a). This would mean roles are clarified for NGA employees doing WFH schemes. On the other hand, for the four-day workweek scheme, the *extent of digitalization of finance-related tasks* was found to be positively and significantly associated with coherence scores and is indicative that the work being done by the NGA employee as mediated by digital processes and ICT was perceived in harmony with other interventions being implemented by the NGA. Finally, for the staggered work hours and *schedule fluctuates based on work schemes*, the common factor that was found to be positively and significantly associated with coherence scores was where *external clients need the employee's output*. This would suggest that clients' needs were paramount in ensuring that, in general, coherence of AWA policy and other instruments to mitigate the effects of the disruption were appreciated.
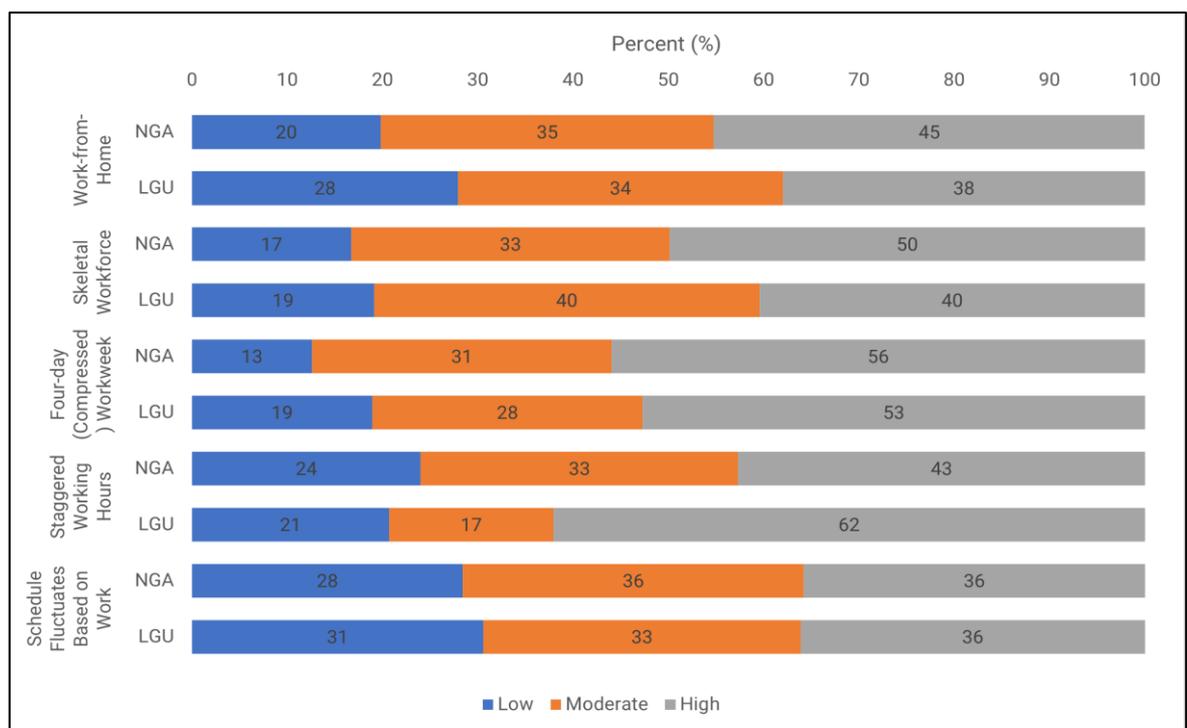
Figure 15. Level of coherence of AWAs among NGAs and LGUs in NCR, 2021
Source of basic data: Appendix Table 15

On the other hand, the study found that for LGU employees, the factors seen as positively and significantly associated with coherence scores in a WFH scheme were the *service function aligned with the current position,* and the *extent of digitalization in attending to internal and external clients* (Appendix Table 16b). This may mean that LGU employees feel there is role clarity in the performance of their work tasks. Moreover, employees find coherence if they know which tasks require digitalization processes.

However, there was a negative and significant association between coherence scores and the *number of years in service* of LGU employees. This suggests that LGU employees may still feel it is crucial to interact physically with clients even if they have been in the service for longer. This would also imply that LGU employees familiar with their transacting public prefer to work physically at the office.

For the skeletal workforce scheme, *educational attainment* is significantly associated with coherence score. This may mean that those with higher educational attainment often have the knowledge and skill competency to work at home and at the office. In both NGAs and LGUs, skeletal workforce arrangements vary from three days WFH and two days working at the office to one week WFH and one week working at the office. The extent of digitalization in the documentation of reports, filing, and submissions significantly increased the relevance of *schedule fluctuates based on work.* This could mean that even if there were changes in the work schedule, report-related tasks could still be done with digitalization.

4.2.1 To what extent were AWAs adopted by the different agencies harmonized with the other relevant interventions of their organization? (Evaluation Question 3)

Overall, with the initial disruption and recognition of the severity of COVID-19 by the national government and the subsequent pronouncements following IATF resolutions and CSC memorandum circulars as they pertain to the public sector, the policies on AWA aimed to address the immediate concerns on the health and safety of government employees and the transacting public at large, while at the same time ensuring that service commitments in the various citizen charters are observed. Thus, with the policy issuances on AWA, NGAs and LGUs activated or implemented either a crisis management committee, an ad hoc pandemic task force, or a similar steering body to formulate AWA guidelines, oversee their implementation, and assess needs and results on a continuing basis. In some instances, additional task forces were created to consider the more detailed implementation aspects, such as resource mobilization, staff scheduling, and activity programming. With the lingering pandemic, in 2021, CSC released MC No. 02, s. 2021, dated 4 March 2021, on formulating a public service continuity plan, which is an all-hazard plan to ensure the continuous delivery of services to the public.

However, the widespread adoption of AWAs in 2020 was preceded several years back by the response of the NCR region to the worsening traffic congestion/problem in 2014. Its implementation was not widespread, perhaps because supervisors, offices, and the transacting public were not yet ready and equipped to adopt it. But with the fear brought about by the uncertainty of the virus and what it could do to harm the individual, there was no way but to shift to implementing AWA policies.

4.2.2 How consistent are these arrangements with the interventions of other actors, such as the private sector, other government agencies, and LGUs? (Evaluation Question 4)

It should be noted that the AWA policies for the public sector had similar mechanisms for the private sector. More specifically, DOLE issued on 4 March 2020 its Labor Advisory 9, s 2020 for the private sector to adopt FWAs, considered a better alternative for private employers than outright termination of the employees' services because of the health pandemic. It had three types: reduced work hours/days, worker rotation, and forced leave implementation. As the pandemic festered, various advisories and department orders were issued for the private sector, culminating with the release of Department Order No 237-22, otherwise known as the Revised Implementing Rules and Regulations of the Telecommuting Act.

For both the public sector (NGA and LGU) and the private sector, the IATF resolutions were the primary policy instruments that provided a situational appreciation of the worsening COVID-19 conditions and their subsequent pronouncements to help withstand the debilitating effects on health, economy, education, and to keep a semblance of a continuation of daily life routines.

Thus, for the public sector, in the three years of the pandemic, various policy interventions that solidified AWA implementation, together with corresponding interventions and support mechanisms to workers and the public at large, were issued. The policies started in March 2020 with the issuance of CSC MC No. 07, s. 2020. The subsequent pronouncements show the changing COVID-19 ecosystem and, therefore, the various response mechanisms vis-à-vis the classification of quarantines imposed, the conditionalities of staff complement, prescriptions/suggestions of tasks and functions, and restrictions to individuals with health conditions. In implementing the policies on AWA, the selected NGAs and LGUs had to mimic the national pronouncement but also be mindful of particular circumstances of the negotiation between the employee and the supervisor, as mediated by tasks/functions, access to ICT and internet connectivity, LGU conditions on the employee's residence, and ease of commuting, among others.

Narratives from the KII and FGD provide deeper contextualization of the coherence of interventions as gleaned from NGA experiences. The general provisions of CSC MCs 7 and 10 s 2020 broadly guided the formulation of an internal policy on AWA by the NGAs. Its Crisis Management Committee led the PSA in the development of guidelines.

At SEC, the hybrid arrangement, a combination of WFH and skeletal, turned out well for both workforce and government as it proved to reduce the inconveniences associated with traffic often encountered when commuting to work (overall road congestion, loss of productive time, avoided transportation cost and stress) and exposure to the virus. Fewer people in the office also effectively reduced the cost of utilities, which is favorable to the government. Because of this, the AWA's potential for long-term adoption is being seriously considered. However, future discussions must look into which functions or outputs are best eligible for remote work and how performance can be best measured.

PhilHealth respondents noted that even before the pandemic, there were already discussions on what possible AWAs could be done. Discussions were initiated even before the lockdown in March 2020 due to concerns, among others, about traffic conditions in Metro Manila. When the pandemic happened, the selection of employees for physical reporting and those who would be assigned to a WFH arrangement were done at the upper management level.

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Eventually, the conditions specified in the CSC instrument became the foundation for determining who would be doing either a skeletal or WFH arrangement with consideration to their access to public transportation.

Pag-IBIG's primary considerations in selecting AWA were their employees' and clients' health and safety. It did have its hiccups in its implementation as the corporate headquarters made decisions and prescriptions for all branches uniformly without considering the uniqueness of each set (physical location and space availability vis-à-vis number of employees and nature of transactions at the branch, among others).

SSS initially followed a rotational schedule of in-office and WFH arrangements every two weeks. There were four groups in the initial roll-out of the AWA. For in-office, Group A had three days in-office and two days WFH, and Group B had two days in-office and three days WFH. For the WFH, Group C was for those with comorbidities, and Group D was for those with staggered working hours. These were eventually updated to include other AWAs with the changing restriction guidelines of national and local governments. These adjustments created some challenges, particularly for transportation services, as procurement took a while.

Like the other NGAs, SSS subscribed to the policies of the CSC and the IATF as these continued to evolve as the pandemic progressed (i.e., quarantine restrictions and alert level systems). Two related task forces were created to look into the related concerns of COVID-19 and AWA. The COVID-19 Task Force comprised heads of medical, human resources, legal, and administration departments. This group looked into the general requirements of the IATF and those related to guidelines on the workplace, health protocols, and AWA. A separate task force, however, was created to look into the more detailed aspect of scheduling, which was more directly associated with the AWA.

Regarding the LGU experience, AWA cohered with other policy instruments, as discussed in the following paragraphs.

All the LGUs followed the guidelines on the AWAs contained in the MCs issued by the CSC, like the percentage of staff reporting depending on the quarantine level and the priority staff who will WFH, such as the senior citizens, those with comorbidities, and those with disabilities. As one key informant said,

> In terms of compliance, we rarely stray from the dictates of the national government, so when the national government says that 50%, 70% for these industries, we strictly follow because we believe they are in the best position…."

In practice, other factors were considered in determining the skeletal workforce, such as the nature of work, the number of staff assigned to particular units, and the internet connection at employees' homes. In one LGU, all the department heads reported all the time during the pandemic. There are offices where the staff did not participate in the AWA, like the health, sanitation, and peace and order departments and the Office of the City Mayor.

In one LGU, units are given the option of how many days the shift from skeletal to WFH would be implemented (e.g., 3-day physical work reporting and 2-day WFH). Meanwhile, in another LGU, the shift was every 14 days. According to a key informant, the unit head can decide on the specific scheduling to be adopted and who will be working physically and working from home, depending on the demand of the services, as long as the services are fully delivered. Quoting a key informant, "we don't strictly enforce the daily schedule of AWA because of lack

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of manpower. We only dictate *lang talaga bawal kayo pumasok if talagang may close contact kayo* (not to report for work if they have close contact) or for health purposes." All seniors were on WFH regardless of the percentage of employees allowed to physically report for work.

4.3 Effectiveness

There was no significant difference in the various forms of AWA adopted between the NGA and LGU respondents. Effectiveness scores are bunched closed together at high marks, as seen in Appendix Table 17. This would suggest that the respondents considered the various forms of AWA effective, whether from the NGA or LGU. It did indeed point out that with whatever AWA scheme was adopted, service delivery needs were addressed and complied with. After an initial setback in work output, given the adjustments as allowed in the SPMS of CSC, work output targets and accomplishments were normalized.

The boxplots for effectiveness are shown in Figures 16a-e. Specifically, effectiveness median scores are close for NGAs and LGUs for all types of AWA, except for WFH. In Boxplot 16-a, the median score is higher at 84% for NGAs compared to 72% of the LGUs on the effectiveness of WFH. This would suggest that the respondents considered the various forms of AWA effective, whether from the NGA or LGU. It did indeed point out that with whatever AWA scheme was adopted, service delivery needs were addressed and complied with. After an initial setback in work output, given the adjustments as allowed in the SPMS of CSC, work output targets and accomplishments were normalized.

There are variations in the box plots, but the differences are not as wide with the other box plots for relevance and coherence of AWA. This validates the earlier conclusion on the effectiveness of all types of AWA schemes for both.

The *schedule fluctuates based on work demand* was perceived to be effective by the LGU frontline staff (76.18) compared to non-frontline staff (51.38) as there are no differences in mean effectiveness score between frontline and non-frontline staff in other AWA schemes (Appendix Table 18). The preference of the frontline staff for *schedule fluctuates based on work demand* scheme is understandable given their experience during the pandemic when face-to-face delivery of services, such as the distribution of cash and in-kind assistance and provision of health services were extended to their constituents.

In general, for both NGA and LGU respondents, all forms of AWA except for the schedule fluctuates based on the work demand scheme were rated as highly effective. The mentioned AWA scheme generated only a moderate to high rating for both NGA and LGU respondents (Figure 17). This means that research participants generally found that the various AWA schemes and AWA policies effectively addressed public service delivery needs.
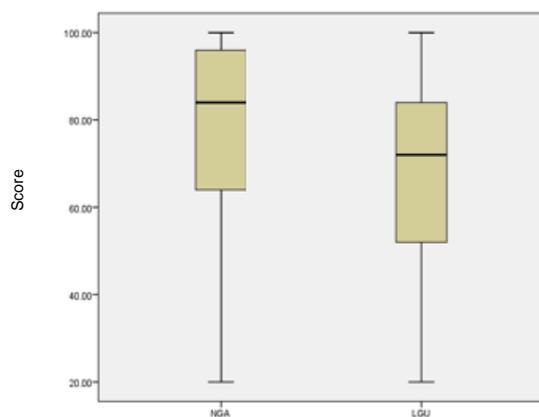
a: Effectiveness and WFH
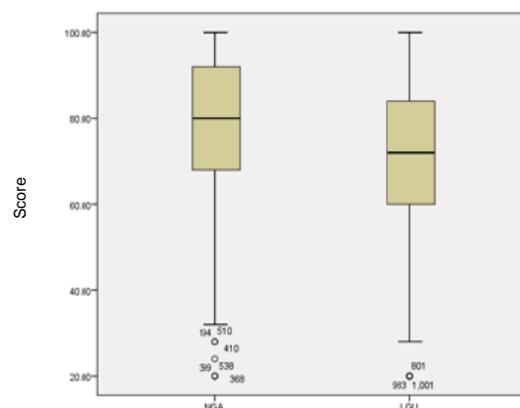
b: Effectiveness and skeletal workforce
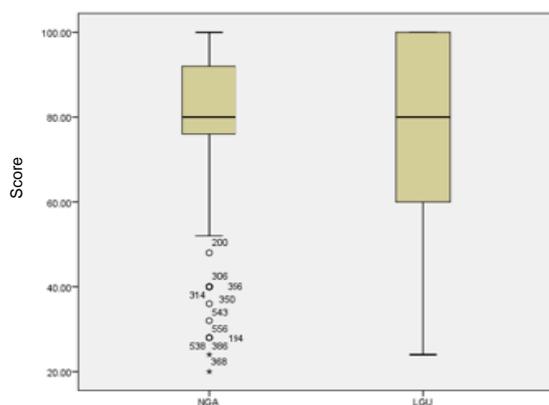
c: Effectiveness and compressed four-day workweek
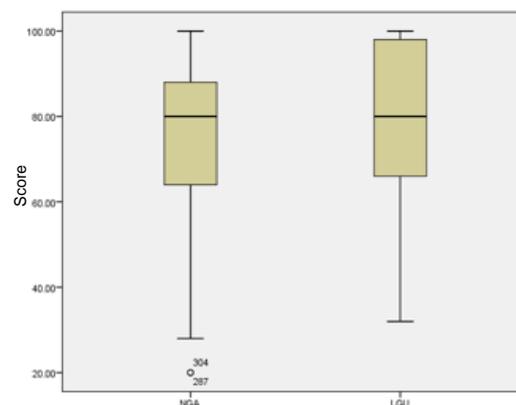
d: Effectiveness and staggered working hours
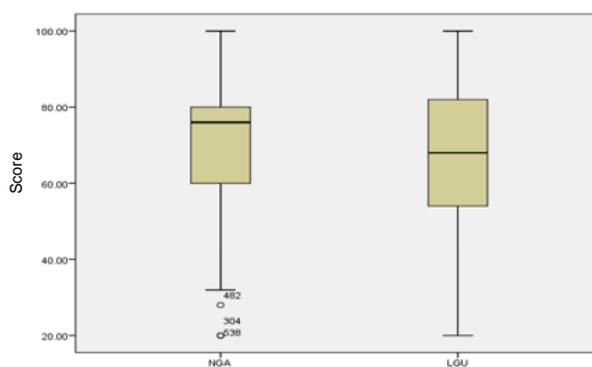
e: Effectiveness and schedule fluctuates based on work

Figures 16a-e. Box plots of effectiveness scores of NGAs and LGUs in NCR by type of AWA, 2021
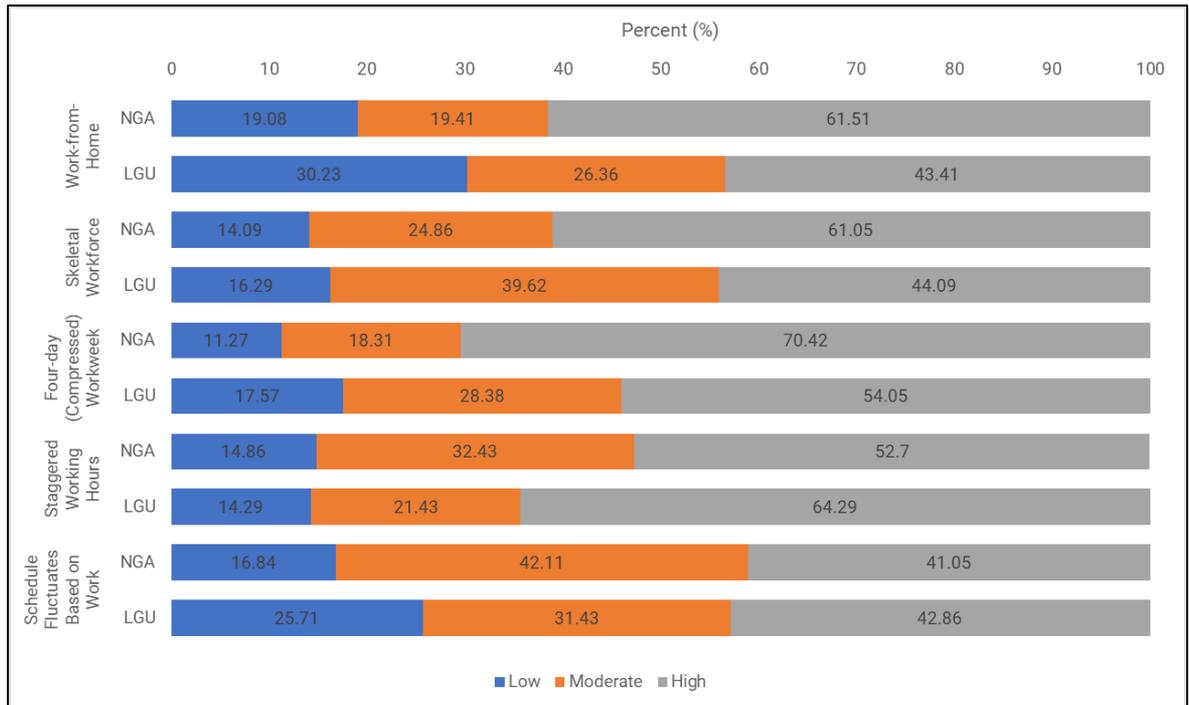
Figure 17. Level of effectiveness by type of AWA between NGAs and LGUs in NCR, 2021
Source of basic data: Appendix Table 19

Educational attainment, service function aligned with the position, and *digitalization of tasks in attending to internal and external clients* and *finance-related tasks* were positively and significantly associated with the effectiveness of WFH arrangement (Appendix Table 20a). This means that NGA employees with higher education levels found that the WFH arrangement is a positive mechanism to address the need for continued public service while ensuring that the public is protected and feels safe against the virus. Meanwhile, the digitalized NGA employees' finance-related tasks were seen as effective in-service delivery.

For those on skeletal workforce arrangement, *marital status* and *digitalization of tasks related to attending the internal and external clients* were positively and significantly associated with effectiveness scores. This means that married NGA employees see that doing skeletal work is effective as it may reflect fewer day-to-day interactions with fewer people inside the office setting. It may also indicate that perceived reduced physical contact/distance would enable them to avoid getting infected by the COVID-19 virus. This is reinforced by the positive and significant association of effectiveness scores with the *extent of digitalization* in finance-related tasks. This suggests there is a lesser chance of contracting the virus as long as work is mediated by IT processes and with limited co-employees in the office. On the other hand, there is a significant and positive association with the factors of *service function aligned with current position, external clients who need output, and extent of digitalization in doing finance-related tasks* on a four-day compressed work week. This would imply that as long as the tasks are specific to the current position and are mediated by IT processes, NGA employees see the compressed four-day work week as effective. Finally, for the NGA employees doing staggered work hours, there is a positive and significant association with *educational attainment and external clients who need their output*. This would suggest that employees with higher

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educational levels can navigate tasks even at less ordinary hours of a regular workday. On the other hand, NGA employees working staggered hours feel they can service external clients' needs even at odd hours.

From the point of view of the LGU respondents, the *number of years employed* is inversely related to AWA, which means that as the number of years of employment increases, WFH becomes less effective (Appendix Table 20b). It can be surmised that those in the service for many years occupy supervisory positions that necessitate reporting to the office to supervise staff and sign documents. Also, for LGU respondents, there is a significant positive association between the *extent of digitalization in attending to internal and external clients and in doing finance-related tasks* on a WFH scheme and its effectiveness. It may mean that as long as processes have been automated, they can work even outside the physical office. Meanwhile, *marital status, educational attainment, service function aligned with the position, and extent of digitalization in doing finance-related tasks and in report preparation-related tasks* increase the effectiveness of the skeletal work arrangement (Appendix Table 20b). This means that LGU employees have role clarity in what they are supposed to do in a skeletal work arrangement, as knowledge and performance of tasks are mediated by IT. It may also mean that city government employees in the *schedule fluctuates based on the work* arrangement may take advantage of the ebb and flow of work demand to do such tasks during their lull time. There is likewise a significant positive association with the factor of *internal clients who need the output* with the four-day work week. This would suggest that LGU respondents feel that the work outputs needed by office mates are still done correctly even in less than five days. Finally, there is a positive and significant association between the *schedule fluctuates based on work* with the *extent of digitalization in report preparation-related tasks* providing that an open working hour becomes appreciated by LGU respondents as effective when such are mediated by automation.

4.3.1 To what extent were the AWAs adopted by the different agencies able to address public service delivery needs, as well as the needs of employees? (Evaluation Question Number 5)

Reiterating discussions on relevance and coherence, the different policies on AWAs and their subsequent implementation by the government mitigated the adverse effect of work disruption and contributed to safeguarding people's health and lives during the pandemic. At the level of national policy, the AWA options were suggested, and public organizations and their staff determined which particular options were possible for them. It was widely observed that the nuanced understanding of job roles, tasks, and workforce needs dictated the suitable arrangements, such that AWA adoption tended to vary even within NGAs or LGUs. However, this was valid as long as the prescribed minimum 40-hour workweek was observed, and public service commitments identified in the citizen's charters of offices were met. Notably, some flexibility was exercised on traditionally regimented rules, such as attendance. For instance, with unit heads relegated to monitor staff activity, especially in the WFH setup, performance has shifted from foremost compliance to the number of hours rendered toward meeting key performance indicators.

In the FGDs and KIIs, mention was made of a blurring of boundaries of who could be considered as frontline and non-frontline service providers, especially in the LGU ecosystem, where almost everyone in the LGU has become a frontline staff. This was unique to the LGUs as their organizational structure and hierarchy (broader span of control and command hierarchy) allowed for the relatively more straightforward deployment of personnel in such conditions. This was because of the deluge of work and the enormity of the task associated

with containing the effects of the virus. Staff responsibilities were 'rotated,' expanding the job scope beyond what was customary. Staff were deployed in checkpoints in COVID response areas, distribution areas for cash and in-kind assistance, vaccination sites, and isolation facilities, while some were deployed in contact tracing to augment staff shortages in particular offices of the LGUs. In fact, for those tasks originally identified by CSC memorandum circulars for AWA, such as the human resources, accounting, and budget departments, their personnel were deployed outside to cater to the needs of the citizens.

Except for the NGA's non-frontline document processing service, the number of frontline and non-frontline transactions either processed or completed decreased significantly during the pandemic for the respondents from the NGAs and LGUs. Appendix Table 21 shows the mean number of the top three frontline and non-frontline services.

The decrease in activities, particularly for NGAs, was primarily due to the lockdown imposed because of the pandemic. During the pandemic's early months, most NGAs and LGUs implemented different AWAs. It should be contextualized that during this period, public transportation services were severely curtailed with curfews imposed that those who were part of a skeletal workforce and those who were physically reporting for work had to leave offices even before the customary 5:00 p.m. regular schedule only to augment the lost physical time at the office with WFH hours. This is supported by stories from the KIIs and FGDs that some middle managers responded to queries via email and social media even beyond 5:00 p.m., thus affecting work-life balance since the home is also the office during lockdowns. A manager from an NGA shared that "May times na two hours nga lang ang tulog ko just to keep up with the demands of the public … Yung frontliners namin heavily burdened sila to the extent na kahit alas tres ng madaling araw, holidays, weekends, may sumasagot sa mga emails namin." (There were times that I slept just for two hours to keep up with the demands of the public…. Our frontliners were heavily burdened to the extent that even at 3:00 a.m., on holidays, and weekends, they respond to emails.) The impact of the pandemic on work-life balance is consistent with the studies of Irshad et al. (2021) and Rozman et al. (2021).

The KII and FGD results show that in some of the selected NGAs, there was a decline in the performance of employees. At SEC, a slack in the performance of frontline and non-frontline services was observed in 2020 and 2021. With earlier efforts on digitalization, however, the SEC had a head start in transitioning to an alternative (digitalized) mode of delivery for some of its services. Due to the relative unpopularity of existing online services then, active promotion in social media was pursued, especially in the Company Registration and Monitoring Department, so that transactions could pick up even as quarantine restrictions were in place.

PhilHealth had to resort to the extension of submission deadlines by clients for specific requirements, especially at the beginning of the pandemic. It was mentioned that a third-party service provider was contracted by PhilHealth to determine client awareness and conduct a satisfaction survey in 2020. Client satisfaction showed a decrease of 1.2% points compared to 2019 figures. The overall rating of PhilHealth by its external clients showed an "excellent" score. Still, clients also said that because of the physical restrictions imposed by IATF, some clients had to queue up outside the LHIO office space, unlike before when it was possible to crowd inside the offices.

During the FGD, the Pag-IBIG participants shared that the automation process and AWA combined were particularly beneficial to members filing claims for multipurpose loans or

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calamity loans online, not via full automation but through emails. Then applications and all their attachments were printed.

The initial AWA response, though, compelled some employees to work on Saturdays, suggesting that AWA's operationalization depended on some factors, such as health guidelines and protocols, location of residences, and consolidated functions, among others. Because member services cluster, the current system can only be accessed at the physical location of the offices, as the information system's security features were of prime consideration. Very few branches/employees were also given access to a virtual private network account to fully do tasks from a WFH setup. It was emphasized, though, that those employees follow the 40-hour workweek even if some had to be assigned to do things on a Saturday.

In time, the notions of accountability mechanisms were recognized, such as what each employee was supposed to do, who their clients were, and the results and output of each task. The FGD participants even claimed that the AWA was advantageous because their targets were exceeded even if the employees were on a 3-day physical work presence.

The restrictions and lockdowns resulted in work disruption at PSA because services involving physical transactions were cut down to comply with health protocols issued by the government. For frontline services, this meant limiting the number of clients served in the physical office to avoid crowding. The online appointment system was advertised through different platforms (e.g., billboards, tarpaulins) to better manage demand from those who will avail PSA's services. For non-frontline services, financial and administrative units were crucial in ensuring that salaries and support measures were in place for the workforce, both regular employees and contract of service workers.

In the case of LGUs, there were narratives noting how effective the offices were during the pandemic. The LGUs agree that their overall organizational performance, particularly the quality, quantity, and timeliness of the delivery of basic service to their constituents, has not been significantly affected by the local governments' decision to adopt the various AWAs in the time of the COVID-19 pandemic. On the contrary, the LGUs believed that the AWAs greatly helped in facilitating the generation of the needed and expected organizational outputs. They provided the local governments with proactive ways to meet performance targets despite employees not being physically present in the workplace at a time when strict national COVID-19 pandemic health protocols were in place.

As a proxy measure of how public service delivery needs were carried out for those doing WFH activities, Appendix Table 22 shows that the majority of the respondents, higher for NGAs than LGUs, mentioned that access to online video conferencing, having an active email account, availability of ICT equipment for doing work together with internet connectivity, and, having their contact phone numbers accessible to their supervisors were some of the mechanisms that enabled the continuous provision of service. Notably, more NGA employees than LGU employees had regular meetings with their supervisors for check-in and work status performance.

Performance as Affected by the Pandemic Lockdown

It is important to note that during the survey with the selected NGAs and LGUs, repeated requests were made for copies of OPCRs/IPCRs and client satisfaction ratings before and during the pandemic, but limited documents were provided. It could be assumed, in general,

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that organizational productivity in many aspects of LGU operations has also been adversely affected by the COVID-19 pandemic and the subsequent community lockdown, most especially during the first few months. Service delivery and business operations have suffered because local governments were caught off-guard by the pandemic. Performance on various organizational metrics (e.g., revenue collection of LGUs) was significantly lower than in previous fiscal years. On the other hand, maybe because of the robustness of their capacities, NGAs may have performed better.

Recalibration of Performance Targets

It is also worth noting that under the SPMS for public service organizations, there are opportunities in the review cycle to adjust targets midterm into the semester/rating period. In the early stages of the pandemic, coming as it were in March 2020, which is the middle of the first rating period for most offices, the adoption of the AWA schemes and the automation of office processes may have affected service delivery, especially considering the April–May 2020 quarantine.

Eventually, targets were recalibrated to factor in the effect of prevailing constraints on agencies' performance. For example, some LGUs doubted if they could attain the level of performance, they set for themselves before the pandemic hit the country (i.e., meet their annual revenue collection targets). Individual and organizational performance expectations from managers and constituents alike are, thus, understandably lower at the onset of the pandemic.

Benefits Derived from AWA Operationalization

A primary consideration in choosing AWA modalities focused on what modes were allowed that do not compromise work efficiency. The operationalization of the various modes of AWA has proven beneficial over time, primarily because the delivery of basic services continued with minimal disruption.

The provision of online services, which in part has been fast-tracked by the strict implementation of the community lockdown, enabled local governments to regain the level of performance they had achieved pre-pandemic. The AWA scheme provided local governments with proactive ways to meet performance targets despite limitations on the physical presence of employees in the workplace at full capacity when strict COVID-19 health protocols were in force.

4.3.2 To what extent were service delivery outputs achieved by the respective agencies attributable to the different AWAs employed? (Evaluation Question 6)

There is evident agreement among NGAs that the adoption of the AWA strategy has proved to be beneficial. The various AWA mechanisms enabled these agencies to minimize the negative impact of the pandemic and the subsequent community lockdowns on their ability to deliver efficient and prompt service. This is particularly true, especially for clients who are used to transacting with these agencies physically.

Recalibrated performance scorecards in Fiscal Year 2020 also reflect the achievement of NGAs' overall performance targets. Many of these agencies have had no major complaints

because the necessary logistic and technical support to perform under an AWA setup has been provided, as noted in the KII and FGDs.

Most local governments also believe adopting the AWA scheme, in general, has addressed the many difficulties they have encountered due to the pandemic and the subsequent lockdown. They agree that their overall organizational performance in terms of quality, quantity, and promptness of service delivery was not significantly affected by the local governments' decision to adopt the various AWAs at the time of the COVID-19 pandemic because necessary adjustments were made like staff assigned in other units were deployed in areas where they were most needed (e.g., distribution of assistance to their constituents). There have been no major complaints in LGUs. They believed that these AWA modalities have greatly aided in producing the needed and expected organizational outputs when faced with challenges during the pandemic.

4.3.3. Were there any unintended service delivery outputs and outcomes in employing these AWAs? (Evaluation Question 7)

Recalling the TOC presented in an earlier chapter, observations in the KII and FGD point to particular factors associated with unintended service outputs and outcomes. In particular, new organizational methodologies as a result of the policy enabled an opportunity for re-examining and recreating new protocols for service delivery fast-tracked by the embrace of digital transformation exigencies.

Opportunities for New Organizational Methodologies

The formulation and implementation of AWA policies have allowed some NGAs to revisit existing office policies, protocols, and functions, including the office's physical layout and capacity, employee mobility to/from the office, and human resource allocation. It has also opened doors to trying out other novel work schemes (e.g., rotation and scheduling) while giving close attention to the evolving policies of national and local governments. Collaborative work, as mediated by using ICT and various cloud platforms employed during the implementation of various AWA, was mentioned in the FGD and KII. AWA enabled public organizations to shift from traditional face-to-face meetings to online meetings, which were easier to arrange, given the various platforms employed. In the same breath, online meetings that have increased in frequency, and even multiple simultaneous meetings for some, contributed to reduced efficiencies. This was cited as a challenge despite the possibility of multitasking while listening to online meetings. This was exacerbated, too, by employees on WFH arrangement who had poor internet connectivity.

Relieve Employees of Their Fears and Worries

Employees on ICS or job order could also allay their fears of not being paid for work rendered due to the "no-work, no-pay policy" in their contracts. Not only were these employees able to continue to work and receive their just compensation, but they also continuously received their benefits.

Constituents are Slowly Embracing Technology

For some LGUs which took advantage of digitalization in 2021, especially online business transaction options, only a few constituents took advantage of the local governments' online payment facilities. In 2022, however, there was a noticeable increase in payments being

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coursed through these online payment facilities. The constituents finally enjoyed the ease and convenience of online payment compared to going to the city hall to transact business.

Fast-tracking of the Digitalization Process

In most LGUs, the health office started providing online services during the pandemic. Forms and templates, for example, could now be downloaded from their online portal. Another LGU reportedly started telemedicine consultation during the latter part of the pandemic. The BPLO of LGUs partnered with several financial services providers (e.g., GCash, Paymaya, MultiSys, and Unionbank) to broaden their clients' online payment options.

The NGAs' experience was similar despite having relatively more resources (e.g., budget and human resources) to expand their digital transaction protocols to the public. PhilHealth and SSS have made significant strides toward the computerization and automation of their services. An example is the early initiative of SSS on digitalized pension processing, which enabled parallel processing at different points; the use of digital identification cards with biometric information; online loan applications; and other benefit claims. Electronic transactions increased from 34% in 2019 to 70% in 2021. Similarly, PhilHealth digitalized its services, such as database membership and processing collection and claims, long before the pandemic. It also has in-house IT expertise, but as shared by the key informant, PhilHealth's total digital transformation needs a bigger platform; hence, it needs a third-party entity to design an integrated, seamless system.

4.3.4 How did these arrangements affect different beneficiaries and duty-bearers? Did the effect vary across gender, age, and economic status? (Evaluation Question 8)

The relatively younger employees in the NGAs, and to some extent the LGUs, are perceived to be more IT savvy, computer literate, and more adept in utilizing ICT (e.g., digital computers, laptops, and Google Drive) both for personal and professional use. They could adjust more easily to the new work arrangements than their older colleagues, who were believed to be more accustomed to the traditional work set-up. The survey results showed that the difference in the use of appropriate equipment (e.g., computers) in the performance of tasks markedly decreased for employees 60 years old and over.

Recalling the measures of association between types of AWA and some factors under effectiveness, a significant positive association was found between educational attainment and the WFH scheme. This may mean that as the NGA employee's education attainment goes up, the employee sees that a WFH scheme is effective since the individual is given tasks that may not need a significant amount of time (in terms of constant supervision or delegation) to be spent inside the office setting. This could be reinforced by the correlation results of the extent of digitalization of certain tasks, which shows a significant positive association with WFH. On the other hand, the NGA employees' marital status was found to have a significant positive association with a skeletal workforce scheme. This may mean that married individuals may find doing skeletal work effective in addressing public service delivery during the pandemic.

For LGU employees, *marital status* and *educational attainment* were positively associated with skeletal workforce arrangement. This means that the LGU employee who has undergone higher educational opportunities finds physical reporting with a reduced workforce a relatively effective way to address public service. However, a significant negative association exists

between the number of years in service of the LGU employee and the WFH scheme. This may mean that LGU employees who have been employed longer and have dealt with clients for a more extended period prefer to deal with citizen clients physically, or those occupying supervisory positions need to report to the office to supervise staff and sign documents.

It should be noted that there was no significant association between gender and any of the AWA schemes. This means that regardless of sex and type of office all the AWA schemes effective were rated as effective. Further, there were no other variables for economic status were asked during the survey.

Possibilities of Enhancing Diversity and Inclusivity

The various modes of AWA may help marginalized employees work with the local government in the long-term, thus making a city government more inclusive. For example, if an LGU should embark on a program for retirees or expand entry of persons with disability, it can give employees responsibilities that will not require going to the city hall to report for work regularly.

4.3.5 How do the service delivery accomplishments compare before and after the implementation of the AWAs? What factors contributed to the difference in performance, if any? (Evaluation Question 9)

The number of tasks significantly dropped during the pandemic for all the top three tasks, except for the non-frontline task of providing services/assistance to internal and external clients by NGAs. Table 13 shows that among the frontline tasks, a reduction in the processing of registrations and applications declined the most at 33%. This can be because possible clients may have deferred or waited until the pandemic restrictions have eased. The reduction in non-frontline tasks was lower compared with frontline tasks. Classified as a non-frontline task, document processing was reduced by 20%, from 35% to 28% before and during the pandemic.

For the LGU employees, all the top three frontline and non-frontline tasks significantly declined before and during the pandemic. Among the top three frontline services, the processing of registrations and applications declined by 62% and document processing by 40%. Meanwhile, the non-frontline document processing task declined the most during the pandemic, with a median of 30 compared to 50 before the pandemic.

4.3.6 Has service delivery improved between the first and second year of the implementation of AWAs? What factors contributed to the change in performance, if any? (Evaluation Question Number 10)

What had initially seemed to be coping mechanisms and temporary solutions, the modes of AWA and the reliance on online platforms have become standard operating procedures as agencies try to maintain the service standards of quality and timeliness during the pandemic. The future of work seems to have been opened with AWA and the digital transformation of public service. There are difficulties in implementing FWA in terms of performance management, but this can be addressed by performance monitoring. In essence, task tracking at the activity level seems to work; converting these into outputs as the aspired performance metrics under the SPMS still has a long way to go. Coaching and mentoring seem to be desired competencies that employees must learn quickly, given intergenerational attributes and peculiarities.

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Despite the community lockdown category or alert level, operations and tasks deemed critical and necessary have continued throughout the pandemic, even in the most restrictive conditions. Over time, processing of loan and benefits applications and other related transactions have picked up speed because of improved automation and growing ease in utilizing e-documentation processes. Public offices were also able to fulfill their mandate of providing essential services to their constituents, thus, meeting their targets even during the pandemic.

With the various AWAs in place, public organizations can adjust and adapt to various challenges. To date, organizational performance levels are reported to approximate those during the pre-pandemic. However, a deeper examination of performance targets (original and recalibrated) and accomplishments will have to be further investigated within the realm of the current SPMS of the CSC or the balanced scorecards of some NGAs. What is currently reported are the results of the KIIs and FGD sessions. In contrast, evidence-based reports are still forthcoming to the assessment team at the time of the writing of this report.

Table 13. Median number of tasks performed before and during the COVID-19 pandemic in NGAs and LGUs in NCR, 2021

	Before the Pandemic	During the Pandemic	Median Test (*p*-value)
National government agencies			
Frontline service			
Providing services/assistance to internal and external clients[a]	38.25	30.00	<.001**
Document processing[b]	70.00	50.00	<.001**
Processing of registrations and applications	75.00	50.00	<.001**
Non-frontline service			
Data processing	60.00	55.00	.032*
Providing services/assistance to internal and external clients[a]	35.00	40.00	.458
Document processing[b]	35.00	28.00	.001**
Local government units			
Frontline service			
Providing services/assistance to internal and external clients[a]	80.00	60.00	<.001**
Document processing[b]	50.00	30.00	<.001**
Processing of registrations and applications	53.00	20.00	.003**
Non-frontline service			
Data processing	60.00	50.00	.015*
Providing services/assistance to internal and external clients[a]	42.50	30.00	.041*
Document processing[b]	50.00	30.00	<.000**

Notes: **Significant at p<.01; *Significant at p<.05; [a] refers to walk-in clients for frontline services and clients sending email, phone calls, etc., for non-frontline services; [b] as frontline service, it includes releasing and distributing memos, reports, permits, etc.; As non-frontline service, it includes drafting/generating and filing memos, reports, permits, etc.

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4.4 Efficiency

Overall, AWA policy and the various AWA schemes were considered efficient in the use of resources toward service delivery by both NGAs and LGUs, as reported by their employees (Appendix Table 23). In particular, there is a significant difference between the WFH and skeletal workforce scheme among NGAs and LGUs. Similarly, the median scores on efficiency by AWA are shown in Figures 18a-e. In particular, the median score was higher for NGAs at 80% on the efficiency of WFH compared to LGUs 60%. On the other hand, the LGU employees rated the efficiency of the *schedule fluctuates based on work* higher (80%) than those of the NGA employees with 60%. The median score at 80% was the same for the NGAs and LGUs on the skeletal workforce, compressed four-day workweek, and staggered working hours schemes by both NGAs and LGUs. Despite having the same median values, the distribution of responses varied as indicated in box plots 18b to 18d.

This pattern may indicate that both NGAs and LGUs may better utilize organizational resources under these two schemes. Explanations for this would need further validation of income statements (if the organizations have one) for the reduction in maintenance and other operating expenses (MOOE) expenses, such as electricity, water, and janitorial expenses, because of the reduced physical presence of employees who use the facilities of the office. Also, given the relatively extensive use of digital technology in NGAs, the reduced costs for printing and paper may have been important factors. Travel expenses were also reduced for those who needed to go to the branch offices of NGAs because meetings could now be done online. Finally, these results are reinforced by high mean rating scores for all types of AWA on efficiency for both NGA and LGU employees (Figure 19).

The LGU frontline staff perceived the *schedule fluctuates based on work demand* to be efficient compared to the non-frontline staff. Appendix Table 24 shows that the mean efficient score for LGU frontline respondents was significantly higher at 73.04 compared to the 50.77 mean score of non-frontline respondents. For the rest of the AWA schemes, there were no significant differences in the mean efficiency score between frontline and non-frontline staff.
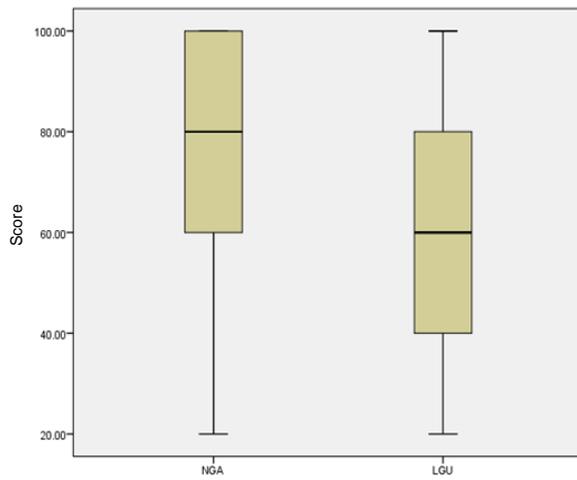
a: Efficiency and WFH
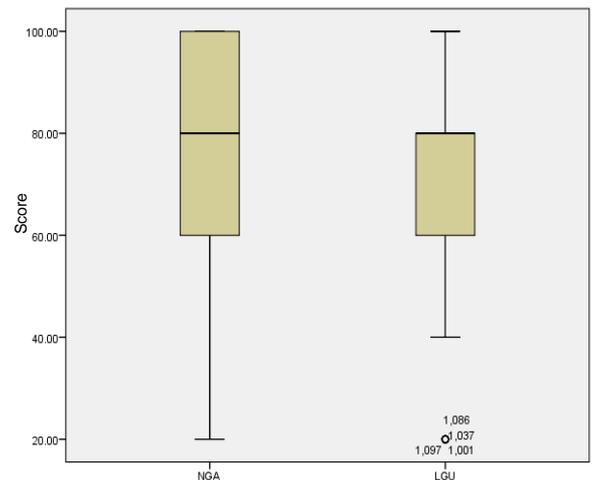
b: Efficiency and skeletal workforce
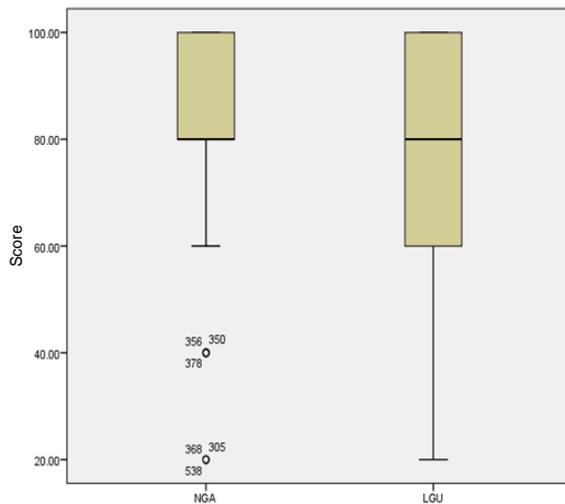
c: Efficiency and compressed four-day workweek
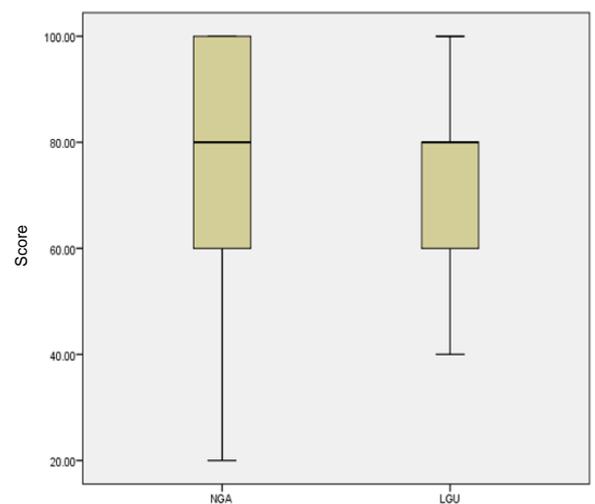
d: Efficiency and staggered working hours
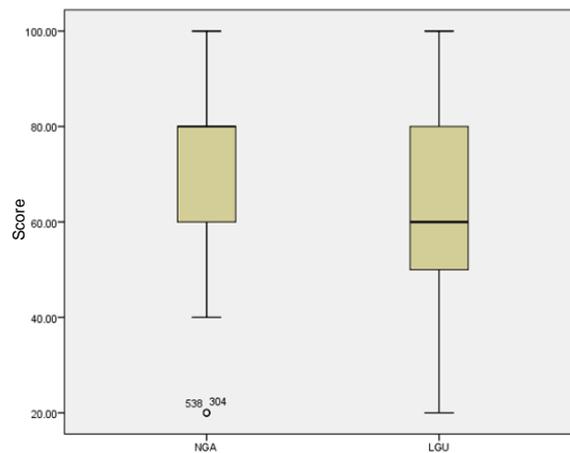
e: Efficiency and schedule fluctuates based on work

**Figures 18a-e. Box plots of efficiency scores in NGAs and LGUs
by type of AWA in NCR, 2021**
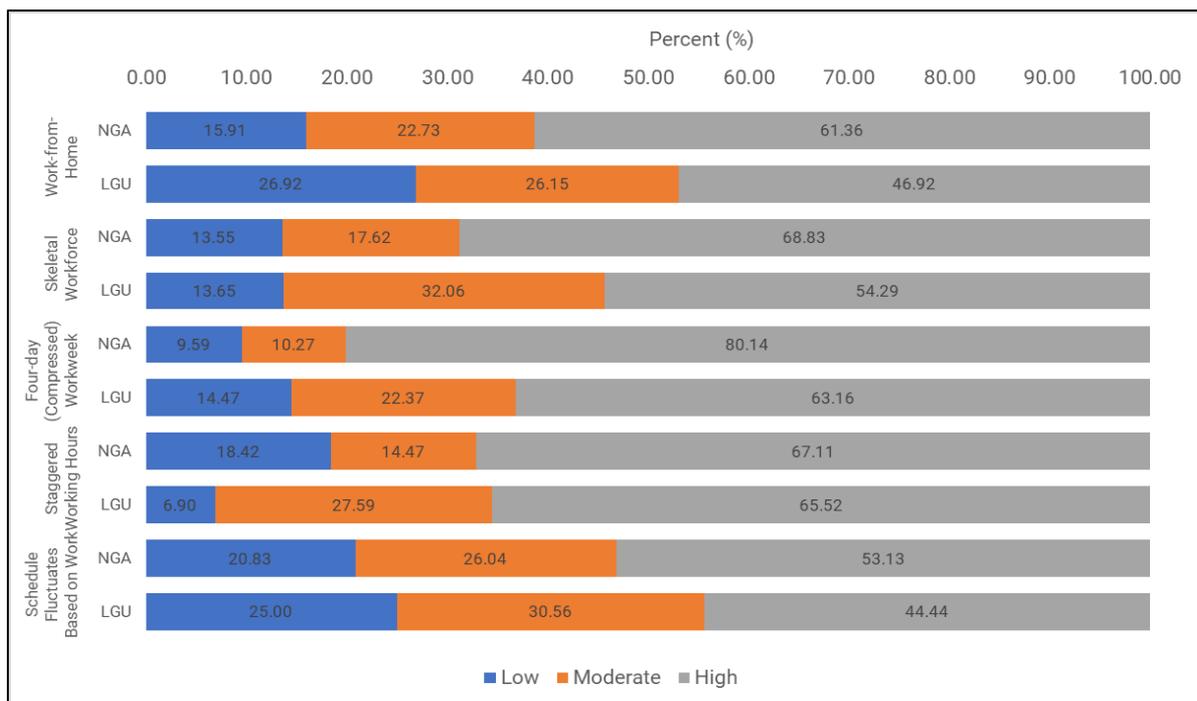
Figure 19. Level of efficiency by type of AWAs of NGAs and LGUs in NCR, 2021
Source of basic data: Appendix Table 25

Association analysis for some factors and AWA efficiency scores for both NGAs and LGUs yielded similar findings. Appendix Table 26a (for NGAs) and Appendix Table 26b (for LGUs) show significant associations for some variables with efficiency scores, as described below.

For NGA employees, factors positively and significantly associated with the efficiency scores of a WFH arrangement were *educational attainment, service function aligned with the current position,* and *extent of digitalization, particularly attending to internal and external clients and in doing finance-related tasks.* This signifies that role identity and clarity exist as educational attainment increases, especially on digitalized tasks. The perception is that a WFH scheme efficiently responds to the pandemic. This would allow employees to use their "superior" knowledge to do their particular tasks, the processing of needed documents and finance-related activities using IT processes, even if they are not physically present in the office. On the other hand, it was found that the *number of years in service* was significantly and negatively associated with the efficiency scores of a skeletal workforce scheme. This may mean that fewer colleagues in the workplace, those that are relatively new to the job, may have fewer individuals whom they may approach for coaching and mentoring or even ask for assistance on specific tasks. The *extent of digitalization in attending to internal and external clients* was positively and significantly associated with the efficiency scores of a skeletal workforce scheme.

In a four-day compressed workweek for NGA employees, *service function aligned with the current position, external clients needing their output,* and *extent of digitalization in doing finance-related tasks and in report preparation-related tasks* were positively and significantly associated with efficiency scores. This may mean that digitalization matter in doing finance-related and report-preparation-related tasks matter when reporting for work on fewer days.

Further, this may mean that as far as NGA employees are concerned, even in a reduced workweek, they can accomplish their finance-related tasks and report preparation efficiently through digital transformation processes. Factors positively and significantly associated with the efficiency scores of *staggered working hours* and *schedule fluctuates based on work* are *internal clients who need service* and *extent of digitalization in doing finance-related tasks*, respectively. With digitalization, NGA employees, likewise believed that they can efficiently accomplish their finance-related tasks under staggered work hours and schedule fluctuates based on work schemes.

In the case of LGUs, the *number of years in service* was negatively and significantly associated with efficiency scores in a WFH arrangement. This may mean that those who have been in the city government service for a long time prefer to interact, serve, and deliver public service commitment to their citizens face-to-face. Having been familiar with the ebb and flow of citizens requiring their services, city employees may think that physical interaction is still an efficient way of dealing with the disruption. On the other hand, *marital status and educational attainment* were positively and significantly associated with efficiency scores of a skeletal work arrangement. Again, this may mean that for married city government employees, having fewer colleagues present in the office setting would translate to fewer physical interactions with individuals who may or may not be infected with the virus. The association with higher educational attainment could be explained by the fact that maturity matters in terms of cognitive and socio-behavioral skills.

In a four-day compressed workweek scheme, the only factor positively and significantly associated with efficiency scores was *internal clients who needed the output* of the city government employee. This may mean that for those whose tasks and outputs are needed by colleagues in the workplace, a four-day compressed workweek was considered an efficient way of dealing with service delivery, albeit with a reduced physical presence during the week. This may imply, too, that the city government employee's output may not be as crucial or urgent for the next handler of the work output.

Appendix Table 26b shows significant association with the extent of digitalization in report preparation-related tasks for *schedule fluctuates based on work*. This may imply that for LGU respondents, AWA was seen as an efficient recourse since they could accomplish this at times when there is no high demand for physical presence.

Generally, AWA enabled public offices to save on operational costs (e.g., electricity, water, printing) in the long run. However, in the early periods of the pandemic lockdown, this was offset by expenditure allocated for workplace adjustments (putting up barriers/acrylic/plastic frames, alcohol dispensers, and other health/sanitary equipment used to disinfect the workplace, among others). With the shift to an expanded digital transformation scheme, expenditure allocation for the purchase of software, subscription to cloud-based platforms, and ICT equipment contributed to reduced costs. However, in the long run, the investments would be offset by service output, ease of operations, and maybe, for some NGAs, the smaller maintenance cost of rent, among others.

4.4.1 In what ways did AWAs improve the efficiency of service delivery? (Evaluation Question Number 11)

Overall, hybrid work arrangements were perceived to work efficiently. For SEC employees, the younger generation was more computer literate and adept in the use of technology than the

10%–20% of staff, as mentioned during the KII/FGD, who still prefer the traditional setup and do not rely so much on computers, laptops, and Google Drive.

In the case of PhilHealth, adopting AWA and contributing to the automation processes undertaken by PhilHealth may have affected service delivery in terms of the metrics on timeliness—particularly when certain documents were not acted on immediately because the volume of emails had increased. There is some disagreement among FGD respondents as to whether the volume of transactions increased or remained the same. PhilHealth respondents mentioned faster transactions were observed because of automation and e-document transactions.

What seems to be a coping mechanism that employees adopted because of the increased volume of transactions due to multiple prompts (online, face-to-face transactions) was rendering overtime services even as they tried to maintain quality and timeliness service standards. The use of various digital platforms improved turnaround times. It was found cost-efficient for documents needing signatures since an electronic signature could be easily placed on the document, unlike in paper transactions. This is seen to have increased the productivity of employees.

Overall, PhilHealth has performed well, as seen in its recalibrated performance scorecard of 2020 (PhilHealth, 2020). From its automation processes, it has rolled out the National Registration System; eligibility and/or costing system; *ePCB* or *eKONSULTA* system; and accreditation system. Some strategic objectives had no 2019 baseline data, so a comparison between the 2019 and 2020 figures cannot be made. But if Strategic Objective 1 (satisfied clients) is checked, an increase of 1% was realized between the two time periods, with 91% of PhilHealth clients rating their experience at least at a satisfactory level.

An example of how Pag-IBIG has improved its efficiency is in the processing time of loans. Before automation, a member had to wait 12–30 days for a turnaround of their transactions. But now, with automation providing certain verification checks in their system, the loan application can be decided quickly. Mention was also made on savings in terms of travel and accommodations (for HDMF auditors). As mentioned above, part of the experience is that while some employees were tagged to do WFH for certain days, not all were doing an eight-hour workday, especially for those who must support their tasks using their smartphones and meager internet subsidies. Also, while some employees were tagged as WFH, without IT equipment, they could not squeeze out work output from them.

Overall, as seen in the recalibrated performance scorecard of 2020 (HDMF, 2020), the performance of HDMF compared to 2019 figures had varying results for its various strategic objectives. Positive increases were seen in asset size (from PHP 576.088 billion in 2019 to PHP 635.235 billion in 2020) and members' savings (from PHP 41 billion in 2019 to PHP 46.354 billion in 2020). On the other hand, there was a decrease in the percentage of the labor force covered from 50% in 2019 to 42.76% in 2020; asset quality via the performing loan ratio decreased from 91% in 2019 to 85% in 2020. The target to streamline processing time, specifically on end-user financing approval and take-out, dropped by 10% in 2020.

For the LGUs, evidence suggests that the efficiency of AWA policy and the mediating effect of digital transformation are reflected in the following statements:

The progress in digitalization of the services varies among the LGUs and within units/departments. As mentioned earlier, BPLO leads the provision of electronic services,

intensified with the passage of EODB. In most LGUs, the health office has started providing online services, particularly in Quezon, Pasig, and Manila.

An LGU reported that its telemedicine consultation started during the latter period of the pandemic. This LGU mentioned that efforts on electronic medical records started even before the pandemic, but discussion with the third-party provider was stalled as the digitalization of records remains unfinished.

For the City of Parañaque, BPLO further streamlined its services by partnering with several financial services providers to have a broader range of options for online payments, such as GCash, Paymaya, MultiSys, and Unionbank. When first implemented in 2021, only a few availed of online payment. By 2022, with citizens realizing its convenience, there were more transactions. Another innovation was the Keri Delivery application introduced by the city's internal IT staff. It enabled the LGU to connect to some NGAs' central business portals to deliver documents to their citizens.

In Quezon City, online application and inspection started sometime in 2020. Inspectors using tablets where information on business establishments was in the system used these for checking and compliance mechanisms. Other departments have started providing services, such as building services, sanitation, City Health, and the City Treasurer's Office.

4.4.2 Could there have been better, more efficient ways to deliver the intended results? (Evaluation Question 12)

The implementation of AWA policies could not have come at a better time. First, it contained the spread of the COVID-19 virus. Had it not been implemented in March 2020, many more could have succumbed to the virus, for it was a novel one, with the health sector and service providers still unsure how to contain and manage the health menace. As other mechanisms were provided by IATF toward returning to a new normal, AWA adaptations to conditionalities provided the mechanism for service continuity.

With the recent expansion of AWA into FWA for government employees and further reiteration of DOLE for private sector employers/employees, adopting an FWA should redound to the intended results of resumption of a new routine protocol in the world of work, as well as in service delivery. Further opening of new work schemes away from the traditional management structure as mediated by the employment of digital technologies and the impending retirement of baby-boomers who currently occupy second- and tertiary-level positions who are thought to be less digitally literate than millennials and Gen Z would change the landscape of the work environment. It might be important to note that, somehow, in other countries, the world of work is undergoing tectonic shifts (United Nations, 2020). Examples are the four-day workweek at 100:80:100 (employees receive 100% pay for 80% workweek [32 hours]) while maintaining 100% productivity), a shift to low-wage work, and the gig economy, among others.

It should be mentioned, though, with the initial implementation of the AWA policies, in some offices where there was unilateral decision-making and lack of consultation by top management in corporate headquarters, which failed to take into consideration the unique circumstances (i.e., physical location, space availability vis-à-vis the number of human resources, the nature and variety of transactions) in their branch offices was negatively

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affected. Though subsequently, top management realized the uniqueness and conditions at the lower levels, adjustments on what AWA scheme to implement were done.

For some LGUs, their human resource complement limited the performance of functions even if an AWA was being implemented in the locality as the burden to respond massively, immediately to pressing concerns of lockdowns. Distribution of SAP, among others, showed the level of vulnerability of offices. This was somehow augmented by hiring additional personnel to cope with the demand and expectations.

In addition to the above, even if non-disclosure agreements were sought from employees early on due to the Data Privacy Act, bringing home ICT equipment, and employment of cloud platforms, highlighted the need to review and strengthen data privacy and security. Protocols and guidelines to strengthen and fortify against data breaches, hacking, and phishing are in order. It was noted in the FGDs and KIIs that while an electronic signature can be accepted as authentic, other regulatory offices beyond the selected NGAs and LGUs still require wet signatures, thus duplicating efforts and affecting efficiency.

4.4.3 In employing the AWAs, was the utilization of resources optimized? (Evaluation Question 13)

AWA provided opportunities for NGAs to achieve cost-efficient operations as there were reports that aside from savings realized because of reduced operating costs, especially when fewer employees were using the office space due to various modes of AWA, employees also psychologically benefited from reduced stress from long, commute times, or being exposed to the virus when reporting to work. To a certain extent, these imply increased organizational savings as operating and overhead costs were reduced. These include travel expenses from going to other branches or transacting with other government offices, as these can be mediated by calls for online meetings instead of physical presence.

Cost-effective Operations

AWAs are favored by NGAs because it has reduced the opportunity costs associated with the daily long and costly commuting (e.g., loss of productive time, transportation cost, exposure to the virus, exhaustion, etc.). AWAs also facilitated consultation, coordination meetings, and information exchange within the agencies with regional and subregional offices.

It was also easy for LGUs to arrange and conduct regular coordination and consultation meetings via virtual conference platforms. Multitasking became possible, too. For example, department heads could attend to their administrative duties, such as signing documents, while participating in online meetings.

Increased Savings

Lowering operating and logistic costs enables the NGAs and their employees to increase savings. As mentioned, AWAs enable these agencies to lower overhead costs due to reduced personnel in the physical offices. Travel related to fieldwork, audit and monitoring, and data gathering have been replaced by online meetings and the submission of electronic documents. On the part of the employees, transportation expenses were markedly reduced.

The operationalization of AWAs has reduced local governments' MOOE, increasing savings. This is possible mainly through online meetings instead of face-to-face meetings.

In hindsight, before the pandemic, ICT equipment and its various accessories may have been considered a necessary but not prioritized/valued capital expenditure. Recent adjustments to financial accounting and auditing rules and property management have made considerable adjustments to the allowed unit cost of ICT equipment, which should be considered in future budget cycles. Hence, investments in ICT equipment, internet connectivity, software, and cybersecurity features and apps would be more pronounced. For the selected NGAs and LGUs, depending on their resource munificence and prioritization schemes, organizations had to speed up the procurement of the ICT equipment necessary for WFH arrangement, even as the national government imposed a cut of expenditures in all offices via National Budget Circular 580, s 2020 (DBM, 2020).

Overall, IT support, under most AWAs, is a 24/7 operation for many NGAs. This is particularly true when considering the strategic scheduling of automated work by users who access the office server simultaneously on weekdays and weekends. The IT group proposed a solution creating three rotating shifts to avert the system's clogging and facilitate IT assistance.

Before the pandemic, some LGUs had IT infrastructure and facilities already in place. Thus, only minor adjustments were needed when the pandemic hit. They had already availed of and maintained subscriptions to multifunctional virtual video and audio conference applications.

Some constituents can access the services through the LGUs' online platform. Of particular interest is a local government's customized service delivery mobile app that made it possible to promptly address and respond to a constituent's query, complaint, or feedback. Eventually, systems interoperability and functionality will be a crucial challenge as there were instances where in-house expertise was deployed in the various offices that might have resulted in silo applications. This, though, will still have to be extensively studied.

As particular business or service units within NGAs gradually adjust and become accustomed to the various modes of AWA, they can distinguish and assess which office tasks can already be performed at home and which of the remaining tasks are carried out more effectively in the office. Mechanisms to monitor attendance and outputs have been established to ensure that regardless of the mode of AWA, the prescribed minimum of a 40-hour weekly workload is met.

The same can be said of other monitoring initiatives, such as online platforms for the submission and consequent monitoring of action plans and resource utilization, online appointments, and customer feedback.

4.4.4 Was the use of AWAs timely? (Evaluation Question 14)

Timeliness implies appropriateness and relevance to the condition of the period or moment. AWA is indeed a timely response to the challenges imposed by COVID-19 and the resulting fear palpable during the first lockdown period because of the uncertainty in treatment and containment of the disease. As various policy pronouncements adjusted to the constantly changing situation, AWA implementation ensured the continued operation of government agencies hand-in-hand with the issuance of the public service continuity plan. These two instruments should, on paper, ensure the continuance of service delivery despite whatever hazards the country will next face.

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4.5 Sustainability

NGAs and LGUs covered by the study believe that AWA policy implementation is sustainable given the flexibility it enables at the personal level for better time management between work, home, and other responsibilities; savings from mobility cost and other incidentals associated with reporting to the office (e.g., fare, gas, clothes); and the reduced stress from the commute. From the standpoint of office operations, notional savings in utility cost was noted as fewer workers depend on office physical amenities (e.g., electricity, water, supplies) and the avoided cost of travel incidentals associated with field or inter-office visits due to meetings or other official events which can now be held in virtual platforms.

There was recognition, however, that not all functions submit appropriately to AWA, especially where face-to-face interaction is a necessary step to conclude a task or service (e.g., health services, wet signature), where security protocols prevent access to data outside of the office, or where client expectation calls for on-site interaction. Some have explicitly expressed that AWA is sustainable to the extent that the output quality is preserved and performance management, especially monitoring, is in place. As one respondent shared, *"…pwedeng implement kung magkakaron ng strategy kung paano natin sila machecheck doon sa mga bahay nila, kung paano nila ginagawa yung mga task na pinauwi natin sa kanila…basta hindi naman ma-compromise yung quality ng trabaho at tsaka yung growth ng staff…"* (can be implemented if there will be a strategy on how they will be checked, if the assigned tasks are done without compromising the quality of work and the growth of the staff).

4.5.1 Are the different AWAs adopted sustainable? (Evaluation Question 15)

Quantitative analysis suggests that from the sustainability standpoint, NGAs and LGUs generally favor the continued implementation of AWA in all its forms, as mean score ratings reached no lower than 70 points (Appendix Table 27). Nevertheless, the top preferred type of work arrangement varied between NGAs and LGUs. NGAs preferred the compressed workweek, while LGUs opted for staggered working hours as their preferred modality. Notably, the variability in the mean sustainability score between NGAs and LGUs was statistically significant for WFH, skeletal workforce, and compressed workweek options. With a service cap of 40 hours per week, this may imply NGA workers' stronger preference for a more flexible yet predictable work schedule that also enables greater time to perform the job outside the confines of the traditional office.

Notably, variations exist in the sustainability percentage scores and AWA between NGAs and LGUs (Figures 20a-e). For example, the boxplot of percentage scores is comparatively taller for NGAs than LGUs on the sustainability of skeletal workforce but for LGUs five outliers scored extremely low sustainability percentage scores can be seen. By contrast, the boxplot of percentage scores for sustainability and *schedule fluctuates based on work* shows that LGUs exhibited larger variability than NGAs where both have the same median score of 80 percent. However, outliers are observed in NGA showing that four of those employees in NGA who scored 20 percent are said to have extremely low sustainability percentage scores compared to the other employees under *schedule fluctuates based on work*.

The difference in the median sustainability score between NGAs and LGUs was statistically significant for WFH, skeletal workforce, and compressed workweek options. With a service cap of 40 hours per week, this may imply NGA workers' stronger preference for a more flexible

yet predictable work schedule that also enables greater time to perform the job outside the confines of the traditional office.
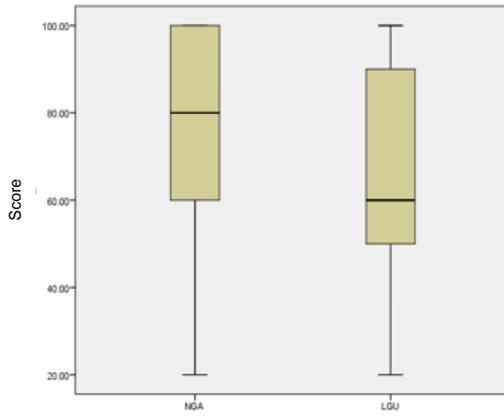
a: Sustainability and WFH
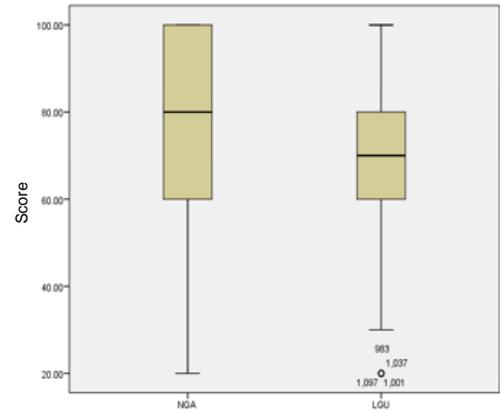
b: Sustainability and skeletal workforce
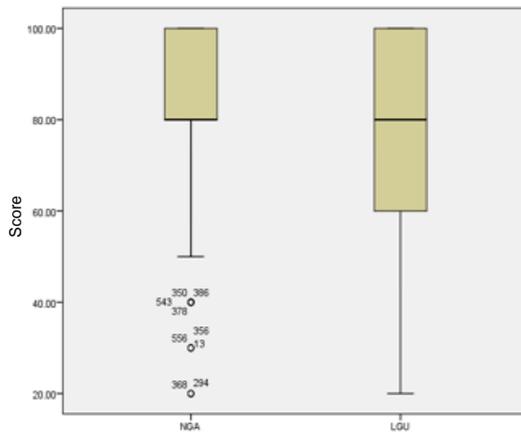
c: Sustainability and compressed four-day workweek
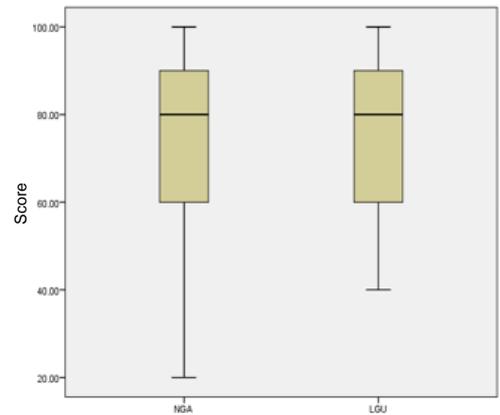
d: Sustainability and staggered working hours
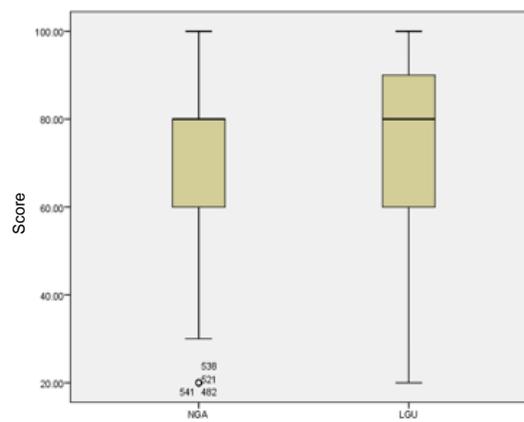
e: Sustainability and schedule fluctuates based on work

Figures 20a-e. Box plots of sustainability scores of NGAs and LGUs in NCR by type of AWA, 2021

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From the standpoint of LGUs, AWA mechanisms are appropriate and necessary responses to the crisis. While AWAs are found to work in carrying out public service delivery functions, the relative preference for the compressed workweek, staggered working hours, *schedule fluctuates based on work* over WFH and skeletal workforce suggests their inclination to perform the job in a manner closest to the traditional office setup. This attitude may arise from the sentiment that public service in the LGU is best executed through direct client interaction rather than virtual platforms. As an LGU respondent shared, "AWA is an alternative work arrangement. It is a response to a situation; it should not be the norm, especially for local government." This is supported by anecdotes in some cities that online transactions are still relatively unpopular and was just a recourse due to the pandemic. In addition, some LGU functions, such as those for healthcare, are best done in the center as one respondent shared, "We were very, very lenient on work-from-home arrangements, [but] our workers, *ayaw nila kasi nga they really find themselves more functional kapag nandoon sila sa center*."

Again, the LGU frontline staff perceived the *schedule fluctuates based on work demand* to be sustainable compared to the non-frontline staff. Appendix Table 28 shows that the mean efficient score for LGU frontline respondents was significantly higher at 76.96 compared to the 58.46 mean score of non-frontline respondents. For the rest of the AWA schemes, there were no significant differences in the mean efficiency score between frontline and non-frontline staff.

Statistical comparison was further performed between NGAs and LGUs. Significant differences were found in the WFH, skeletal workforce, and compressed workweek mechanisms. It can be said that NGAs had a higher regard for the sustainability of AWAs compared with LGUs, on average (Figure 21).
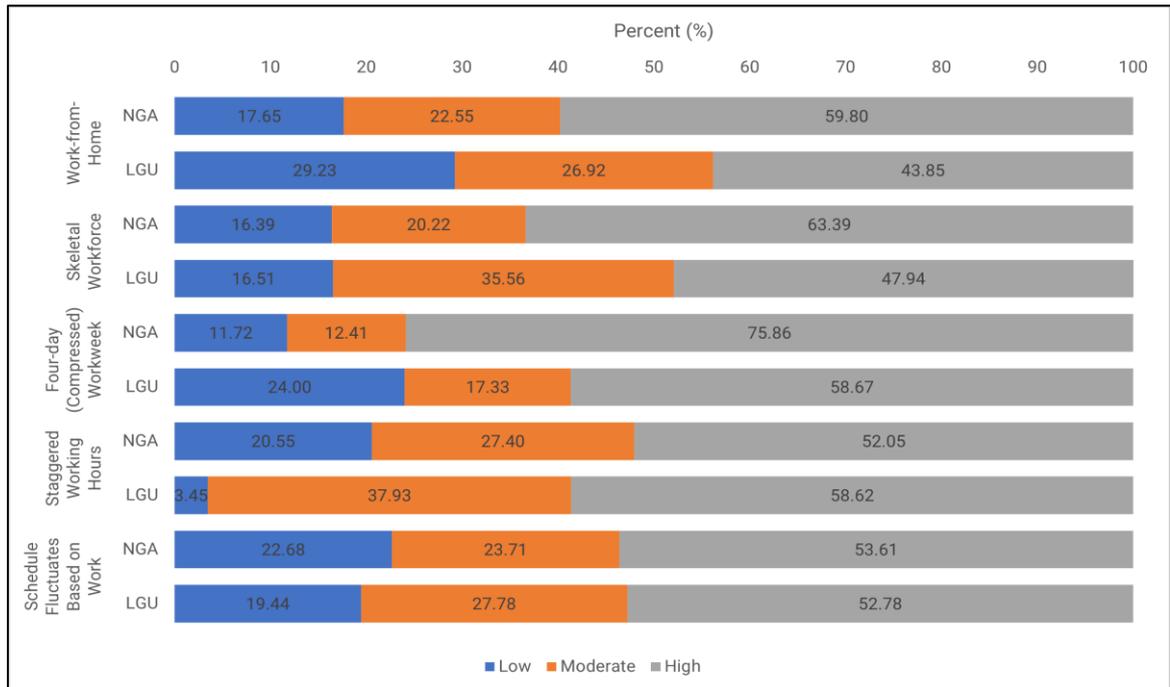
**Figure 21. Level of sustainability by type of AWA
of NGAs and LGUs in NCR, 2021**
Source of basic data: Appendix Table 29

Appendix Table 30a presents the association of sustainability with various AWA schemes in terms of selected sociodemographic factors and conditions in the work environment in the case of NGAs. The sociodemographic variables and factors in the NGA work environment that positively and significantly associate sustainability with AWA schemes include *education, service function aligned with current position, extent of digitalization in attending to internal and external clients* (WFH), and *service function aligned with current position* and *external clients who need output* (compressed workweek). These results suggest that remote arrangements comply with job performance and client demand, especially for higher-level positions (suggested by higher education level). Meanwhile, *age* and *number of years in service* are negatively and significantly associated with sustainability under the skeletal workforce scheme. This implies that older employees or those who have served longer prefer a more predictable work arrangement not imbued in the skeletal workforce arrangement, as this scheme may likely be subject to constant review and negotiation based on circumstances and work demand. Schedule Fluctuates based on work and *extent of digitalization in doing finance- related tasks* are also found positively and significantly associated with sustainability.

Appendix Table 30b presents the association of sustainability with various AWA schemes in terms of selected sociodemographic profiles and conditions in the work environment in the case of LGUs. The *extent of digitalization* was found to be positively and significantly associated with the WFH, skeletal workforce, and fluctuating AWA schemes. In contrast with NGAs, this result indicates the LGUs' attitude to AWA as a short-term response to the pandemic. While affirming the value and potential continuation of the remote work setup, the fluctuating work arrangement is also seen as a needed future option for work. Other sociodemographic variables and factors in the LGU work environment that positively and significantly associate sustainability with AWA schemes include *marital status, educational attainment, service function aligned with current position* (skeletal workforce), educational attainment, and *internal clients who need output* (compressed workweek).

The above results suggest a generally positive attitude toward the continued implementation of various AWA schemes. However, different modalities appeal differently between and even among NGAs and LGUs as the execution of functions is predisposed to different task structures; degree of independence or interdependence of task performed relative to other functions located exclusively in the office setting; the required degree of client interaction; and worker characteristics, among others. Based on the FGDs and KIIs, and the experience during the pandemic, AWAs, especially those that involve remote work setup, rely strongly on the policy on digitalization, facilitated by complementary policy (use of electronic signatures) infrastructure (hardware, software, and skills training), and supportive and adaptive workforce.

Overall, NGAs have a relatively earlier head start on digitalization initiatives, which allowed them more prolonged exposure and greater experience in transitioning to alternative work forms beyond the traditional face-to-face arrangements. Thus, NGA respondents could share positive experiences in WFH settings, translating to perceived greater receptiveness, especially in remote work setup options. In contrast, LGU respondents generally have limited exposure to digital initiatives, thus appreciating AWA and remote work options more as a short-term solution to the health crisis. LGU respondents also expressed the importance of physical presence as an inherent aspect of service delivery for their constituencies. Even non-frontliners in LGUs who were less likely to interact physically with external clients believe they are still needed in the office to ensure prompt delivery of frontline services. They believe that LGU constituents still look to the physical infrastructure of a local government as the symbol

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of local governance and operations and, therefore, should remain within the compounds of the city hall itself.

Notwithstanding the above, NGAs and LGUs agree that the impact of AWAs varies depending on the terminal output or service that needs to be produced and the associated functions and tasks involved. WFH arrangements do not function well for the frontline tasks that need face-to-face client engagement (e.g., a social worker or a health worker). These may also include online functions that require physically accessing critical information and databases in the office due to data privacy or security risks. Thus, functions that rely greatly on the offices' in-house systems (physical facilities, equipment, and functioning broadband/network connectivity), as well as those who are required to be physically present in the office to carry out their functions, might be obligated to continue their physical presence in the workplace.

In principle, NGAs are predisposed to continue the adoption of AWA practices. The agencies' experience in AWA implementation, especially during the pandemic, reinforced their belief that there is a high probability of continued implementation of these work arrangements and service delivery options into the new normal. Most LGUs, however, believe that AWAs, as a solution, are merely a response to a specific emergency or disaster. More importantly, they consider AWAs as mere tools. These alternative work modes could be adopted to help marginalized employees work for the LGUs, thus making city government more inclusive. Employees of the LGUs are inclined to participate in the AWA if it could spare them from the hassle of the daily commutes to the offices. There is an emerging sentiment among LGUs that AWAs cannot be adopted as a general practice moving forward. These organizational work-related solutions should be considered on a case-to-case basis instead of being a general rule of operations. Business operations and service delivery should be done in the city hall as much as possible. The employees prefer to work within the city hall premises or their respective workstations because they function better and are more productive.

4.5.2 What were the major factors that influenced the achievement or non-achievement of the sustainability of these arrangements? (Evaluation Question 16)

AWAs have broadened the available options for public service delivery at the organization and individual levels and enabled the rethinking of producing output and carrying out services through innovative work and workflow arrangements outside the traditional F2F mode. Innovation in these areas emerged spontaneously as unit/section heads were also given greater liberty in making decisions for themselves and those under their influence to assess and agree on appropriate arrangements responsive to the unique circumstances and needs of the group they worked with to meet performance expectations while keeping within the bounds of national directives. The sustainability of the AWAs was a combined result of an organized team effort between different levels of the government and actors in the organizational hierarchy, executed through policy coordination and operational support.

Policy Coordination

Policy coherence was crucial, and the IATF and the CSC, through the various policy issuances at the beginning of the pandemic, helped establish the overall guiding framework on work arrangements, especially as health and safety protocols evolved. This early guidance enabled organizations to facilitate compliance, which laid the foundation for AWA to mainstream in the organizations' internal practices, particularly on the mode of reporting to work,

communication channels, and performance monitoring. Creating an ad hoc body to oversee all related initiatives on COVID-19 provided the platform for exchanging information, views, and feedback, although the level of engagement with rank-and-file staff tended to vary as NGAs were found to be more consultative than LGUs. The issuance of internal administrative orders to support AWAs within NGAs and LGUs was generally carried out without a prescriptive format on form and content but helped clarify national policy in the specific office or unit context.

Operational Support

The current state of automation and digitalization in organizations (Table 14), together with the skills and competency of the workforce in the use of ICT, also constitute other key facilitating factors in AWAs. These not only helped carry on the work but also raised the performance of tasks to a higher level of achievement for some. As the object of work (data/information) is transformed digitally, the exchange is facilitated by breaking the barrier of space and time associated with accessing physical documents. Some NGA offices that had a head start in digitalizing their services claimed that office/workforce productivity did not drop during the pandemic as they could produce at least an equal amount of work even when working from home. Thus, providing IT equipment and human capacity development opportunities for navigating virtual space were necessary support measures to facilitate AWA implementation. It helped raise staff skills, competencies, and confidence, as the primary mode of communication/collaboration in carrying out work has shifted to technology-based platforms (i.e., meetings, data exchange, attendance tracking, and performance monitoring) (Appendix Table 12). The importance of capacity development and mentoring of staff to become digitally adept is an essential complementary measure to the provision of IT equipment, especially considering that not all members of the workforce are similarly adept or predisposed to the use of technology.

While technology support facilitated AWA's mainstreaming in offices and in the consciousness of individuals, the blurring of boundaries between personal obligations and work emerged as a concern, especially on the home front where family obligations competed with time and attention, and to some extent, sharing of IT equipment/resources. Multitasking, juggling multiple responsibilities, and resilience were acquired skills and competencies with implementing AWA during the pandemic. However, this caused stress and anxiety, especially when WFH was the only option possible. There were some accounts of the civil service eight-hour workday ceiling being exceeded and the unpredictability of official work hours, especially when internet connectivity dictated the (im)possibility of work to be carried out. Further, for those doing WFH with poor internet connectivity, work was sometimes compromised, not being done within the day if they had to compete with other household members using the internet. Experience with AWA also raised consciousness on the importance of self-discipline and supervision. Self-discipline, especially linked to performance accountability, is crucial regardless of work arrangement but made more important when the system for performance monitoring is constrained, which was the experience of AWA adoption during the pandemic.

Table 14. Tasks performed by employees of NGAs and LGUs in NCR, 2021

Tasks Performed	National Government Agencies		Local Government Units	
	Frequency	Percent	Frequency	Percent
Services/Task 1				
Attending to internal and external clients	283	57.52	151	40.16
Monitoring of transactions	25	5.08	35	9.31
Finance	37	7.52	17	4.52
Legal (memoranda, agreements, resolutions, advisories, etc.)	18	3.66	3	0.80
Reports (documentation, filing, submissions, compiling, etc.)	95	19.31	151	40.16
Administrative transactions	4	0.81	5	1.33
Human resource	1	0.20	3	0.80
IT	8	1.63	1	0.27
Meetings, seminars, webinars	21	4.27	10	2.66
Total	492	100.00	376	100.00
Extent of digitalization of Services/Task 1				
Less than half	52	10.59	47	12.60
Half	103	20.98	121	32.44
More than half	336	68.43	205	54.96
Total	491	100.00	373	100.00

4.5.3 What additional requirements and interventions are needed to sustain the full implementation of the AWAs? (Evaluation Question 17)

Continued public service during the pandemic would not have been possible without the facilitating role of digitalization and automation of key functions, for all types of AWA arrangements. As the health emergency-imposed constraints on mobility and physical distancing, no other option was left for offices and workers but to perform work that increasingly embraced a remote set-up leveraging on technology-based platforms to communicate, process, produce output and respond to client needs. As detailed in the discussion of various criteria, the opening of opportunity to perform work remotely moderated the drastic disruption of public service provision and enabled achievement despite reported reduction of output in most offices at the onset of the pandemic. Offices in both NGAs and LGUs which reported having a head start in their digitalization efforts prior to the pandemic also reported greater ease in transitioning to new work arrangements under the AWA policy compared with offices which have not had similar experience. Further investment in the expansion of digitalization across government is therefore necessary if AWA were to push through long term.

The study also revealed that human resource capacity development was a necessary factor to fully exact the full advantage of technology-based applications in job performance and facilitating work processes. Workforce skills and competencies to perform technology-

mediated services both in the office and remote set-up are as important as clients' receptiveness to these new forms of transactions. Qualitative feedback on the AWA arrangements suggests different predispositions to embracing these new skills as influenced by factors such as age and adeptness to learn specially during the transition period where people were confronted with significant challenges in many fronts. Discussion per criteria has shown that AWA arrangements may be differently influenced by conditions in the work environment and workforce demographics in NGAs and LGUs. That is why context is important in the design of AWA strategy as evidenced by differences in preference to AWA arrangement between NGAs and LGUs specially noted in the sustainability criterion. Broadly, however, AWA provided many opportunities to learn new ways of doing things via technology through various intervention packages that intended to ease the burden of coping to the new work environment. Nevertheless, some also pointed to the overwhelming effect of new work circumstances, adjustments in workload and multiple learning events which raised concerns on challenges to mental health of the workforce. In this regard, the provision of a platform for continued dialogue on workforce concerns in response to mental health concerns as well as other issues arising from transition to the new work environment remains useful as transition adjustments to AWA continues in the long term (e.g., workload/work-life balance management).

Experiences in the implementation of AWA during the pandemic also revealed that while all offices were guided by national directives largely through the IATF and the CSC, specific implementation strategy and organizational actions from the central down to the sub-unit levels were very much adapted to the unique conditions of offices in terms of nature of task, output expectations, workforce complement, and other specific factors as they emerge. As emphasized in the discussion of coherence criterion, internal adjustments and negotiations to determine appropriate work arrangements to consider output expectations, human resource capacity, and flexibility were relegated to lower-level management units. This mechanism allowed unit level managers a broader latitude to exercise judgement and authority to apply and agree on arrangements that is most suited to their situation as well as enabled greater participation for workforce to participate and negotiate for mutually agreeable ways to implement arrangements for as long as these remain consistent with broader national policies. The concern over performance monitoring, however, was a valid concern raised as pre-pandemic systems have not yet caught up with the changes and particular conditions brought about by the new set-up although efforts towards improving on these systems may already be underway as the situation is moving towards normalcy. Nevertheless, to reap the full advantage of technology-mediated public service delivery specially in support of the EODB Law, some national level policies needing of urgent review are the broadened use of electronic signature and digital copy of documents (in lieu of hard copy) in official transactions.

As mentioned under the discussion of effectiveness and efficiency criteria, AWA arrangements are suitable for certain types of jobs but not all. The nature of some jobs entails a structure or process that may not lend easily to digitalization or automation, and therefore, is best served in the office rather than remotely, or may enable a mix of both that is dictated by the nature of the output to be provided or service to rendered. AWA arrangements therefore will benefit from a comprehensive job audit of all offices, functions, tasks and deliverables within the context of the new work environment mediated by technology. With digitalization and automation now made part of the new work environment and AWA arrangements as the vehicle for its active promotion, a job audit will help review and clarify which functions may be eligible for AWA or not, what would the implications be for output expectations and performance management, including organizational readiness in terms of availability of

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infrastructure and human resource availability. These are very important intertwined considerations especially that asymmetries in these aspects have been found to be constraining variables for AWA.

4.5.4 What knowledge, skills, and lessons were gained from implementing AWAs?

While this last criterion is not part of the OECD-DAC evaluation criteria, it was added by the team in its inception report to examine the knowledge, skills, and lessons gained during the implementation of the AWAs. Respondents were asked to rate the following skills: (1) empathy, (2) collaborative problem-solving, (3) adaptability, (4) listening skills, (5) time management, (6) digital literacy, (7) oral communication, and (8) telephone etiquette.

Figure 22a shows that among the skills, digital literacy, time management, and adaptability topped the skills gained by NGA employees during the pandemic. Specifically, the NGA employees gave the highest rating of 5 on digital literacy (49%), time management (46%), and adaptability (45%). The other skills (i.e., empathy, collaborative problem-solving, listening skills, oral communication, and telephone etiquette) were rated 4 on a scale of 1 to 5 by more than 30% of the NGA employees.

The shift to remote working meant countless Zoom and virtual meetings during the lockdown; hence, it is not surprising that the skills gained by the NGA employees were on communicating effectively, managing the technicalities in Zoom and other online platforms, building rapport virtually, and the ability to practice active listening (Page Personnel, 2022). Moreover, switching from different AWAs meant difficulty managing a routine, juggling conflicting priorities, and maintaining productivity required time management and adapting to these changes. Empathy was also important to understand and respect others' feelings, time constraints, and conflicting priorities because of the COVID-19 pandemic to maintain strong relationships and support team members remotely.
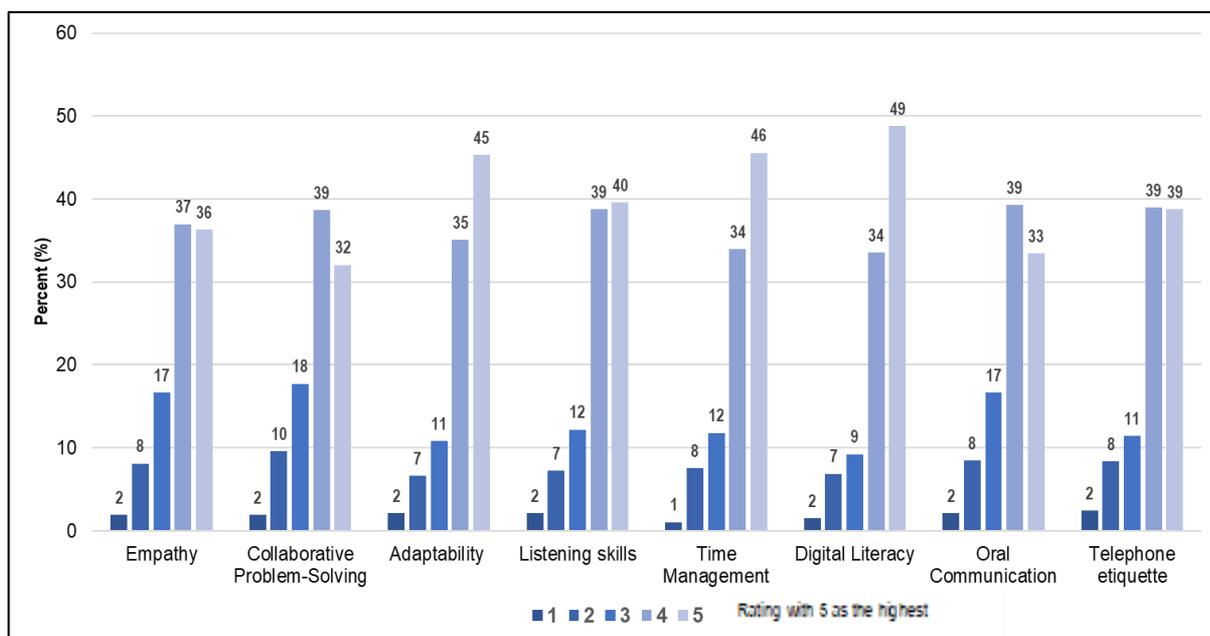
Figure 22a. Skills gained from AWA by NGA employees, 2021
Source: Appendix Table 31a

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Figure 22b shows that over 30% of the LGU employees rated all the skills as 4 on a scale of 1 to 5, with 5 as the highest. Listening, oral communication, and time management skills were rated 4 by at least 40% of the LGU employees (Figure 22b). This pattern indicates that the LGU employees learned these skills but still want to develop their skills further to deliver their tasks and responsibilities. Similar with the earlier explanation for NGA employees, all these skills are required to perform their tasks remotely, cope with the changing schedule and conflicting priorities, make the best of the challenges, and find new ways to collaborate with co-employees and other stakeholders.
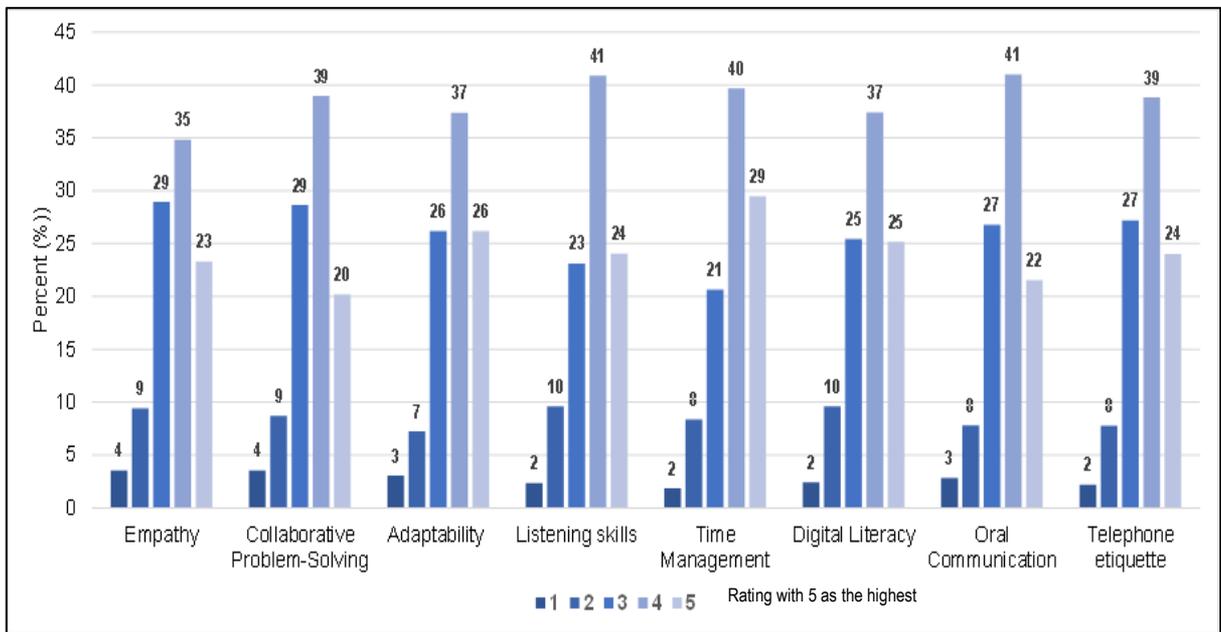
Figure 22b. Skills gained from AWA by LGU employees, 2021
Source: Appendix Table 31b

The mean skills score of NGA employees (81.33%) is higher than that of LGU employees (75.12%).

Classifying the respondents into frontline and non-frontline staff shows no significant differences in the skills gained during the pandemic (Appendix Table 32). This means that both frontline and non-frontline staff need to adapt to get used to performing their duties and responsibilities, like using an online platform for meetings and capacity-building, relying more on email and other applications to respond to the needs of their coworkers and external clients.

Table 15 shows that the skills gained by NGA and LGU employees are strongly associated with the different modes of AWA and the evaluation criteria. This means that WFH, skeleton workforce, four-day compressed workweek, staggered working hours, and *schedule fluctuates based on work* increased the skills of both NGA and LGU respondents making all AWAs relevant, coherent, effective, efficient, and sustainable. This reinforces the conclusion reached by Page Personnel (2021) that the consequences of the COVID-19 pandemic have forced offices to adapt to remote working and workers to rapidly evolve and learn new skills.

Table 15. Measures of association between AWA dimensions and skills gained per type of AWA in NGAs and LGUs in NCR, 2021

Dimension per Type of AWA	NGA		LGU	
	Correlation Coefficient	p-value	Correlation Coefficient	p-value
Work-from-Home				
Relevance	0.618	<.001*	0.562	<.001*
Coherence	0.656	<.001*	0.551	<.001*
Effectiveness	0.708	<.001*	0.593	<.001*
Efficiency	0.666	<.001*	0.492	<.001*
Sustainability	0.642	<.001*	0.548	<.001*
Skeleton (Skeletal Workforce)				
Relevance	0.655	<.001*	0.609	<.001*
Coherence	0.620	<.001*	0.596	<.001*
Effectiveness	0.695	<.001*	0.687	<.001*
Efficiency	0.656	<.001*	0.574	<.001*
Sustainability	0.611	<.001*	0.632	<.001*
Four-day (Compressed) Workweek				
Relevance	0.592	<.001*	0.551	<.001*
Coherence	0.579	<.001*	0.648	<.001*
Effectiveness	0.629	<.001*	0.724	<.001*
Efficiency	0.596	<.001*	0.768	<.001*
Sustainability	0.625	<.001*	0.624	<.001*
Staggered Working Hours				
Relevance	0.649	<.001*	0.669	<.001*
Coherence	0.665	<.001*	0.591	0.001
Effectiveness	0.717	<.001*	0.692	<.001*
Efficiency	0.663	<.001*	0.549	0.003
Sustainability	0.616	<.001*	0.617	0.001
Schedule Fluctuates Based on Work				
Relevance	0.536	<.001*	0.766	<.001*
Coherence	0.519	<.001*	0.652	<.001*
Effectiveness	0.685	<.001*	0.692	<.001*
Efficiency	0.631	<.001*	0.670	<.001*
Sustainability	0.577	<.001*	0.627	<.001*

5 SUMMARY AND EXPLANATION OF FINDINGS AND INTERPRETATIONS

The AWA was a necessary adjustment by the Philippine government to stop the spread of the COVID-19 virus, prevent morbidity, and ensure the general safety of the population. It provided mechanisms to minimize the adverse effects of sudden and extended work disruption and its consequences on production, productivity, and service delivery in both the public and private sectors. Through various policy issuances, the IATF and the CSC guided the NGAs and LGUs in adopting AWAs. Existing legislation, such as ARTA, later modified and expanded to the EODB Act, ushered in AWA policy implementation when the pandemic hit.

Generally, all forms of AWA were relevant, coherent, effective, efficient, and sustainable. When grouped by level (e.g., low, moderate, and high), all AWAs were rated high. Specifically, the median score ratings are significantly higher for NGAs than LGUs for WFH and skeletal workforce arrangements. This pattern reflects the sentiments of the LGU officials and staff to deliver their services face-to-face. However, there were instances when AWA was not adopted, particularly during the height of the pandemic when demand for some services was high. This is also reflected in the preference of LGU frontline employees on *schedule fluctuates based on work* scheme than the non-frontline employees. During this time, AWAs were secondary to the presence in the office on demand, even blurring the conventional distinction between frontline and non-frontline staff in some cases of job rotation.

Several factors shaped how the NGAs and LGUs implemented the AWAs. For NGAs, beyond the specific tasks of the employees, internal factors such as availability of organizational resources (e.g., availability and adequacy of IT equipment, internet connectivity, appropriate office space, and the skills and competency of staff) were instrumental in deciding the feasible mode of AWA to adopt. Similarly, the LGUs adopted AWA modalities in accordance with the alert level and quarantine status restrictions, but the demand for their services, at times, particularly during the height of the pandemic, was a major consideration by the city mayors.

5.1 Support Measures for the Staff

The measures undertaken by the NGAs and LGUs in response to the needs of their employees include three major categories: (1) organizational development; (2) digitalization initiatives; and (3) pandemic-related healthcare response.

Organizationally, the national agencies and LGUs have taken steps, albeit through different measures and extents, to build the capacities of their employees to efficiently utilize the various digital business and service platforms. On the other hand, clients, beneficiaries, partners, and other external stakeholders were informed, encouraged, and guided in using the different online services.

The early and pre-pandemic initiatives of NGAs on computerization and automation greatly eased the transition from physical business and service operation to the various modes of AWA. The overall digital transformation process cascaded across the organization and allowed employees to familiarize themselves with the digital platforms before navigating through the unfamiliar world of AWAs. Automation of critical processes and systems has

been proven to reduce the backlog in both outputs and deliverables. Digital mobile apps expedited administrative procedures such as daily attendance and timekeeping, and linkage between business portals (e.g., the Philippine Business Databank and the Business Name Registration System) were also established.

Caring for the physical and mental wellness of the employees meant strictly implementing health protocols, such as physical distancing and wearing of face masks and face shields, provision of sanitizers and alcohols, using thermal scanners for daily monitoring of body temperature, modifying the office layout, and putting up of barriers to prevent the transmission of the virus. Some offices provided continuing staff support through the regular offering of online wellness sessions. The provision of shuttle service was also common to all NGAs and LGUs.

5.2 Monitoring of Outputs and Performance

To ensure compliance with agreed levels of output and performance standards regardless of the modes of AWA, work tasks and outputs were monitored regularly through various means (e.g., daily time sheets, attendance reports, daily and weekly accomplishment reports, and consolidated monthly reports). The most common means of monitoring activities, tasks, and accomplishments, whether the employees were on-site or working from home, was using communication channels, such as email, social media functionalities, and chat groups via mobile applications.

There was initial difficulty in implementing the AWA, especially during the 2020 period, given that the sudden shift in service delivery from physical to remote setup impacted work differently depending on the nature of the output or service and the adjustments required to achieve the transition. Given the urgency to comply with health protocols, developing nuanced national issuances and policies to suit local contexts was a learning experience. In some offices, a general prescription to all national and sub-offices failed to consider local workplace conditions, such as the LGU levels of quarantine, physical space requirement, office personnel complementation, and task demand. Other offices, however, had more nuanced implementation dynamics, which allowed negotiation among the unions and employees on how to go about the AWA (i.e., who could do WFH with what tasks). Over the course of the pandemic, as different quarantine levels were declared, both NGAs and LGUs increasingly adapted to the use of the IATF guidelines and CSC memorandum circulars as guides in crafting internal policies that are more attuned to their needs.

5.3 Factors Associated with AWA

Generally, the results of the tests of association indicate a limited number of factors associated with AWA. The extent of *digitalization and educational attainment* were positively associated with the relevance, effectiveness, efficiency, and sustainability of WFH. This means that among the AWAs, WFH can be implemented beyond the pandemic for those who have more/advance academic training and who are presumably trained and confident to use digital technology in performing their functions.

The results also show that *aligning service functions with the current position* is positively associated with AWA's coherence, effectiveness, efficiency, and sustainability. This pattern shows the importance of having the employees perform the tasks and responsibilities

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assigned to their position. Even when disturbances like COVID-19 and other natural calamities happen, the staff can continue working even at home. It implies, too, that role identities and role clarities are important considerations to note.

Marital status is positively associated with the skeletal workforce's effectiveness, efficiency, and sustainability. It can be inferred that married employees can effectively, efficiently, and sustainably perform their functions either at home or at work because there is regularity in the schedule in reporting to the office, as experienced during the pandemic.

Finally, the lack of association with the different factors and the relevance, coherence, effectiveness, efficiency, and sustainability of the compressed workweek was noted because the employees may have become accustomed to this work arrangement implemented even before the pandemic.

5.4 Feasibility of AWA Beyond the Pandemic

The NGAs have gained a lot of insights that may feed into future studies on the feasibility of AWA beyond the pandemic. The first significant insight is that the extent to which key processes and systems are automated or significantly digitalized affects the efficiency and effectiveness of AWA implementation. This should be mediated too with the capacities of employees in using the new processes. Second, ensuring performance accountability, regardless of work arrangement, is also important. Third, ensuring work-life balance is a needed competency. Blurring boundaries between personal obligations and work duties was an expressed realization, such as when task-related meetings or calls are made beyond the regular official work hours. The fourth insight pertains to reliance on physical facilities, equipment, and systems. Employees who rely greatly on the agencies' in-house systems, as well as those who are required to be physically present in the office to carry out their functions, might be obligated to continue their physical presence in the workplace unless new forms of service delivery mechanisms will be introduced and accepted by both duty-bearers and rights-holders.

The LGUs, on the other hand, affirmed that if the assessment of the AWA's sustainability is based solely on the actual experience of implementing these various modalities and the capabilities developed thus far, they may be inclined to believe that AWA can be sustained beyond the pandemic and into the future. Local governments believed that these AWAs would still be useful. For it to work, however, both self-discipline and supervision are needed. It would also greatly depend on how local governments can effectively assist their employees in accomplishing tasks and meeting performance expectations.

6 CONCLUSIONS AND RECOMMENDATIONS

The work environment in the Philippines is in a state of rapid change. With existing challenges now compounded by the massive and unprecedented disruption caused by the COVID-19 pandemic, traditional face-to-face mechanisms of output and service delivery have shifted toward alternative work modalities aided by technology. As the initial impact of the crisis settled, AWA became the absolute norm, forcing offices and the workforce to adapt to changing conditions of work and the work environment as shaped by the broader context of a health emergency. The pandemic response package included complementary measures to provide the needed physical and soft infrastructure to help facilitate and cushion the adverse impacts of the pandemic on public service delivery provision, both for the physical offices and the workforce. As the pandemic eased, this study intended to draw lessons from the AWA implementation experiences of selected NGAs and LGUs to better understand and develop appropriate work arrangements in the new normal.

This study found that AWAs are relevant, coherent, effective, efficient, sustainable, and, more importantly, mediated by the policy on digitalization, especially where the AWA mechanism increasingly tends toward a remote setup. Implementation mechanisms, however, vary and respond differently to the context of work environments. The mandate of national and local government organizations shares similar features and distinctive differences. The nature of their functions, task structures, worker attitudes, knowledge, and competencies, including the nature and availability of resources within offices, may also vary significantly, which may also differently position offices to specific types of work arrangements and the external clients' readiness to transact with offices on a different work modality. In other words, in a broader sense, NGA or LGU characteristics may be conditioned to adapt better to one AWA mechanism over another. Similarly, within NGAs or LGUs, the applicable AWA mechanism can be more than one, but for LGU frontline workers, their preference is *schedule fluctuates based on work.*

AWAs have broadened the space to perform work and explore avenues for greater relevance, coherence, effectiveness, efficiency, and sustainability. Nevertheless, given the wide latitude of options and opportunities, the importance of having or instituting mechanisms to ensure that performance standards are established accordingly, monitored, reported, and used as a basis for incentives and disincentives must be in place. Finally, clients' readiness to fully embrace alternative work modalities, especially digitally mediated transactions, is also another important matter to consider since new norms embodied in AWA may impact differently on output/service expectations and actions by the public served, especially where access and proficiency in the use technology are not the same.

Thus, future policy iterations on AWA will benefit from a broad-based and systematic plan of action that addresses three critical areas of successful implementation. These are (1) the applicability or appropriateness of AWA/FWA in the organization; (2) the expansion of digital transformation, and (3) the establishment of more robust performance management in remote work.

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6.1 Institutionalizing Reforms in Organizational Systems and Processes Aligned to AWA/FWA

To adequately address the requirements for human capacity development for e-government, comprehensive mapping and assessment of digital skills competency across the bureaucracy must be conducted. Results of the assessment will then form the basis for the development of commensurate capacity development initiatives. It is also recommended that NGAs and LGUs collaborate with ICT service providers, particularly in introducing affordable and innovative services to support digital transformation. Considering the private investment-led innovations at the height of the COVID-19 outbreak in the country, the government may conduct a study on the investment situation in the ICT industry to advance strategic collaboration.

LGUs, given their relatively slower pace of embracing digitalization, will require national government assistance through the coordination of DILG on specific critical actions. Foremost of these actions is the need to facilitate the establishment of functional IT units dedicated to developing and managing their websites and online business platforms. Complementary to this will be a mix of interventions to raise awareness, understanding, and competency in using technology-mediated public services.

Foremost is for mayors and middle-level managers in the LGUs to exhibit openness to innovation and leadership, particularly in adopting modern technologies into core local business processes. This inclination can be demonstrated by championing the review of systems and procedures to align or transition toward the full utilization of digital services as may be allowed by law and in reference to their stated citizen's charters' provision of services. This may include the design of a digital literacy program that includes learning platforms or capacity-building activities for employees and clients that invite attention to alternative avenues for transacting business apart from the more popular customary modes of transactions (i.e., physical and manual).

The broadened use of technology-mediated AWA sends the message that local governments are adapting to the global trend of broadening the use of technology in workplaces and public delivery services for ease of transactions, greater transparency, and improved governance in output and services provision. This mix of awareness-raising efforts and technical assistance would eventually lead to an intensified demand for online services that, in turn, would increase the success of the AWA implementation as more people become more and more digitally savvy.

Benchmarking with other progressive LGUs through attendance in local and international conferences may be beneficial, particularly in providing LGUs with ideas and possibilities on how digitalization may help harness public service provision. Leveraging the Local Government Support Fund (LGSF) and the Growth Equity Fund (GEF), the DILG may assist LGUs in exploring possibilities for collaboration with NGAs and the private sector to help further develop and sustain their IT-related programs and projects. The holding of regular public consultations with the barangays as well as other stakeholders that will be affected should always be made a regular practice.

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6.2 On Expansion of Digital Transformation

Digital transformation is a two-pronged approach comprised of establishing a digital enterprise architecture system and creating an enabling policy environment that will seize the full advantage of digital technology and services in all government operations. Hence, the proposed E-Governance Bill, one of the legislative agenda of Chapter 14 of the *Philippine Development Plan 2023–2028* entitled "Practice Good Governance and Improve Bureaucratic Efficiency," must be enacted. The bill aims to promote the use of ICT in transforming business and non-business government processes, operations, and service delivery into more citizen-centric and transparent governance.

The set of recommendations on digital transformation entails rethinking investment requirements in terms of hardware, software, and human resource capacity development. Specific actions for short-term, medium-term, and long-term objectives are provided in detail in Table 16.

The head of the NGA and the mayor of the LGU shall spearhead the digitalization program, but given the broad nature of this intervention and its cross-cutting relevance, the role of oversight planning, budget, and other regulatory agencies (DICT, Department of Budget and Management [DBM], CSC, Commission on Audit [COA], and Department of Interior and Local Government [DILG]) are deemed crucial in spearheading forward actions to ensure the synchronous and harmonized implementation of policy directions, plans, and investments prioritization

- DICT should provide guidelines for revisiting Information Systems Strategic Plans (ISSP) that will enable comprehensive inventory, rationalization, and prioritization of the government's investment program for ICT resources. The Philippine National Public Key Infrastructure policy of DICT will facilitate, in consultation with COA and the CSC, the review or updating of policy toward fully utilizing the electronic signature in all government transactions. DICT's Government Digital Transformation Bureau, in particular, could take the lead especially since this recommendation is aligned with its four-point agenda of: 1) a safer, protected, and reliable ICT, 2) An ICT-enabled government, 3) greater public reach, and 4) ICT capacity development.

- DBM, through the Organization, Position Classification, and Compensation Bureau, will be responsible for leading the discussions toward the creation of appropriate plantilla positions to operate the IT units, including those in LGUs which do not have dedicated IT units; and helping secure funding for the investment required for the digital enterprise architecture system.

- COA shall spearhead the review of relevant policies and regulations on accounting and audit to align with the new work environment premised on expanding technological or digitally mediated transactions. Specific to the study findings, COA should revisit existing regulations concerning the legality of granting internet allowance for employees on WFH and skeletal workforce arrangements, electronic signatures, and electronic copies of documents in processing official transactions. The Office of the Chairperson, in particular, may consider amending or supplementing past circulars on the adoption of flexible work arrangements it has already issued solely or joint with other regulatory agencies.

- CSC shall spearhead the review of its relevant policies and regulations pertaining to the abovementioned initiatives of DICT and DBM, among others, on qualification standards, position classification, and compensation consistent with the envisioned digital enterprise architecture system to be established. Two offices within the CSC to be actively engaged are the Human Resource Policies and Standards Office for performance management and Office for Human Resource Management and Development for capacity development of public servants. Along this effort, ARTA may be sought to provide advice on promoting the aspirations and principles promulgated under RA No. 11032 or EODB, as well as to clarify or delineate frontline and non-frontline services which became blurred during the pandemic.

- DILG with its core dual mandate of assisting subnational governments in service delivery and building the institutional capacity towards strengthening the local government units' (LGUs') digital architecture shall capacitate the LGUs on digitalization and automation. The complementary and joint efforts of DILG's Bureau of Local Government Supervision (BLGS) and the Local Government Academy (LGA) would be needed for this initiative to succeed.

6.3 Establishment of More Robust Performance Management in Remote Work

On the applicability and appropriateness of AWA, the agencies have the prerogative to adopt AWA/FWA in their organizations. This recommendation is based on CSC's MC 10 of 2020 and 2022 where management and employees, i.e., union should negotiate appropriate schemes. The CSC, however, may develop a framework to assess the adequacy and relevance of support mechanisms and develop guidelines to improve organizational and personnel policies, among others. CSC's Memorandum Circular No. 6, s. 2022 is a good start-off point, which may be translated into a monitoring and evaluation mechanism complete with indicators and timelines. This may be an inter-agency effort among CSC, DBM, NEDA, DICT, DILG, and other relevant agencies.

The head of the agency and the local government executive can create a team composed of key units like planning, human resources, and budget to plan and organize activities from reviewing internal structures, systems, and policies to delineating office functions that are suited for each mode of AWA based on performance objectives, feasibility, and expected performance results.

As the current performance management system was crafted during normal times, the CSC should lead the consultation with the public offices on the need to review and design a more robust performance management system that captures agreed work assignments/output in a possibly constantly disrupted environment.

Table 16. Implementation/Action Plan on the Evaluation of the Implementation of the Policy on AWAs in Selected NGAs and LGUs in NCR

Recommendation	Term of Implementation	Level of Action	
		National	Local
1. Determine the applicability or appropriateness of AWA/FWA[2] in the organization			
A. Policy and guideline			DILG
- Assess the adequacy and relevance of support mechanisms to ensure sustainability	Short-term[3]	Head of agency and key units, including planning, HR, budget, and IT departments, if present	Mayor and key offices, including planning, HR, budget, and IT departments, if present
- Review and develop guidelines to improve organizational as well as personnel policies, particularly those on performance management, incentives and rewards, and monitoring and evaluation systems	Medium-term[4] to long-term[5]		
- Revisit implementing rules and regulations (IRR) of EODB to better clarify the distinction between frontline and non-frontline services	Medium-term	Anti-Red Tape Authority	Anti-Red Tape Authority
- Formulate protocols to ensure confidentiality	Medium-term	Head of agency and key units, including planning, HR, budget, and IT departments, if present	Mayor and key offices, including planning, HR, budget, and IT departments, if present
- Prepare a public service continuity plan[6]	Short-term		
B. Ensure sufficient consultation			
- Creation of a technical working group on AWA/FWA	Short-term	Head of agency and key units, including planning, HR, budget, and IT departments, if present	Mayor and key offices, including planning, HR, budget, and IT departments, if present
- Determine roles and responsibilities	Short-term		
2. Digital Transformation			

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[2] Flexible Work Arrangements: CSC MC 06, s.2022
[3] Short-term = 6 months–1 year
[4] Medium-term: 2–3 years
[5] Long-term: ongoing activity/implementation
[6] Public Service Continuity Plan: CSC MC 02, s. 2021

Recommendation	Term of Implementation	Level of Action	
		National	Local
A. Creation of a digital enterprise architecture system		DICT, DBM, CSC, DILG	
- Inventory and assess IT resources (i.e., hardware and software)	Short-term	Head of agency and key units, including planning, human resources (HR), budget, and IT departments, if present	Mayor and key offices, including planning, HR, budget, and IT departments, if present
- Undertake computer literacy needs assessment	Short-term		
- Revisit organizational mandate or key strategic objectives on digital transformation efforts	Short-term		
- Formulate a digital enterprise framework and plan	Short-term		
- Develop a commensurate capacity development program	Medium-term		
- Establish official communication channels	Short-term to long-term		
- Create IT units in offices	Medium-term to Long-term		
B. Review of policies related to digitalization and alternative work arrangement		DILG	
- Review systems and procedures to align/transition toward full utilization of digital services as may be allowed by law (i.e., use of electronic signature especially in audit- and accounting-related transactions)	Short-term	Head of agency and key units, including planning, HR, budget, and IT departments, if present	Mayor and key offices, including planning, HR, budget, and IT departments, if present
3. Establish performance management in remote work		CSC	
- Design a more robust performance management system that captures agreed work assignments/output in a possible constant disruptive environment	Medium-term to long-term	Head of agency and key units, including planning, HR, budget, and IT departments, if present	Mayor and key offices, including planning, HR, budget, and IT departments, if present

7 LESSONS LEARNED, GENERALIZATIONS, AND ALTERNATIVES

7.1 Clarification on the Theory of Change (TOC)

In the terms of reference, the TOC of the introduced policy instrument must be specified during the preparation of the terms of reference if needed. This will serve as a guide in the preparation of the proposal and will be finalized in the inception report for approval by the commissioning agency.

7.2 Presentation of the Proposed Study to Involved Agencies Prior to Data Collection Activities

This will:

- Facilitate the signing of an NDA between the consultancy firm and the offices to be involved in future studies;

- Avoid refusal/delay in the conduct of the study to participate due to challenges posed by the DPA;

- Secure commitment from the NGAs and LGUs; highlight beneficial effects to organizations and personnel and how the results will be shared in return; and

- Serve as the venue to clarify requests on identifying respondents, secondary data, and data collection schedule, among others. A leveling-off meeting may help secure "buy-in" early from target organizations.

7.3 Areas for Future Research

- Measure/gauge AWA's impact on societal well-being (e.g., economic, social, and cultural goals);
- Evaluation on the digitalization program of the government;
- The private sector as a study/benchmark/control on implementing the provisions of the Telecommuting Act; and
- Assessment of how helpful the complementary regulatory policies currently in place are to further expand the Philippine bureaucracy toward the Fourth Industrial Revolution and the transition to the Fifth Industrial Revolution.

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9 APPENDICES

Appendix A. Guide Question for Key Informant Interview

EVALUATION OF THE IMPLEMENTATION OF THE POLICY ON ALTERNATIVE WORK ARRANGEMENTS IN SELECTED GOVERNMENT AGENCIES AND LOCAL GOVERNMENT UNITS IN THE NATIONAL CAPITAL REGION

"Good morning/afternoon/evening. I am [FACILITATOR'S NAME] from the Asian Social Project Services, Inc. (ASPSI). We are currently interviewing officers/unit heads from government agencies and local government units about alternative work arrangements (AWA). This study aims to understand the relationship between how selected NGAs and LGUs in NCR implemented the policy on AWA and service delivery in the context of specific quarantine restrictions. Can you spare us ____ minutes of your time for this interview? Rest assured that your identity and responses will be kept confidential and secured in compliance with the Data Privacy Act of 2012 (RA 10173). Note that there are no right or wrong answers so we appreciate if you could give us your honest answers and opinion."

KEY INFORMANT INTERVIEW FOR EXECUTIVES[7] AND MANAGERS[8]

Date: _____   **Time Started:** _____   **Time Ended:** _____

Interviewer: _____

PROFILE OF RESPONDENT

1.1 Name:_____
      (Surname)   *(First name)*   *(M.I)*

1.2 Age: [_____]   1.3 Sex: ☐ 1-Male   ☐ 2-Female

1.4 Marital Status: ☐1-Single ☐2-Married ☐3-Widowed ☐4-Separated

       ☐5-Others (specify): [_____]

1.5 Highest Educational Attainment:

    ☐1-College Graduate   ☐2-Post-Graduate ☐3-Others, (specify) [_____]

1.6 Office: [_____]

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[7] *Executives are policy makers, i.e. at least Assistant Secretary level for NGAs; Mayor or Vice Mayor for LGUs*
[8] *Managers are the Division/Unit Head of frontline services in NGAs and LGUs*

1.7 Position: [_____]

1.8 Status of Appointment:

☐1-Permanent ☐5-Coterminous ☐9-Others (specify): _____
☐2-Contractual ☐6-Fixed Term
☐3-Temporary ☐7-Casual
☐4-Substitute ☐8-COS/JO

1.9 How long have you been with your current office? [_____] *Number of years*

1.9.1 current department/unit [_____] Number of years;
1.9.2 current position? [_____]. Number of years

1.10 Which services function most closely align with your position? *(Check only one)*

☐1-Human Resources ☐3-Operations ☐5-Legal
☐2-Research ☐4-Finance/Accounting/IT ☐6-Others: _____

PART A. PRE-PANDEMIC

1.0 Context of Work Arrangements

1.1 Are you familiar with the Anti-Red Tape Act (ARTA) and Ease of Doing Business (EODB) Act? How did your agency/office comply with these?

1.2 When was your Citizen Charter last updated? Has this been uploaded in your transparency seal page?

1.3 How did your office differentiate frontline from non-frontline services? What particular consideration or criteria were used in your agency/office to categorize when a service is considered frontline or non-frontline?

1.4 Among the frontline and non-frontline services, which are those would you consider as having the greatest number of transactions, before pandemic and during this pandemic?

(Note: Request for citizen charter/flow chart of the frontline services of interest before and after)

2.0 Digitalization[9] and Digital transformation (Automation)[10] Initiatives

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[9] *Digitalization is the process wherein the use of digital/computer technology is adopted, alternatively increased by an actor. It entails the conversion of analogue material (text, video, images, etc) into a digital format.*

[10] *Digital transformation in its purest form, entails the elimination of all manual labor through the use of automatic devices while at the same time ensuring accuracy and quality; process of introducing technologies to automatically execute a task previously performed by a human or impossible to perform by a human (Larsson. A. & Teigland, R.) (eds). 2020. The Digital Transformation of Labor: Automatio, the Gig Economy and Welfare. Routledge.)*

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2.1 Is there a policy on digitalization/ digital transformation (automation) for the agency/office?

2.2 Has your agency/office embarked on initiatives towards digitalization/automation of work? When did it start? Please enumerate and describe these initiatives.

2.3 To what extent has digitalization/automation been practiced in frontline services and non-frontline services? (Mention specific services that are already digitalized, if possible)

2.4 What investments have been undertaken to support digitalization/automation before the pandemic? What have been the gains and challenges?

2.5 What facilitating and hindering factors affect efforts towards digitalization/automation? In frontline and non-frontline services?

2.6 In what way did digitalization/automation affect agency/office operations? (operational cost, task structure, output delivery, skills, morale, others?)

PART B. PANDEMIC TO THE PRESENT

1.0 Unpacking Alternative Work Arrangements and their Impact

1.1 Under Memorandum Circulars on AWA (MCs 7,10, 18), what AWA schemes did your organization/office adopt? Please specify.

    1.1.1 What was your role on deciding what AWA to adopt?

    1.1.2 What specific considerations were used in deciding on the AWA to adopt?

    1.1.3 Were AWAs uniformly implemented <u>across different units </u>of the agency/office?

    1.1.4 Were AWAs uniformly implemented <u>across all types of services</u>, frontline and non-frontline? Why?

1.2 What measures were undertaken to support the new work arrangements?

    1.2.1 Has there been additional investment costs incurred in terms of the following:

       - Provision for *Information and Communication Technology (ICT)* support, mechanisms: hardware and software upgrade, internet subsidy to those doing work from home (WFH)?
       - Physical *upgrade in office space*, i.e. plastic/glass barriers and rearrangement of tables/cubicles?
       - *Support to employees*, i.e. transportation services, capacity development interventions for office personnel and task groups, webinars, others

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[Note: Request for secondary data on investment costs for the measures discussed above]

1.2.2 How were adjustments in internal policies, systems and processes carried out, if any?

1.2.3 How did the agency adopt to the demands from the citizen-clients it is serving?

1.2.4 Which AWA do you think would be beneficial to your organization to continue? Why?

1.2.5 What do you think are the adjustments that your agency/office needs to do in the future?

1.3 In what way did AWA help or hinder output achievement in frontline and non-frontline services? What made you say so?

1.3.1 output and services (quantity, quality, timeliness), i.e. describe how the Quality, Efficiency, and Timeliness (QET) indicators have changed?

[Note: Request for the report of the 2019 and 2020. What were the results before (2019) and after (2020) could be secondary data Client Satisfaction Survey of the agency?]

1.3.2 workforce participation (by type of engagement, i.e. remote, physical)

1.3.3 workforce satisfaction (feedback by position and type of work, if any), i.e. what changes in satisfaction has the agency received as a result of the automation (digital transformation) and AWA?

1.4 Overall, how did you find the AWAs implemented given service delivery commitment? Please elaborate by answering the following questions:

1.4.1 Would you say output for the frontline and non-frontline services were achieved due to the AWA?

1.4.2 Do you think your agency/office has been sufficiently equipped to fully implement the AWA? Was resource use optimized? Why do you say so?

1.4.3 Could there have been better, more efficient ways to deliver the intended results other than the AWAs listed in Memorandum Circulars 7, 10 and 18? Explain.

1.4.4 What additional requirements and interventions are needed to sustain the full implementation of the AWAs?

1.4.5 What policies and programs are being pursued (or planned) to harness efforts that will support AWAs in future?

1.4.6 What major factors do you think facilitated or constrained the implementation (and sustainability) of the AWAs?

1.4.7 What good practice/s should be sustained? discontinued? redesigned? how? why?

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2.0   AWAs and efforts to digitalization and automation (digital transformation)

2.1 In what way/s can digitalization and digital transformation (automation) aid the implementation of AWAs?

2.2 In what way/s can digitalization / digital transformation (automation) aid the implementation of frontline services?

2.3 Under what circumstances will digitalization and digital transformation (automation) not be supportive of AWAs, and why?

Appendix B. Guide Question for Focus Group Discussion

EVALUATION OF THE IMPLEMENTATION OF THE POLICY ON ALTERNATIVE WORK ARRANGEMENTS IN SELECTED GOVERNMENT AGENCIES AND LOCAL GOVERNMENT UNITS IN THE NATIONAL CAPITAL REGION

"Good morning/afternoon/evening. I am [FACILITATOR'S NAME] from the Asian Social Project Services, Inc. (ASPSI). We are currently interviewing officers/unit heads from government agencies and local government units about alternative work arrangements (AWA). This study aims to understand the relationship between how selected NGAs and LGUs in NCR implemented the policy on AWA and service delivery in the context of specific quarantine restrictions. Can you spare us ____ minutes of your time for this interview? Rest assured that your identity and responses will be kept confidential and secured in compliance with the Data Privacy Act of 2012 (RA 10173). Note that there are no right or wrong answers so we appreciate if you could give us your honest answers and opinion."

GUIDE TO FOCUS GROUP DISCUSSION FOR NGA AND LGU MANAGERS[11]

PART A. PRE-PANDEMIC WORK ARRANGEMENTS

1.0   Context of Work Arrangements

   1.1 Are you familiar with the Anti-Red Tape Act (ARTA) and Ease of Doing Business (EODB) Act? How did your agency/office comply with these?

   1.2 When was your Citizen Charter last updated? Has this been uploaded in your transparency seal page?

   1.3 How did your office differentiate frontline from non-frontline services? What particular consideration or criteria were used in your agency/office to categorize when a service is considered frontline or non-frontline?

2.0   Digitalization and Digital Transformation (DDT) initiatives

   2.1 To what extent would you say your agency/office has progressed in digitalization/digital transformation efforts in frontline and non-frontline services?

   2.2 How has digitalization and digital transformation benefitted impact work/work arrangements in general (cite advantages and disadvantages)?

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[11] *Managers are the Division/Unit Head of frontline services in NGAs; for LGUs offices this will include the Rural Health Unit (RHU), Municipal Social Work and Development Office (MSWDO) at Business Permit and Licensing Office (BPLO).*

2.3 What investments were provided to support digitalization and digital transformation (automation)? What have been the gains and challenges?

2.4 What facilitating and hindering factors affect efforts towards digital transformation (automation)? In frontline and non-frontline services?

PART B. PANDEMIC TO PRESENT (ALTERNATIVE WORK

1.0 Policy on Alternative Work Arrangements

1.1 How are you involved in the discussions/decisions on AWA implementation in your agency/office? Was there any other AWA schemes adopted apart from those mentioned in MC 7, 10 and 18?

1.2 What specific considerations were taken to account in the adoption / selection of AWA schemes?

1.3 Were there other considerations external to the agency/office that were taken to account in the choice of AWA?

1.4 Did the choice of AWA apply across all offices? Why?

1.5 Did the choice of AWA apply across all types of services, frontline and non-frontline? Why?

1.6 Did the choice of AWA benefit from the inputs of the workforce? How were they engaged?

1.7. If workforce were not directly consulted on AWA adoption, how were employee concerns factored-in in the decision?

2.0 Implementation of Alternative Work Arrangements

2.1 What measures did the agency/office put in place to complement the adoption of AWAs?

- policy?
- investments in infrastructure?
- investment in people?
- other programs or projects?

2.2 Is there a system of ensuring compliance to the AWA? Are there incentives and sanctions in place?

2.3 How did AWA change your office/agency's delivery services, i.e., frontline and non-frontline in terms of the following:

- volume of transactions?
- task performance: volume of output? Quality of output and services? Timeliness?
- workforce satisfaction? client satisfaction, if any?

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- overall organizational performance?

2.4 What advantages and disadvantages in frontline and non-frontline services were ushered by the shift to AWAs?

2.5 Are there any existing policies inconsistent with the AWA implementation?

2.6 Do you think the AWA may be sustained in the future, post-pandemic? If not, why? If yes, what complementary measures should be in place to sustain implementation?

Appendix C. PSA Approved Survey Questionnaire

PSA Approval No. NEDA-2162   **Expires on 31 December 2022**

REPUBLIC OF THE PHILIPPINES
NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY

Questionnaire No: _____

EVALUATION OF THE IMPLEMENTATION OF THE POLICY ON ALTERNATIVE WORK ARRANGEMENTS IN SELECTED GOVERNMENT AGENCIES AND LGUs IN THE NATIONAL CAPITAL REGION

INFORMED CONSENT FORM	Good day! First of all, thank you for taking time to answer this questionnaire. You have been pre-selected as one of the respondents for this survey upon random sampling and with the help of your agency. The National Economic Development Authority (NEDA) in partnership with the United Nations Development Programme (UNDP) commissioned ASPSI to conduct an evaluation study on the implementation of the policy on alternative working arrangements (AWA) amidst the continuing pandemic in selected government agencies and LGUs in NCR. This study aims to understand the relationship between how selected government agencies and local government units implemented the policy on alternative work arrangements, and service delivery in the context of specific quarantine restrictions. Rest assured that your identity and responses will be kept confidential and secured in compliance with the Data Privacy Act of 2012 (RA 10173). Note that there are no wrong or right answers so we appreciate if you could give us your honest answers and opinion. If you have additional questions or concerns, you may contact Ms. Airyne Almendral and Ms. Xiarlene de Torres from ASPSI through email aspsi.undp.awa@gmail.com or through telephone number (049) 536-3448 *Violeta S. Corpus* **Dir. Violeta S. Corpus** *Director IV, Monitoring and Evaluation Staff* *Tel. No.: 28631-3707*

Date: _____

Time Started: _____ Time Ended: _____

Enumerator: _____ Team Leader: _____

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Part I: SOCIO-DEMOGRAPHIC CHARACTERISTICS

The first part of the survey will cover the socio-demographic characteristics and the delivery of services before and during the pandemic.

1.2 Name: _____

        (Surname)   *(First name)*   *(M.I)*

1.3 Age *(as of last birthday)*: [_____]   1.3 Sex: ☐ 1-Male   ☐ 2-Female

1.4 Contact Number: _____

1.5 Email Address: _____

1.6 Marital Status[12]:

    ☐ 1-Single   ☐ 5-Divorced
    ☐ 2-Married   ☐ 6-Separated
    ☐ 3-Common-law/Live-in   ☐ 7-Annulled
    ☐ 4-Widowed   ☐ 8-Unknown

1.7 Highest Educational Attainment[13]:

    ☐ 0- No Formal Education[14]   ☐ 5-Post-secondary Non-Tertiary Education
    ☐ 1-Early Childhood Education   ☐ 6-Short-cycle Tertiary Education
    ☐ 2-Primary Education   ☐ 7-Bachelor Level Education or Equivalent
    ☐ 3-Lower Secondary Education ☐ 8- Master Level Education or Equivalent
    ☐ 4-Upper Secondary Education ☐ 9- Doctor Level Education or Equivalent

1.8 Name of Agency/Office: [_____]

1.8a Position: [_____]   1.8b Salary Grade: ___.   1.8c Salary Step: ____

1.9 Status of Appointment:

    ☐ 1-Permanent   ☐ 5-Coterminous   ☐ 9-Other, please specify: _____
    ☐ 2-Contractual   ☐ 6-Fixed Term
    ☐ 3-Temporary   ☐ 7-Casual
    ☐ 4-Substitute   ☐ 8-Contract of Service/Job Order

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[12] Classification of Marital Status (Source: Inventory of Statistical Standards in the Philippines at https://psa.gov.ph/ISSiP/concepts-and-definitions): 1-Single: a person who has never been married; 2-Married: a couple living together as husband and wife, legally or consensually; 3-Common-law/Live-in: a person cohabiting or living consensually with another person as husband and wife without the benefit of a legal marriage; 4-Widowed: a person whose bond of matrimony has been dissolved by death of his/her spouse; 5-Divorced: a person whose bond of matrimony has been dissolved legally and who therefore can remarry; 6-Separated: a person separated legally or not from his/her spouse because of marital discord or misunderstanding; 7-Annulled: a person whose bond of matrimony has been dissolved; 8-Unknown: a person whose marital status is unknown to the respondent, or whose marital status is being concealed by the respondent/person himself/herself

[13] Classification of Educational Attainment (Source: PSA 2017 PSCEd retrieved from https://psa.gov.ph/sites/default/files/PSCED%20Publication_ 13Jul2018.pdf): 0-Early Childhood Education: Nursery/Pre-Kinder; 1-Primary Education: Grade 1 to Grade 6; 3-Upper Secondary Education: Senior High School (Grade 11 to Grade 12); 4-Post-secondary Non-Tertiary Education: NC I/NC/NC III; 5-Short-cycle Tertiary Education: NC IV/Diploma; 6-Bachelor Level Education or Equivalent: Baccalaureate Degree; 7-Master Level Education or Equivalent: Post-Baccalaureate Program; 8-Doctor Level Education or Equivalent: Doctoral Degree and Post-Doctoral Programs; 9-No Formal Education (see definition of formal education)

[14] Formal Education– is the systematic and deliberate process of hierarchically structured and sequential learning corresponding to the general concept of elementary and secondary level of schooling. At the end of each level, the learner needs a certification in order to enter or advance to the next level (Source: RA 9155 retrieved from https://mirror.officialgazette.gov.ph/2001/08/11/republic-act-no-9155/.)

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1.10 How long have you been with your current office? [_____] *Number of years*

1.11 Which service function most closely align with your current position? *(Please check only   one)*

      ☐ 1-Human Resources ☐ 3-Operations   ☐ 5-Legal

      ☐ 2-Research   ☐ 4-Finance/Accounting/IT ☐ 6-Other, please specify: _____

1.12 Who needs your services (tasks being performed)? *Please check all that apply.*

      ☐ 1- People within my agency/city government (internal clients)

      ☐ 2- People outside my agency/city government (external clients)

1.13 Who needs your output (examples are reports, validated documents, processed data, statistics?)
    Please check all that apply.

      ☐ 1- People within my agency/city government (internal clients)

      ☐ 2- People outside my agency/city government (external clients)

1.14   On average, how many internal clients do you serve on a daily basis during pandemic?

      ☐ 1- less than 50   ☐ 4-151 to 200

      ☐ 2- 51 to 100   ☐ 5- more than 200

      ☐ 3-101 to 150

1.15 On average, how many external clients do you serve on a daily basis during pandemic?

      ☐1- less than 50   ☐ 4-151 to 20

      ☐2- 51 to 100   ☐ 5- more than 200

      ☐3-101 to 150

1.16   What are your top three services/tasks that are already [4]digitalized?

Tasks	Extent of digitization/ automation			
	0- None	1- Less than half	2- Half	3- More than half
1.				
2.				
3.				

1.17 On average, for your top **four (4) frontline services**, how many transactions have you
    processed/completed in a day?

Frontline Service	Number	
	Before Pandemic	During Pandemic
1.		
2.		
3.		
4		

1.18 On average, for your top **four (4) non-frontline services**, how many transactions have you processed/completed in a day?

Non-Frontline Service	Number	
	Before Pandemic	During Pandemic
1.		
2.		
3.		
4		

Part II: SUPPORT MECHANISMS FOR ALTERNATIVE WORK ARRANGEMENTS
This part will cover the support given by the agency/LGU to the employees upon implementation of alternative work arrangements.

2.1 Which option closely describes your workplace arrangement during pandemic?
(Check all that apply)

☐ 0- Work from home arrangement not implemented by agency/LGU
☐ 1-Work from Home
☐ 2-Skeleton (Skeletal Workforce)
☐ 3-Four-day (Compressed) Workweek
☐ 4-Staggered Working Hours
☐ 5-Schedule fluctuates based on work demands but I generally work from home at least one day a week

☐ 777- I don't know
☐ 888- No response
☐ 999- Not applicable, I haven't been part of any alternative work arrangement

2.2 On average, how often do you work from home?

☐ 0- Work from home arrangement not implemented by agency/LGU
☐ 1-One to two days per week
☐ 2- Three to four days per week
☐ 3- Five days per week
☐ 4-Other, please specify: _____

☐ 777- I don't know
☐ 888- No response
☐ 999- Not applicable, I haven't been part of work from home arrangement

2.3 Does the office provide you with any of the following equipment to work from home?
(Please check all that apply)

☐ 0- No
☐ 1-Laptop/Desktop
☐ 2-Cell phone
☐ 3- Personal protective gear
☐ 4-Other, please specify: _____

☐ 777- I don't know
☐ 888- No response
☐ 999- Not applicable, I haven't been part of work from home arrangement

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2.4 Does the office provide you with other assistance to work from home? *(Please check all that apply)*

☐ 0- No

☐ 1-Hazard pay for skeleton (only)

☐ 2-Transport to/from office

☐ 3- Other, please specify: _____

☐ 777- I don't know

☐ 888- No response

☐ 999- Not applicable, I haven't been part of work from home arrangement

2.5 What platform/Video tools are being used to communicate with the office: *(Please check all that apply)*

☐ 0- None

☐ 1-Google Meet

☐ 2-Zoom

☐ 3-FB Messenger

☐ 4-MS Teams

☐ 5- Other, please specify: _____

☐ 777- I don't know

☐ 888- No response

☐ 999- Not applicable, I haven't been part of work from home arrangement

2.6 Measures to respond to the needs of employees: *(Please check all that apply)*

☐ 0- None

☐ 1- Trainings/Seminars/Coaching

☐ 2- Mental and behavioral health

☐ 3- Information (where to get support, hospital, vaccination, etc.)

☐ 4- Other, please specify: _____

☐ 777- I don't know

☐ 888- No response

☐ 999- Not applicable

2.7 Measures implemented to COVID proof the workplace: *(Please check all that apply)*

☐ 0- None

☐ 1-Disinfection/decontamination

☐ 2-Conduct of health status survey

☐ 3-Modification of office layout to ensure observance of physical distancing

☐ 4-Taking body temperature

☐ 5-Wearing of masks/face shield

☐ 6-Presence of sanitation stations

☐ 7- Other, please specify: _____

☐ 777- I don't know

☐ 888- No response

☐ 999- Not applicable

Part III: ALTERNATIVE WORK ARRANGEMENTS

The third part of this survey covers the tracking and reporting of accomplishments, working conditions at home, benefits and challenges, and the support provided during the implementation of alternative work arrangements.

3.1 Do you track and report daily activities while working at home?

☐ 0- No

☐ 1- Yes

☐ 777- I don't know

☐ 888- No response

☐ 999- Not applicable, I haven't been part of work from home arrangement

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3.2 How is your working arrangement documented within the office, if there is any? *(Please check all that apply)*

☐ 0- There is no formal arrangement
☐ 1- Submission of accomplishment reports
☐ 2- Software Applications (MS Teams, Google Sheets, MS Excel, etc.)
☐ 3- Own developed online reporting system
☐ 4- Other, please specify: _____
☐ 777- I don't know
☐ 888- No response
☐ 999- Not applicable, I haven't been part of work from home arrangement

3.3 Which of the following does your agency/LGU require you to report while working at home?
(Please check all that apply)

☐ 0- None
☐ 1- Notify office of any changes in a scheduled work from home arrangement for the office
   to address ongoing needs or shift work responsibilities
☐ 2- Notify office when unable to work a regularly scheduled day
☐ 3- Submit list of accomplishments for the day
☐ 4-Other, please specify: _____
☐ 777- I don't know
☐ 888- No response
☐ 999- Not applicable, I haven't been part of work from home arrangement

3.4 Which of the following automation/digitalization have been implemented by your office before
   and during pandemic? *(Please check all that apply)*

Before Pandemic	During Pandemic	Automation/Digitization
☐	☐	0. None
☐	☐	1. Attending to clients through email or other digital platforms only (no face-to-face interaction)
☐	☐	2. Logging in/out of office through google forms or other digital platforms
☐	☐	3. Conduct of regular health status survey through google forms or other digital platforms
☐	☐	4. Creation of digitized building/office pass
☐	☐	5. Holding of office meetings through digital platforms
☐	☐	6. Others: _____

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3.5 If I have availed of the Work-From-Home arrangement, how would I describe my work condition at home? (*Please check all that apply*)

☐ 00- Work from home arrangement not implemented by the office
☐ 01- I have the proper technology to conduct work remotely (e.g., laptop or personal computer, microphone, headphone);
☐ 02- I have access to an online video conferencing platform/app (e.g., zoom, google meet, viber, skype, Facebook messenger, etc.)
☐ 03- I have an active e-mail account
☐ 04- My supervisor has my current phone number for contacting me when needed;
☐ 05- I have internet connectivity needed to work remotely
☐ 06- I have a designated workspace that allows for minimal distractions during the scheduled work hours;
☐ 07- I participate in conversations that require more privacy;
☐ 08- I have regular meetings (weekly, bi-weekly) with my supervisor for a check on my work status as well as continued availability;
☐ 09- I have a log of activities for the day
☐ 10- Expect consistency in remote work schedules
☐ 11- Required to notify office when unable to work a regularly scheduled day
☐ 12- Doing both office work and household work/chore
☐ 13- Other, please specify: _____
☐ 888- No response
☐ 999- Not applicable. I haven't been part of work from home arrangement.

3.6 What are the challenges have you encountered while working from home?
(*Please check all that apply*)

☐ 0- Work from home arrangement not implemented by the office
☐ 1- Heavy traffic in the system
☐ 2- Unable to submit reports on time
☐ 3- Not being able to log in for attendance
☐ 4- Difficulty in the delivery of services
☐ 5- Balancing time for personal/family and work while working at home
☐ 6- Internet connectivity issue while working at home
☐ 7- Increased cost for energy consumption at home
☐ 8- Other, please specify: _____
☐ 777- I don't know
☐ 888- No response
☐ 999- Not applicable. I haven't been part of work from home arrangement.

3.7 What benefits have you gained from the "working from home" arrangement?
(*Please check all that apply*)

☐ 0- No benefits at all
☐ 1- Work from home arrangement not implemented by the office
☐ 2- Having flexibility in finishing work/output for the day
☐ 3- Balanced time for personal/family and work while working at home
☐ 4- Reduced cost in transporting to/from office
☐ 5- Others, please specify: _____
☐ 777- I don't know

☐ 888- No response
☐ 999-Not applicable. I haven't been part of any alternative work arrangement

3.8 Which of the following measures have been implemented by your office to ensure protection of data you used and processed? *(Please check all that apply)*

☐ 0- None
☐ 1-Pledge of Confidentiality of Information
☐ 2-Data encryptions
☐ 3-Others, please specify: _____
☐ 777- I don't know
☐ 888- No response
☐ 999-Not applicable. I haven't been part of any alternative work arrangement

3.9 What are the major factors and mechanisms needed to ensure these alternative workplace arrangements can be sustained in the long-term?

_____
_____

Part IV: ASSESSMENT OF ALTERNATIVE WORK ARRANGEMENTS

The last part of the survey will assess the relevance, coherence, effectiveness, and sustainability of the different alternative work arrangements on the delivery of services of the agency/LGU.

4.1   Relevance (On a scale of 1-5, with 1 being the lowest & NA=Not Applicable) kindly rate each of the following work arrangements **that are applied to you** in terms of: *(Please check accordingly)*

4.1.1 Ability to produce the services needed by your clients/citizens.

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.1.2   Suitability/appropriateness to your current job

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						

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Schedule fluctuates based on work						
Other, please specify: _____						

4.1.3 Assistance/support did your agency/LGU give you

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.1.4 How helpful was your agency/LGU in assisting you

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.2 Coherence (On a scale of 1-5, with 1 being the lowest & NA=Not Applicable) kindly rate each of the following work arrangements **that are applied to you** in terms of: *(Please check accordingly)*

4.2.1 the extent these alternative work arrangements fit into the overall strategy of my agency/LGU to ensure quality service delivery in the time of the pandemic

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

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4.2.2 presence of measures, guidelines, policies, and other initiatives during the pandemic that complement the most with my agency's/LGU's alternative work arrangements

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.2.3 presence of measures, guidelines, policies, and other initiatives that hinder the effective implementation of these alternative work arrangements

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.3 Effectiveness (On a scale of 1-5, with 1 being the lowest & NA=Not Applicable) kindly rate each of the following work arrangements **that are applied to you** in terms of: *(Please check accordingly)*

4.3.1 Ability to provide timely services to your clients/citizens.

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.3.2   Ability to provide quality service to your clients/citizens.

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.3.3   extent these alternative work arrangements ensure continued quality service delivery

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.3.4   extent these alternative work arrangements stopped the spread of COVID 19 in the workplace?

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.3.5 Other benefits in the workplace that the alternative work arrangements bring about (besides continuity of service delivery)

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.4 **Efficiency** (On a scale of 1-5, with 1 being the lowest & NA=Not Applicable), kindly rate each of the following work arrangements **that are applied to you** in terms of: *(Please check accordingly)*

4.4.1 extent did these alternative work arrangements improve the efficiency of service delivery

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.5 **Sustainability** (On a scale of 1-5, with 1 being the lowest & NA=Not Applicable kindly rate each of the following work arrangements **that are applied to you** in terms of: *(Please check accordingly)*

4.5.1 the likelihood of each the alternative work arrangements being sustained in the long-term.

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						

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Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Schedule fluctuates based on work						
Other, please specify: _____						

4.5.2 extent do I agree to the continued practice of these workplace arrangements in the long-term.

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify: _____						

4.6 Skills gained (On a scale of 1-5, with 1 being the lowest & NA=Not Applicable) kindly rate the following skills gained from alternative work arrangements (*Please check accordingly*)

Skills	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Empathy						
Collaborative Problem-Solving						
Adaptability						
Listening skills						
Time Management						
Digital Literacy						
Oral Communication						
Telephone etiquette						
Other, please specify: _____						

- END –

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Appendix Table 1. Community Quarantine Classification and Protocols

Community Quarantine Classification	Protocols
Community Quarantine (CQ)	Restrictions in mobility between quarantined areas.
Enhanced Community Quarantine (ECQ)	Strict home quarantine is implemented and movement of residents is limited to access essential goods and services. Public transportation is suspended. Only economic activities related to essential and utility services are allowed. There is heightened presence of uniformed personnel to enforce community quarantine protocols.
Modified Enhanced Community Quarantine (MECQ):	Implemented as a transition phase between ECQ and GCQ. Strict home quarantine and suspension of public transportation are still in place. Mobility restrictions are relaxed for work-related activities. Government offices operate under a skeleton workforce. Manufacturing facilities are allowed to operate with up to 50% of the workforce. Transportation services are only allowed for essential goods and services.
General Community Quarantine (GCQ)	Individuals from less susceptible age groups and without health risks are allowed to move within quarantined zones. Public transportation can operate at reduced vehicle capacity observing physical distancing. Government offices may be at full working capacity or under alternative work arrangements. Up to 50% of the workforce in industries (except for leisure and amusement) are allowed to work.
Modified General Community Quarantine (MGCQ)	Transition phase between GCQ and the New Normal. All persons are allowed outside their residences. Socio-economic activities are allowed with minimum public health standard

Appendix Table 2. CSC Memorandum Circulars and its major provisions

Number	Date	Title	Major Provisions
MC 22, s. 2014	12-Sept-14	Adoption of Four-Day Workweek Scheme in Government Agencies in Metro Manila	Passed in response to the worsening traffic situation in Metro Manila brought about by the major infrastructure projects.
MC 24, s. 2017	16-June-17	2017 Omnibus Rules on Appointments and Other Human Resource Actions	Govern the preparation, submission of, and actions to be taken on appointments and other human resource movements. These rules shall apply only to employees appointed to first and second level positions, including executive/managerial positions who are not presidential appointees, in the career service and to those appointed to the non-career service
MC 25, s 2019	20-Nov-19	Revised Guidelines on Flexible Working Hours in the Government	Authorizes the heads of departments, offices, and agencies to approve office working hours to render not less than 40 hours a week for five (5) days a week. It also ensures uninterrupted public service delivery during lunch breaks.
MC 04, 2020	10-Jan-20	Mental Health Program in the Public Sector	Purpose of the Guidelines is to promote over-all mental wellness and provide an inclusive, conducive and supportive work environment for all public servants to ensure healthy and productive workforce.
			Each agency shall develop their respective Mental Health Program. Attached is a Model for reference, which the agency may expand based in their unique requirements.
			This is in support of the implementation of RA 11036 which shall be integrated as a regular HRD program specifically in Health and sub-wellness Program.
MC 05, s. 2020	20-Feb-20	Interim Guidelines on the Use of Leave Credits for Absences Due to Self-Quarantine and/or Treatment Relative to the Corona Virus Disease-2O19 (COVID-I9)	These guidelines provide for the procedure in availing leave privileges for absences incurred in relation to self-quarantine and/or treatment of public sector officials and employees relative to the COVID-19 which has been declared by the World Health Organization as Public Health Emergency of international Concern (PHEIC)
MC 07, s. 2020	10- Mar-20	Interim Guidelines for Alternative Work Arrangements and Support Mechanisms for Workers in the Government for the Duration of the State of Public Health Emergency Pursuant to Proclamation No. 922	Listed the different alternative work arrangement options and parameters that government agencies may adopt either or both including four-day workweek and shifting. In a four-day workweek, an employee's workweek is reduced to four (4) days, but the number of days is increased to 10 hours so the total number of required hours per week shall not be less than 40 hours.

Meanwhile, shifting refers to existing 24/7 shifting and shifting of assignments to perform frontline services. |
| MC 08, s. 2020 | 02-Apr-20 | Revised Interim Guidelines on the Use of Leave Credits for Absences Due to Quarantine and/or Treatment Relative to | These revised guidelines provide for the procedure in availing leave privileges for absences incurred in relation to the required period of quarantine and/or treatment of public sector officials and employees relative to the COVID-19. |

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Number	Date	Title	Major Provisions
		the Coronavirus Disease-2019 (COVID-19)	
MC 10, s.2020	7-May-20	Revised Interim Guidelines for Alternative Work Arrangements and Support Mechanisms for Workers in the Government During the Period of State of National Emergency Due to COVID-19 Pandemic	Provides that government agencies may adopt any or a combination of the following alternative work arrangements: 1) work from home- refers to an output-oriented work arrangement that authorizes the worker to produce outputs/results and accomplishments outside of the office; 2) skeleton work force - refers to a work arrangement where a minimum number of employees is required to man the office to render service when full staffing is not possible; 3) four-day compressed work week- refers to a work arrangement whereby the employees' workweek is compressed to four (4) days each week; 4) staggered working hours - refers to a work arrangement applicable to offices/agencies that observe work shifting or flexible working time. For this purpose, staggered working hours refers to the existing 24/7 shifting schedule and the flexible working time schedule; and 5) other alternative work arrangements - refer to work arrangements consisting of a combination of the above enumerated work arrangements or other work arrangements appropriate/applicable to the agency subject to the prevailing community quarantine in the area where the agency is located and the nature of work/job performed by the employee/s.
MC 14, s.2020	8-Jul-20	Interim Guidelines on Appointments and Other Human Resource Actions for the Period of State of Calamity Due to COVID-19 Pandemic	The general guidelines cover the publication and posting of vacant positions, Recruitment and Selection Process, issuance of appointment, submission of appointment, action on appointments, assumption to duty, probationary period, reassignment, detail, transfer, designation, filling-up of positions resulting from promotion.
MC 18, s.2020	15-Oct-20	Amendment to the Revised Interim Guidelines for Alternative Work Arrangements and Support Mechanisms for Workers in the Government during the Period of State of Public Health Emergency due to COVID-19 Pandemic	In addition to the provision of MC 10, s.2020, this MC took into consideration the different quarantine categories such as Enhanced Community Quarantine (MECQ), Modified General Community Quarantine (MGCQ), and General Community Quarantine (GCQ) in implementing the different forms of alternative work arrangements.
			It also provided that employees who are below 21 years old and those who are 60 years old and above, as well as those with immunodeficiency, comorbidities, or other health risk, and pregnant women, and are residing in areas placed

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Number	Date	Title	Major Provisions
			under ECQ, MECQ, GCQ and MGCQ shall be under work from-home arrangement,
			This MC listed the different tasks which are allowed for work from home arrangements.
			Provides that agencies under WFH arrangement may adopt performance standards to guide the employees in the delivery of assigned tasks, like a point system where each output is assigned points based on length of time, complexity, or other criterion which are aligned with the CSC-approved agency Strategic Performance Management System (SPMS).
MC 23, s 2020	16-Nov-20	Interim guidelines on absences of government officials and employees during the community quarantine due to COVID-19 PANDEMIC	Absences of officials and employees during the imposition of community quarantine are considered as official: 1) stranded abroad or locally while on official or personal travel due to suspension of all forms of transportation; due to health risks, imposition of lockdown; and job/tasks cannot be done through from work from home arrangements.
MC 03, s 2021		General Guidelines on Digital/Online Learning in the Public Sector	Provide the process of implementing and availing of digital/online learning in the bureaucracy. It shall specify the procedures in identifying credible providers, recognizing participation of government employees and crediting training hours.
MC 16, s 2021	12-Nov-21	Interim Guidelines on Absences of Government Officials and Employees Due to COVID-19 Vaccination and/or Adverse Events Following Immunization of COVID-19 Vaccine	Absence from work during the day of inoculation of the first and second dose of COVID-19 vaccine, including future booster shots, whenever applicable, shall be considered as excused absence
			Absence from work due to the required treatment/ recuperation period from AEFI of the first and second dose of COVID-19 vaccine, including future booster shots, whenever applicable, shall be considered as excused absence.
			Recognized digital learning includes webinars and other synchronous learning approaches, microlearning modules, and blended learning but face-to-face discussion are still allowed following the health protocol.
MC 02, s 2022	18-Jan-22	Amendment to the Revised Interim Guidelines on the Use of Leave Credits for Absences Due to Quarantine and/or Treatment of COVID-19	All officials and employees in the public sector shall undergo the required quarantine for those: 1) who came from official or personal travel from countries with or without localized COVID-19 transmissions; 2) who came from official or personal local travel who were categorized as suspect, probable and confirmed cases of COVID-19 shall be isolated in the proper facility depending on the severity of their symptoms; 3) who are identified as close contact with probable case, confirmed COVID-19 case, and international inbound travelers shall undergo the required quarantine in their homes, agency-supported accommodation, or designated quarantine facility.

Number	Date	Title	Major Provisions
			The required period of quarantine is excused for official and personal travels but the period of isolation and treatment for personal travels is charged to sick leave.
MC 06, s 2022	06-June-22	Policies on Flexible Work Arrangements in the Government	Defines the different forms of flexible work arrangements: 1) flexiplace, 2) compressed work week; 3) skeleton work force; 4) flexitime; 5) work shifting.
			Identifies the general requirements for the different flexible work arrangements, parameters to the implementation of the flexible work arrangements, and entitlement to support mechanisms/employee benefits/ICT resources.
			This memorandum circular also points out the other policies/requirements to meet in the implementation of the flexible work arrangements including RA11032 or the Anti-Red Tape Act, policies and guidelines on overtime services and overtime pay for government employees, RA No. 10173 or the Data Privacy Act of 2012.

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Appendix Table 3. Salient features of the EODB Law with reference to amendments in ARTA provisions

Section	Summary of provisions
Standardize guidelines of government transactions	The law mandates the use of a single form for business registrations and renewals. The form will unify past separate forms on local business licenses, clearances, permits, authorizations, and other usual requirements from LGUs.
One-Stop-Shop	Under the law, applications for business registration will be processed in a single facility. Local governments must set up a "one-stop-shop" that puts zoning offices, business permit and licensing offices, the Bureau of Fire Protection, and treasury offices in one location.
Online Registration for Businesses	The Department of Information and Communications Technology (DICT) will create an online Central Business Portal where all business permits, licensing, and authorizations can be completed.
Processing timeline for business transactions	The processing timeline for business transactions are reduced to the following: • Simple Transactions: Require standard ministerial action – three (3) business days • Complex Transactions: Require resolution of complicated issues – seven (7) business days • Highly Technical Transactions: Require highly technical knowledge – 20 business days Applications will be AUTOMATICALLY APPROVED if the agency fails to process transactions within the specified timeframe.
Creation of a Citizen's Charter	The Citizen's Charter is used as a reference for the public regarding policies and procedures of government offices handling business-related transactions. The Citizen's Charter includes the following information: o Complete checklist of requirements for each application or request. (Added from the list contained in the ARTA) o Steps to obtain a particular service o Person responsible for each step o Maximum time to complete a request o Documents required o Fees required o Procedure for filing complaints As an amendment, the EODB provides that the current and updated standards to be known as CC should in addition to

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Section	Summary of provisions
	being posted in the billboard, it should be posted in the respective website.
Zero Contact Policy	As an amendment, EODB included a provision on a zero-contact policy between business applicants and government employees. Applicants will be identified by case number and deal with government officials anonymously.
Establishment of a Philippine Business Databank	An added provision wherein the Philippine Business Databank will serve as a repository of information on all registered businesses in the country which government agencies and LGUs may use as a resource for verification purposes.
Accessing Frontline (ARTA) changed into Government Services (EODB)	In ARTA, the maximum number of days for simple transaction is five (5) while for complex transaction is 10 days. The number of days is further reduced in EODB where the maximum number of days are three (3) and seven (7) for simple and complex transactions respectively. For highly technical applications, the maximum number of days is 20 in EODB which was not specified in ARTA. In EODB, the number of signatories was further reduced from five (5) to three (3). The use of electronic signatures or pre-signed licensed, clearance, permit, certification, or authorization with adequate security and control mechanism was also added.
Creation of the Anti-Red Tape Authority	The ARTA is responsible for enforcing the EODB Act in the Philippines. It is tasked to enforce anti-red tape policies among government officials and employees
Transition from Manual to Software enabled Business-Related Transactions	The DICT, in coordination with the other concerned agencies, shall within three (3) years after the effectivity of EODB, automate business-related transactions by developing the necessary software and technology-neutral platforms and secure infrastructure that is web-based and accessible to the public.

Appendix Table 4. Plans and Programs on Digitalization

Plan/Program	Major provisions
Strategic ICT Roadmap of 2006-2010	Served as the government strategy in using ICTs to support its economic recovery, productivity, and growth programs. It also outlined the various initiatives that will improve the country's digital infrastructure and promote access to public services
Philippine Digital Strategy (PDS) (2010-2016	Build on the targets of the previous ICT roadmap. A unique feature of the plan is its emphasis on good governance. It also supports for interoperability among government agencies and its drive towards openness. Similar with the previous roadmap, the PDS also underscored the importance of improving the country's digital literacy and using ICT to address persistent problems in various sectors like the environment and in Micro, small and medium enterprises (MSMEs).
Philippine Digital Transformation Strategy (PDTS) (2016-2022)	Aims to harmonize the existing e-government initiatives to take advantage of the policy window created by the enactment of new laws.
	PDTS 2022 is the Philippine response to the ASEAN ICT Master Plan 2022 which calls for tighter integration of national economies. It also seeks to develop user generated content using open-sourced technologies and support collaboration among various stakeholders.
	The plan also underscored the role of ICT in the government's fight against corruption and emphasized the importance of government efficiency. For this purpose, the E-Government Master Plan (EGMP) was developed to optimize government operations, improve citizen engagement through digital platforms, and enhance the productivity of employees. The EGMP also envisions the integration of vital services and empowers the LGUs through the automation of their revenue generation and licensing systems among others

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Appendix Table 5. Frequency and percent distribution of respondents by nature of services performed in NGAs and LGUs in NCR, 2021.

Nature of Services Performed	National Government Agencies n=575		Local Government Units n=588	
	Frequency	Percent	Frequency	Percent
Operations	333	57.91	382	64.97
Finance/Accounting	112	19.48	99	16.84
Administrative	36	6.26	31	5.27
Human Resources	28	4.87	52	8.84
Legal	41	7.13	8	1.36
Research	19	3.30	13	2.21
Marketing and Sales	6	1.04	0	0.00
Others	0	0.00	3	0.51

Appendix Table 6. Characteristics of employees in NGAs and LGUs in NCR, 2021.

Characteristics	National Government Agencies n= 575				Local Government Units n= 588			
	Frontline		Non-Frontline		Frontline		Non-Frontline	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Age (Mean number of years)	38.31		38.65		42.93		43.36	
Sex								
Male	91	31.30	113	39.80	105	34.90	107	37.30
Female	200	68.70	171	60.20	196	65.10	180	62.70
Total	291	100.00	284	100.00	301	100.00	287	100.00
Marital Status								
Single	142	48.80	134	47.20	98	32.60	113	39.51
Married	127	43.60	134	47.20	169	56.10	143	50.00
Common-law/Live-in	7	2.40	8	2.80	11	3.70	13	4.55
Widowed	7	2.40	5	1.80	19	6.30	14	4.90
Divorced	0	0.00	0	0.00	0	0.00	0	0.00
Separated	6	2.10	3	1.10	4	1.30	2	0.70
Annulled	1	0.30	0	0.00	0	0.00	0	0.00
Unknown	1	0.30	0	0.00	0	0.00	1	0.35
No response	0	0.00	0	0.00	0	0.00	1	0.35
Total	291	100.0	284	100.0	301	100.0	287	100.00
Highest Educational Attainment								
No formal education	0	0.00	0	0.00	0	0.00	0	0.00
Early Childhood Education	0	0.00	0	0.00	0	0.00	0	0.00
Primary Education	0	0.00	1	0.35	3	1.00	5	1.74
Lower Secondary Education	3	1.03	0	0.00	11	3.65	15	5.23

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Characteristics	National Government Agencies n= 575				Local Government Units n= 588			
	Frontline		Non-Frontline		Frontline		Non-Frontline	
	Fre-quency	Percent	Fre-quency	Percent	Fre-quency	Percent	Fre-quency	Percent
Upper Secondary Education	0	0.00	3	1.06	23	7.64	21	7.32
Post-secondary Non-Tertiary Education	3	1.03	3	1.06	20	6.64	23	8.01
Short-cycle Tertiary Education	10	3.44	12	4.23	38	12.62	32	11.15
Bachelor Level Education or Equivalent	214	73.54	200	70.42	170	56.48	158	55.05
Master Level Education or Equivalent	54	18.56	60	21.13	19	6.31	14	4.88
Doctor Level Education or Equivalent	7	2.41	5	1.76	16	5.32	18	6.27
No response	0	0.00	0	0.00	1	0.33	1	0.35
Total	291	100.00	284	100.00	301	100.00	287	100.00
Status of appointment								
Permanent	195	67.01	184	64.79	170	56.48	142	49.48
Contractual	64	21.99	51	17.96	38	12.62	38	13.24
Temporary	0	0.00	1	0.35	2	0.66	0	0.00
Substitute	0	0.00	0	0.00	0	0.00	0	0.00
Coterminous	2	0.69	1	0.35	1	0.33	0	0.00
Fixed Term	0	0.00	0	0.00	0	0.00	0	0.00
Casual	0	0.00	19	6.69	53	17.61	73	25.44
Contract of Service/Job Order	29	9.97	28	9.86	37	12.29	34	11.85
Agency-hired Contractual	1	0.34	0	0.00	0	0.00	0	0.00
Total	291	100.00	284	100.00	301	100.00	287	100.00
Years of service (mean number of years)	10.29		10.29		11.23		11.08	

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Appendix Table 7. Summary statistics and mean comparison of Relevance scores between NGAs and LGUs by type of AWA in NCR, 2021.

Dimension	National Government Agencies		Local Government Units		p-value$^{\Upsilon}$
	Mean	Standard Deviation	Mean	Standard Deviation	
Relevance					
Work from Home	72.36	21.25	64.53	23.51	*0.001***
Skeleton (Skeletal Workforce)	74.48	19.84	69.68	19.07	*0.001***
Four-day (Compressed) Workweek	76.09	20.00	75.88	20.76	*0.942*
Staggered Working Hours	69.36	20.74	75.00	23.21	*0.234*
Schedule fluctuates based on work	66.47	19.93	69.57	20.95	*0.452*

$^{\Upsilon}$using t-test for independent samples; ** Correlation is significant at p<0.01

Appendix Table 8. Summary statistics and mean comparison of Relevance scores between frontline and non-frontline by type of AWA. NGAs and LGUs in NCR, 2021.

Dimension	National Government Agencies					Local Government Units				
	Frontline		Non-frontline		p-value$^{\Upsilon}$	Frontline		Non-frontline		p-value$^{\Upsilon}$
	Mean	Standard Deviation	Mean	Standard Deviation		Mean	Standard Deviation	Mean	Standard Deviation	
Relevance										
Work from Home	71.85	20.69	72.85	21.82	0.682	63.41	23.03	65.83	24.17	0.561
Skeleton (Skeletal Workforce)	73.12	19.56	75.77	20.06	0.201	69.06	19.01	70.33	19.17	0.559
Four-day (Compressed) Workweek	76.88	19.79	75.00	20.39	0.575	80.13	19.79	70.88	21.05	0.056
Staggered Working Hours	71.53	20.76	67.50	20.78	0.396	70.67	24.41	80.00	21.60	0.297
Schedule fluctuates based on work	67.74	18.52	64.88	21.71	0.491	74.55	21.21	61.15	18.27	0.067

$^{\Upsilon}$using t-test for independent samples

Appendix Table 9. Level of Relevance by type of AWA and comparison between NGAs and LGUs in NCR, 2021.

Level	National Government Agencies		Local Government Units		p-value[Y]
	Frequency	Percent	Frequency	Percent	
Work from Home					
Low	67	21.68	39	30.23	*0.023*
Moderate	89	28.80	40	31.01	
High	153	49.51	50	38.76	
Total	309	100.00	129	100.00	
Skeleton (Skeletal Workforce)					
Low	67	18.31	68	21.73	*0.005*
Moderate	112	30.60	123	39.30	
High	187	51.09	122	38.98	
Total	366	100.00	313	100.00	
Four-day (Compressed) Workweek					
Low	22	14.97	15	20.27	*0.417*
Moderate	37	25.17	18	24.32	
High	88	59.86	41	55.41	
Total	147	100.00	74	100.00	
Staggered Working Hours					
Low	20	25.64	5	17.86	*0.147*
Moderate	24	30.77	6	21.43	
High	34	43.59	17	60.71	
Total	78	100.00	28	100.00	
Schedule Fluctuates Based on Work					
Low	27	28.42	6	17.14	*0.445*
Moderate	34	35.79	16	45.71	
High	34	35.79	13	37.14	
Total	95	100.00	35	100.00	

[Y]using Mann-Whitney U-test; ** Correlation is significant at $p < 0.01$; * Correlation is significant at $p < 0.05$;

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Appendix Table 10a. Measures of association between type of AWA and some factors under Relevance in NGAs in NCR, 2021.

Dimension	Work from Home	Skeleton (Skeletal Workforce)	Four-day (Compressed) Workweek	Staggered Working Hours	Schedule Fluctuates based on work
Relevance					
Age$^\gamma$	0.086	-0.037	0.034	0.092	0.230*
	(0.132)	(0.479)	(0.686)	(0.428)	(0.025)
Sex$^\alpha$	0.020	0.026	0.020	0.029	0.028
	(0.724)	(0.622)	(0.807)	(0.804)	(0.791)
Marital Status$^\alpha$	0.167	0.159	0.228	0.249	0.201
	(0.070)	(0.160)	(0.177)	(0.189)	(0.441)
Educational Attainment$^\gamma$	0.145*	0.035	0.004	0.155	0.067
	(0.011)	(0.507)	(0.965)	(0.176)	(0.517)
Salary Grade$^\gamma$	0.003	0.003	-0.017	-0.063	-0.003
	(0.956)	(0.957)	(0.842)	(0.582)	(0.978)
Status of Appointment$^\alpha$	0.201*	0.130	0.021	0.141	0.417**
	(0.028)	(0.409)	(1.000)	(0.915)	(0.004)
Number of years in service$^\gamma$	0.039	-0.057	-0.039	0.114	0.187
	(0.501)	(0.281)	(0.637)	(0.324)	(0.070)
Service function aligned with current position$^\alpha$	0.203*	0.174	0.25	0.250	0.313
	(0.047)	(0.087)	(0.132)	(0.583)	(0.160)
Internal clients who need service$^\alpha$	0.089	0.128*	0.048	0.261*	0.130
	(0.119)	(0.014)	(0.567)	(0.021)	(0.208)
External clients who need service$^\alpha$	0.049	0.046	0.037	0.085	0.036
	(0.391)	(0.384)	(0.656)	(0.458)	(0.730)
Internal clients who need output$^\alpha$	0.001	0.085	0.067	0.143	0.011
	(0.986)	(0.103)	(0.421)	(0.213)	(0.917)
External clients who need output$^\alpha$	0.161**	0.068	0.130	0.219	0.096
	(0.004)	(0.198)	(0.117)	(0.054)	(0.353)
Daily Number of internal clients$^\gamma$	-0.090	-0.026	0.009	0.082	-0.015
	(0.115)	(0.627)	(0.913)	(0.478)	(0.887)
Daily Number of external clients$^\gamma$	0.023	-0.045	0.026	-0.133	-0.066
	(0.685)	(0.387)	(0.758)	(0.247)	(0.527)
Extent of digitalization in attending to internal and external clients$^\gamma$	0.190**	0.153**	0.079	0.177	0.081
	(0.003)	(0.010)	(0.413)	(0.169)	(0.467)
Extent of digitalization in doing finance-related tasks $^{a\gamma}$	0.207	0.249*	0.371	0.524	0.407
	(0.157)	(0.043)	(0.074)	(0.120)	(0.168)
Extent of digitalization in report preparation-related tasks $^{b\gamma}$	0.034	0.170	0.401**	0.133	-0.060
	(0.768)	(0.090)	(0.009)	(0.535)	(0.818)

[a] Include processing of payments and claims, and audit.
[b] Include documentations, filing, and submissions.
$^\gamma$using Pearson; $^\gamma$using Spearman; $^\alpha$using Eta
**Correlation is significant at p<0.01; * Correlation is significant at p<0.05
Figures in parentheses are p-values

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Appendix Table 10b. Measures of association between type of AWA and some factors under Relevance in LGUs in NCR, 2021

Dimension	Work from Home	Skeleton (Skeletal Workforce)	Four-day (Compressed) Workweek	Staggered Working Hours	Schedule Fluctuates based on work
Relevance					
Age[Υ]	-0.148	-0.075	0.150	-0.014	-0.070
	(0.094)	(0.188)	(0.203)	(0.942)	(0.691)
Sex[α]	0.032	0.000	0.032	0.253	0.158
	(0.718)	(0.993)	(0.787)	(0.193)	(0.365)
Marital Status[α]	0.236	0.196*	0.207	0.217	0.344
	(0.128)	(0.034)	(0.545)	(0.756)	(0.264)
Educational Attainment[γ]	0.028	0.101	0.100	-0.335	0.276
	(0.755)	(0.074)	(0.396)	(0.082)	(0.108)
Salary Grade[γ]	-0.018	0.103	0.091	-0.203	0.280
	(0.841)	(0.070)	(0.439)	(0.300)	(0.103)
Status of Appointment[α]	0.197	0.178	0.250	0.370	0.280
	(0.295)	(0.077)	(0.208)	(0.308)	(0.640)
Number of years in service[Υ]	-0.229**	0.052	0.142	-0.247	-0.027
	(0.009)	(0.358)	(0.229)	(0.205)	(0.879)
Service function aligned with current position[α]	0.174	0.206	0.167	0.506	0.265
	(0.070)	(0.066)	(0.574)	(0.131)	(0.690)
Internal clients who need service[α]	0.097	0.035	0.070	0.101	0.102
	(0.276)	(0.538)	(0.551)	(0.610)	(0.561)
External clients who need service[α]	0.015	0.031	0.008	0.329	0.166
	(0.868)	(0.580)	(0.948)	(0.087)	(0.340)
Internal clients who need output[α]	0.044	0.082	0.155	0.061	0.082
	(0.617)	(0.146)	(0.187)	(0.758)	(0.638)
External clients who need output[α]	0.009	0.063	0.021	0.126	0.038
	(0.915)	(0.266)	(0.861)	(0.524)	(0.829)
Daily Number of internal clients[γ]	-0.036	-0.040	-0.060	0.060	0.280
	(0.688)	(0.481)	(0.609)	(0.761)	(0.103)
Daily Number of external clients[γ]	-0.027	0.035	0.051	0.213	-0.192
	(0.765)	(0.540)	(0.665)	(0.276)	(0.268)
Extent of digitalization in attending to internal and external clients[γ]	0.208	0.049	0.383*	0.210	0.048
	(0.091)	(0.566)	(0.021)	(0.587)	(0.864)
Extent of digitalization in doing finance-related tasks [aγ]	0.471	0.248	0.866	-	-
	(0.076)	(0.204)	(0.333)	-	-
Extent of digitalization in report preparation-related tasks [bγ]	0.207	0.127	-0.082	-0.206	0.387
	(0.167)	(0.162)	(0.679)	(0.936)	(0.083)

[a] Include processing of payments and claims, and audit.
[b] Include documentations, filing, and submissions.
[Υ]using Pearson; [γ]using Spearman; [α]using Eta
**Correlation is significant at $p<0.01$; * Correlation is significant at $p<0.05$
Figures in parentheses are p-values

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Appendix Table 11. Frequency and percent distribution of employees by nature of AWA in NGAs and LGUs in NCR, 2021

Alternative Work Arrangement	National Government Agencies (n= 575)		Local Government Units (n= 588)	
	Frequency	Percent	Frequency	Percent
Nature of alternative work arrangement				
Work from home arrangement not implemented by agency/LGU	21	3.65	41	6.97
Work from home	314	54.61	131	22.28
Skeletal workforce	380	66.09	317	53.91
Four-day (compressed workweek)	155	26.96	77	13.10
Staggered working hours	84	14.61	30	5.10
Schedule fluctuates based on work demands, but I generally work from home at least one day a week	108	18.78	37	6.29
Frequency of working away from home				
Work from home arrangement not implemented by agency/LGU	21	3.65	41	6.97
1-2 days per week	346	60.17	208	35.37
3-4 days per week	48	8.35	55	9.35
5 days per week	25	4.35	38	6.46
Others*	9	1.57	11	1.87

*Others include 10 days WFH, 10 days office, 2-4 days a week, as needed, depends on the quarantine classification, every other week, and two weeks per month.

Appendix Table 12. Frequency and percent distribution of employees by type of platform in NGAs and LGUs in NCR, 2021

Platform	National Government Agencies (n= 575)		Local Government Units (n= 588)	
	Frequency	Percent	Frequency	Percent
With platform/video tools being used	469	81.57	304	51.70
Google Meet	84	17.91	75	24.67
Zoom	299	63.75	144	47.37
FB Messenger	367	78.25	251	82.57
MS Teams	193	41.15	24	7.89
Cellphone (SMS and Calls)	12	2.56	10	3.29
Email	11	2.35	2	0.66
Webex	1	0.21	4	1.32
Discord	2	0.43	0	0.00
MS Outlook	2	0.43	0	0.00
Viber	11	2.35	2	0.66

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Appendix Table 13. Summary statistics and mean comparison of Coherence scores between and NGAs and LGUs by type of AWA in NCR, 2021

Dimension	National Government Agencies		Local Government Units		p-value$^{\Upsilon}$
	Mean	Standard Deviation	Mean	Standard Deviation	
Coherence					
Work from Home	72.15	20.45	66.56	22.39	*0.012**
Skeleton (Skeletal Workforce)	73.33	19.57	69.96	19.41	*0.025**
Four-day (Compressed) Workweek	75.34	19.46	74.41	22.13	*0.752*
Staggered Working Hours	67.47	21.81	75.17	21.30	*0.107*
Schedule fluctuates based on work	66.18	18.66	64.44	23.96	*0.663*

$^{\Upsilon}$using t-test for independent samples; * Correlation is significant at p<0.05

Appendix Table 14. Summary statistics and mean comparison of Coherence scores between frontline and non-frontline by type of AWA in NGAs and LGUs in NCR, 2021

Dimension	National Government Agencies				p-value$^{\Upsilon}$	Local Government Units				p-value$^{\Upsilon}$
	Frontline		Non-frontline			Frontline		Non-frontline		
	Mean	Standard Deviation	Mean	Standard Deviation		Mean	Standard Deviation	Mean	Standard Deviation	
Coherence										
Work from Home	71.38	19.58	72.90	21.30	0.519	65.31	22.07	68.00	22.86	0.499
Skeleton (Skeletal Workforce)	72.06	18.56	74.59	20.50	0.222	69.71	19.24	70.22	19.64	0.817
Four-day (Compressed) Workweek	75.79	18.07	74.69	21.43	0.740	78.46	20.83	69.90	22.94	0.097
Staggered Working Hours	67.59	20.60	67.35	23.13	0.962	71.11	22.91	79.52	19.30	0.296
Schedule fluctuates based on work	67.42	17.43	64.60	20.22	0.468	72.46	19.93	50.26	24.59	0.006**

$^{\Upsilon}$using t-test for independent samples; ** Correlation is significant at p<0.01

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Appendix Table 15. Level of Coherence by type of AWA and comparison between NGAs and LGUs in NCR, 2021

Evaluation Criteria	National Government Agencies		Local Government Units		p-value[Υ]
	Frequency	Percent	Frequency	Percent	
Work from Home					
Low	60	19.80	36	27.91	0.070
Moderate	106	34.98	44	34.11	
High	137	45.21	49	37.98	
Total	303	100.00	129	100.00	
Skeleton (Skeletal Workforce)					
Low	60	16.71	60	19.11	0.028*
Moderate	120	33.43	127	40.45	
High	179	49.86	127	40.45	
Total	359	100.00	314	100.00	
Four-day (Compressed) Workweek					
Low	18	12.59	14	18.92	0.449
Moderate	45	31.47	21	28.38	
High	80	55.94	39	52.70	
Total	143	100.00	74	100.00	
Staggered Working Hours					
Low	18	24.00	6	20.69	0.155
Moderate	25	33.33	5	17.24	
High	32	42.67	18	62.07	
Total	75	100.00	29	100.00	
Schedule Fluctuates Based on Work					
Low	27	28.42	11	30.56	0.915
Moderate	34	35.79	12	33.33	
High	34	35.79	13	36.11	
Total	95	100.00	36	100.00	

[Υ]using Mann-Whitney U-test (median test);
*Correlation is significant at $p<0.05$

Appendix Table 16a. Measures of Association between type of AWA and some factors under Coherence in NGAs in NCR, 2021.

Dimension	Work from Home	Skeleton (Skeletal Workforce)	Four-day (Compressed) Workweek	Staggered Working Hours	Schedule Fluctuates based on work
Coherence					
Age[γ]	-0.025	-0.045	-0.020	-0.012	0.174
	(0.664)	(0.398)	(0.813)	(0.922)	(0.093)
Sex[α]	0.016	0.022	0.066	0.036	0.083
	(0.782)	(0.675)	(0.436)	(0.762)	(0.425)
Marital Status[α]	0.152	0.163	0.248	0.259	0.164
	(0.135)	(0.146)	(0.117)	(0.175)	(0.649)
Educational Attainment[γ]	0.096	0.053	-0.031	0.162	-0.023
	(0.096)	(0.318)	(0.717)	(0.166)	(0.824)
Salary Grade[γ]	0.065	0.036	0.015	0.021	0.042
	(0.259)	(0.492)	(0.859)	(0.860)	(0.683)
Status of Appointment[α]	0.119	0.111	0.099	0.238	0.309
	(0.638)	(0.624)	(0.849)	(0.535)	(0.107)
Number of years in service[γ]	-0.021	-0.043	-0.038	0.033	0.113
	(0.716)	(0.416)	(0.653)	(0.778)	(0.277)
Service function aligned with current position[α]	0.221*	0.172	0.259	0.218	0.320
	(0.021)	(0.100)	(0.144)	(0.755)	(0.137)
Internal clients who need service[α]	0.055	0.046	0.027	0.142	0.078
	(0.342)	(0.389)	(0.751)	(0.226)	(0.450)
External clients who need service[α]	0.008	0.053	0.031	0.052	0.002
	(0.885)	(0.318)	(0.713)	(0.659)	(0.981)
Internal clients who need output[α]	0.071	0.030	0.025	0.012	0.094
	(0.218)	(0.576)	(0.769)	(0.920)	(0.363)
External clients who need output[α]	0.061	0.051	0.115	0.257*	0.254*
	(0.288)	(0.331)	(0.172)	(0.026)	(0.013)
Daily Number of internal clients[γ]	-0.006	-0.011	-0.053	0.070	-0.066
	(0.922)	(0.835)	(0.530)	(0.548)	(0.523)
Daily Number of external clients[γ]	0.016	0.020	0.041	0.041	0.026
	(0.780)	(0.704)	(0.627)	(0.729)	(0.805)
Extent of digitalization in attending to internal and external clients[γ]	0.249**	0.018	0.068	0.133	0.147
	(0.000)	(0.071)	(0.488)	(0.315)	(0.186)
Extent of digitalization in doing finance-related tasks [aγ]	0.167	0.121	0.509*	0.525	0.265
	(0.263)	(0.336)	(0.011)	(0.119)	(0.382)
Extent of digitalization in report preparation-related tasks [bγ]	0.018	0.076	0.227	0.030	-0.037
	(0.875)	(0.460)	(0.170)	(0.899)	(0.885)

[a] Include processing of payments and claims, and audit.
[b] Include documentations, filing, and submissions.
[γ]using Pearson; [γ]using Spearman; [α]using Eta
**Correlation is significant at p<0.01; * Correlation is significant at p<0.05
Figures in parentheses are p-values

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Appendix Table 16b. Measures of Association between type of AWA and some factors under Coherence in LGUs in NCR, 2021

Dimension	Work from Home	Skeleton (Skeletal Workforce)	Four-day (Compressed) Workweek	Staggered Working Hours	Schedule Fluctuates based on work
Coherence					
Age[Υ]	-0.101	-0.090	0.190	-0.006	-0.159
	(0.254)	(0.113)	(0.104)	(0.975)	(0.353)
Sex[α]	0.081	0.012	0.026	0.185	0.191
	(0.362)	(0.832)	(0.829)	(0.336)	(0.265)
Marital Status[α]	0.102	0.155	0.123	0.248	0.255
	(0.859)	(0.184)	(0.899)	(0.654)	(0.534)
Educational Attainment[Υ]	0.100	0.155**	0.079	-0.117	0.185
	(0.258)	(0.006)	(0.503)	(0.545)	(0.280)
Salary Grade[Υ]	-0.012	0.083	0.196	-0.126	0.092
	(0.891)	(0.141)	(0.094)	(0.517)	(0.595)
Status of Appointment[α]	0.339	0.366	0.153	0.166	0.236
	(0.127)	(0.122)	(0.642)	(0.300)	(0.419)
Number of years in service[Υ]	-0.185*	0.016	0.161	-0.148	-0.187
	(0.036)	(0.781)	(0.169)	(0.442)	(0.274)
Service function aligned with current position[α]	0.307*	0.190	0.009	0.254	0.221
	(0.031)	(0.123)	(1.000)	(0.798)	(0.809)
Internal clients who need service[α]	0.109	0.003	0.026	0.178	0.150
	(0.220)	(0.964)	(0.825)	(0.354)	(0.384)
External clients who need service[α]	0.015	0.030	0.016	0.225	0.182
	(0.863)	(0.592)	(0.892)	(0.240)	(0.289)
Internal clients who need output[α]	0.001	0.034	0.139	0.067	0.092
	(0.989)	(0.545)	(0.239)	(0.729)	(0.592)
External clients who need output[α]	0.032	0.017	0.079	0.009	0.011
	(0.716)	(0.758)	(0.501)	(0.962)	(0.951)
Daily Number of internal clients[Υ]	0.034	-0.060	-0.028	-0.078	-0.025
	(0.703)	(0.293)	(0.811)	(0.688)	(0.886)
Daily Number of external clients[Υ]	0.051	-0.002	0.017	0.054	0.112
	(0.569)	(0.975)	(0.888)	(0.779)	(0.516)
Extent of digitalization in attending to internal and external clients[Υ]	0.297*	0.031	0.323	0.127	0.142
	(0.015)	(0.713)	(0.052)	(0.745)	(0.614)
Extent of digitalization in doing finance-related tasks [aΥ]	0.396	0.301	0.000	-	-
	(0.144)	(0.119)	(1.000)	-	-
Extent of digitalization in report preparation-related tasks [bΥ]	0.061	0.110	-0.085	-0.066	0.469*
	(0.665)	(0.225)	(0.672)	(0.926)	(0.032)

[a] Include processing of payments and claims, and audit.
[b] Include documentations, filing, and submissions.
[Υ]using Pearson; [Υ]using Spearman; [α]using Eta
**Correlation is significant at p<0.01; * Correlation is significant at p<0.05
Figures in parentheses are p-values

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Appendix Table 17. Summary statistics and mean comparison of Effectiveness scores between NGAs and LGUs by type of AWA in NCR, 2021

Dimension	National Government Agencies		Local Government Units		p-value$^\Upsilon$
	Mean	Standard Deviation	Mean	Standard Deviation	
Effectiveness					
Work from Home	77.14	21.30	68.06	22.98	*<0.001***
Skeleton (Skeletal Workforce)	77.60	19.01	71.81	18.76	*<0.001***
Four-day (Compressed) Workweek	79.66	18.40	76.65	20.93	*0.298*
Staggered Working Hours	73.30	20.24	77.86	19.67	*0.305*
Schedule fluctuates based on work	71.41	17.59	66.97	25.51	*0.347*

$^\Upsilon$using t-test for independent samples; **Correlation is significant at p<0.01

Appendix Table 18. Summary statistics and mean comparison of Effectiveness scores between Frontline and Non-frontline by type of AWA in NGAs and LGUs in NCR, 2021

Dimension	National Government Agencies					Local Government Units				
	Frontline		Non-frontline		p-value$^\Upsilon$	Frontline		Non-frontline		p-value$^\Upsilon$
	Mean	Standard Deviation	Mean	Standard Deviation		Mean	Standard Deviation	Mean	Standard Deviation	
Effectiveness										
Work from Home	76.83	20.66	77.45	21.97	0.798	66.67	22.55	69.67	23.56	0.462
Skeleton (Skeletal Workforce)	76.18	18.30	78.98	19.62	0.162	72.35	19.06	71.25	18.49	0.603
Four-day (Compressed) Workweek	81.45	16.93	77.15	20.18	0.172	79.08	21.12	73.94	20.68	0.295
Staggered Working Hours	75.24	19.84	71.35	20.71	0.412	75.14	21.23	80.57	18.35	0.476
Schedule fluctuates based on work	72.87	15.24	69.40	20.43	0.345	76.18	20.26	51.38	26.58	0.004**

$^\Upsilon$using t-test for independent samples; **Correlation is significant at p<0.01

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Appendix Table 19. Level of Effectiveness by type of AWA and comparison between NGAs and LGUs in NCR, 2021

Evaluation Criteria	National Government Agencies		Local Government Units		p-value$^{\Upsilon}$
	Frequency	Percent	Frequency	Percent	
Work from Home					
Low	58	19.08	39	30.23	<0.001**
Moderate	59	19.41	34	26.36	
High	187	61.51	56	43.41	
Total	304	100.00	129	100.00	
Skeleton (Skeletal Workforce)					
Low	51	14.09	51	16.29	<0.001**
Moderate	90	24.86	124	39.62	
High	221	61.05	138	44.09	
Total	362	100.00	313	100.00	
Four-day (Compressed) Workweek					
Low	16	11.27	13	17.57	0.019*
Moderate	26	18.31	21	28.38	
High	100	70.42	40	54.05	
Total	142	100.00	74	100.00	
Staggered Working Hours					
Low	11	14.86	4	14.29	0.378
Moderate	24	32.43	6	21.43	
High	39	52.70	18	64.29	
Total	74	100.00	28	100.00	
Schedule Fluctuates Based on Work					
Low	16	16.84	9	25.71	0.726
Moderate	40	42.11	11	31.43	
High	39	41.05	15	42.86	
Total	95	100.00	35	100.00	

$^{\Upsilon}$using Mann-Whitney U-test (median test);
**Correlation is significant at $p<0.01$; *Correlation is significant at $p<0.05$

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Appendix Table 20a. Measures of association by type of AWA and some factors under Effectiveness in NGAs in NCR, 2021

Dimension	Work from Home	Skeleton (Skeletal Workforce)	Four-day (Compressed) Workweek	Staggered Working Hours	Schedule Fluctuates based on work
Effectiveness					
Age$^\Upsilon$	0.003	-0.064	0.025	0.061	0.148
	(0.963)	(0.223)	(0.772)	(0.608)	(0.153)
Sex$^\alpha$	0.010	0.017	0.058	0.048	0.090
	(0.858)	(0.746)	(0.495)	(0.688)	(0.384)
Marital Status$^\alpha$	0.174	0.191*	0.234	0.195	0.215
	(0.055)	(0.040)	(0.172)	(0.436)	(0.369)
Educational Attainment$^\Upsilon$	0.175**	0.060	-0.045	0.277*	0.143
	(0.002)	(0.253)	(0.594)	(0.017)	(0.168)
Salary Grade$^\Upsilon$	0.026	-0.038	-0.035	-0.016	-0.021
	(0.653)	(0.471)	(0.680)	(0.893)	(0.841)
Status of Appointment$^\alpha$	0.203	0.166	0.038	0.199	0.315
	(0.051)	(0.128)	(0.995)	(0.729)	(0.092)
Number of years in service$^\Upsilon$	-0.018	-0.086	-0.008	0.105	0.109
	(0.761)	(0.102)	(0.924)	(0.376)	(0.294)
Service function aligned with current position$^\alpha$	0.272**	0.173	0.327*	0.240	0.322
	(0.001)	(0.092)	(0.017)	(0.665)	(0.130)
Internal clients who need service$^\alpha$	0.086	0.054	0.059	0.186	0.159
	(0.136)	(0.304)	(0.487)	(0.112)	(0.123)
External clients who need service$^\alpha$	0.030	0.069	0.083	0.077	0.009
	(0.599)	(0.188)	(0.325)	(0.513)	(0.933)
Internal clients who need output$^\alpha$	0.041	0.057	0.002	0.012	0.019
	(0.480)	(0.279)	(0.984)	(0.921)	(0.856)
External clients who need output$^\alpha$	0.107	0.013	0.165*	0.243*	0.064
	(0.063)	(0.799)	(0.050)	(0.037)	(0.540)
Daily Number of internal clients$^\Upsilon$	-0.071	-0.024	0.036	0.126	0.007
	(0.220)	(0.646)	(0.674)	(0.285)	(0.943)
Daily Number of external clients$^\Upsilon$	-0.020	-0.038	0.038	-0.147	0.013
	(0.726)	(0.473)	(0.652)	(0.211)	(0.904)
Extent of digitalization in attending to internal and external clients$^\Upsilon$	0.249**	0.133*	0.063	0.103	0.103
	(0.000)	(0.026)	(0.521)	(0.433)	(0.352)
Extent of digitalization in doing finance-related tasks $^{a\Upsilon}$	0.288*	0.183	0.434*	0.577	0.162
	(0.049)	(0.148)	(0.044)	(0.117)	(0.597)
Extent of digitalization in report preparation-related tasks $^{b\Upsilon}$	-0.333	0.100	0.298	0.284	-0.023
	(0.780)	(0.328)	(0.062)	(0.239)	(0.924)

[a] Include processing of payments and claims, and audit.
[b] Include documentations, filing, and submissions.
$^\Upsilon$using Pearson; $^\gamma$using Spearman; $^\alpha$using Eta
**Correlation is significant at p<0.01; * Correlation is significant at p<0.05
Figures in parentheses are p-values

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Appendix Table 20b. Measures of Association between type of AWA and some factors under Effectiveness in LGUs in NCR, 2021

Dimension	Work from Home	Skeleton (Skeletal Workforce)	Four-day (Compressed) Workweek	Staggered Working Hours	Schedule Fluctuates based on work
Effectiveness					
Age[γ]	-0.127	-0.085	0.056	0.160	-0.109
	(0.152)	(0.133)	(0.634)	(0.416)	(0.532)
Sex[α]	0.103	0.039	0.128	0.214	0.080
	(0.245)	(0.490)	(0.276)	(0.275)	(0.649)
Marital Status[α]	0.193	0.209*	0.167	0.199	0.263
	(0.313)	(0.017)	(0.738)	(0.803)	(0.521)
Educational Attainment[γ]	0.138	0.148**	0.146	-0.085	0.211
	(0.120)	(0.009)	(0.214)	(0.667)	(0.223)
Salary Grade[γ]	0.042	0.089	0.165	-0.104	0.207
	(0.633)	(0.115)	(0.161)	(0.600)	(0.233)
Status of Appointment[α]	0.196	0.183	0.135	0.465	0.223
	(0.301)	(0.062)	(0.730)	(0.114)	(0.812)
Number of years in service[γ]	-0.190*	0.043	0.068	-0.060	-0.071
	(0.031)	(0.444)	(0.565)	(0.763)	(0.683)
Service function aligned with current position[α]	0.204	0.226*	0.142	0.330	0.158
	(0.383)	(0.024)	(0.695)	(0.419)	(0.849)
Internal clients who need service[α]	0.134	0.019	0.126	0.203	0.124
	(0.129)	(0.731)	(0.286)	(0.300)	(0.479)
External clients who need service[α]	0.009	0.025	0.023	0.272	0.086
	(0.920)	(0.658)	(0.848)	(0.161)	(0.621)
Internal clients who need output[α]	0.059	0.003	0.295*	0.113	0.002
	(0.505)	(0.953)	(0.011)	(0.568)	(0.990)
External clients who need output[α]	0.046	0.030	0.087	0.068	0.045
	(0.604)	(0.594)	(0.462)	(0.730)	(0.799)
Daily Number of internal clients[γ]	0.011	-0.012	0.003	0.061	-0.064
	(0.902)	(0.832)	(0.979)	(0.760)	(0.713)
Daily Number of external clients[γ]	0.037	0.023	0.098	0.199	0.170
	(0.673)	(0.681)	(0.408)	(0.310)	(0.328)
Extent of digitalization in attending to internal and external clients[γ]	0.271*	0.130	0.273	0.056	0.480
	(0.027)	(0.127)	(0.107)	(0.895)	(0.083)
Extent of digitalization in doing finance-related tasks [a][γ]	0.588*	0.445*	-0.866	-	-
	(0.021)	(0.018)	(0.333)		
Extent of digitalization in report preparation-related tasks [b][γ]	0.171	0.121*	-0.888	-0.237	0.562*
	(0.257)	(0.046)	(0.668)	(0.458)	(0.010)

[a] Include processing of payments and claims, and audit.
[b] Include documentations, filing, and submissions.
[γ] using Pearson; [γ] using Spearman; [α] using Eta
**Correlation is significant at p<0.01; * Correlation is significant at p<0.05
Figures in parentheses are p-values

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Appendix Table 21. Mean comparison in the daily number of frontline and non-frontline services between before and after pandemic in NGAs and LGUs in NCR, 2021

Service	Before Pandemic			During Pandemic			Median Test (p-value)
	Mean	Standard Deviation	Median	Mean	Standard Deviation	Median	
National Government Agencies (Frontline Service)							
Providing Services/Assistance to Internal and External Clients [a]	89.99	155.18	38.25	74.11	145.28	30.00	<0.001**
Document Processing [b]	2433.65	18879.30	70.00	1369.90	10240.31	50.00	<0.001**
Processing of Registrations and Applications	462.11	2930.62	75.00	386.47	2744.73	50.00	<0.001**
National Government Agencies (Non-Frontline Service)							
Data Processing	90.02	92.71	60.00	82.50	87.88	50.00	0.032*
Providing Services/Assistance to Internal and External Clients [a]	166.09	743.54	35.00	169.87	766.70	40.00	0.458
Document Processing [b]	351.14	2811.30	35.00	269.18	2326.34	30.00	0.001**
Local Government Units (Frontline Service)							
Providing Services/Assistance to Internal and External Clients [a]	148.26	380.95	80.00	132.03	217.30	60.00	<0.001**
Processing of Registrations and Applications	504.35	1750.12	53.00	196.33	593.64	20.00	0.003**
Providing Services/Assistance to Internal and External Clients [a]	148.26	380.95	80.00	132.03	217.30	60.00	<0.001**
Local Government Units (Non-Frontline Service)							
Data Processing	141.32	291.76	60.00	113.89	259.58	50.00	0.015*
Document Processing [b]	207.04	1270.37	44.50	261.07	1507.45	30.00	<0.001**
Data Processing	141.32	291.76	60.00	113.89	259.58	50.00	0.015*

** Correlation is significant at p<0.01
* Correlation is significant at p<0.05
[a] Refers to walk-in clients for frontline service; refers to clients sending email, phone calls, etc. for non-frontline service.
[b] As frontline service, it includes releasing and distribution of memos, reports, and permits. As non-frontline service, it includes drafting/generating and filing of memos, reports, and permits.

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Appendix Table 22. Frequency and percent distribution of employees by description of work condition at home in NGAs and LGUs in NCR, 2021

Work Condition at Home*	National Government Agencies (n=480)		Local Government Units (n=329)	
	Frequency	Percent	Frequency	Percent
WFH not implemented	21	4.38	41	12.46
I have the proper technology to conduct work remotely (e.g., laptop or personal computer, microphone, headphone	351	73.13	163	49.54
I have access to an online video conferencing platform/app (e.g., zoom, google meet, viber, skype, Facebook messenger, etc.)	386	80.42	171	51.98
I have an active e-mail account	407	84.79	179	54.41
My supervisor has my current phone number for contacting me when needed	392	81.67	199	60.49
I have internet connectivity needed to work remotely	382	79.58	160	48.63
I have a designated workspace that allows for minimal distractions during the scheduled work hours	285	59.38	104	31.61
I participate in conversations that require more privacy	211	43.96	65	19.76
I have regular meetings (weekly, bi-weekly) with my supervisor for a check on my work status as well as continued availability	196	40.83	69	20.97
I have a log of activities for the day	234	48.75	70	21.28
Expect consistency in remote work schedules and ask staff to notify you when unable to work a regularly scheduled day	159	33.13	44	13.37
Required to notify office when unable to work a regularly scheduled day	256	53.33	105	31.91
Doing both office work and household work/chore	167	34.79	82	24.92
Others	3	0.63	0	0.00

*Multiple response is allowed

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Appendix Table 23. Summary statistics and mean comparison of Efficiency scores between NGAs and LGUs by type of AWA in NCR, 2021

Dimension	National Government Agencies		Local Government Units		p-value$^\Upsilon$
	Mean	Standard Deviation	Mean	Standard Deviation	
Efficiency					
Work from Home	74.42	23.06	66.46	25.79	*0.002**
Skeleton (Skeletal Workforce)	77.07	21.42	71.56	20.71	*0.001**
Four-day (Compressed) Workweek	80.82	19.91	77.11	23.03	*0.235*
Staggered Working Hours	73.95	23.10	76.55	17.78	*0.585*
Schedule fluctuates based on work	69.17	21.31	65.00	27.20	*0.357*

$^\Upsilon$using t-test for independent samples; **Correlation is significant at p<0.01

Appendix Table 24. Summary statistics and mean comparison of Efficiency scores between Frontline and Non-frontline by type of AWA in NGAs and LGUs in NCR, 2021

Dimension	National Government Agencies				p-value$^\Upsilon$	Local Government Units				p-value$^\Upsilon$
	Frontline		Non-frontline			Frontline		Non-frontline		
	Mean	Standard Deviation	Mean	Standard Deviation		Mean	Standard Deviation	Mean	Standard Deviation	
Efficiency										
Work from Home	74.61	22.78	74.23	23.39	0.887	63.48	24.72	69.84	26.74	0.161
Skeleton (Skeletal Workforce)	76.24	21.27	77.87	21.59	0.466	71.25	21.12	71.87	20.35	0.791
Four-day (Compressed) Workweek	82.86	18.40	78.06	21.64	0.151	78.54	22.97	75.43	23.31	0.561
Staggered Working Hours	75.14	22.81	72.82	23.61	0.665	73.33	17.99	80.00	17.54	0.322
Schedule fluctuates based on work	70.00	19.71	68.10	23.40	0.666	73.04	23.05	50.77	29.00	0.016*

$^\Upsilon$using t-test for independent samples; *Correlation is significant at p<0.05

Appendix Table 25. Level of Efficiency by type of AWA and comparison between NGAs and LGUs in NCR, 2021

Evaluation Criteria	National Government Agencies		Local Government Units		p-value[Y]
	Frequency	Percent	Frequency	Percent	
Work from Home					
Low	49	15.91	35	26.92	
Moderate	70	22.73	34	26.15	*0.002***
High	189	61.36	61	46.92	
Total	308	100.00	130	100.00	
Skeleton (Skeletal Workforce)					
Low	50	13.55	43	13.65	
Moderate	65	17.62	101	32.06	*0.001***
High	254	68.83	171	54.29	
Total	369	100.00	315	100.00	
Four-day (Compressed) Workweek					
Low	14	9.59	11	14.47	
Moderate	15	10.27	17	22.37	*0.009***
High	117	80.14	48	63.16	
Total	146	100.00	76	100.00	
Staggered Working Hours					
Low	14	18.42	2	6.90	
Moderate	11	14.47	8	27.59	*0.813*
High	51	67.11	19	65.52	
Total	76	100.00	29	100.00	
Schedule Fluctuates Based on Work					
Low	20	20.83	9	25.00	
Moderate	25	26.04	11	30.56	*0.395*
High	51	53.13	16	44.44	
Total	96	100.00	36	100.00	

[Y]using Mann-Whitney U-test (median test);
** Correlation is significant at $p < 0.01$

Appendix Table 26a. Measures of association between type of AWA and some factors under Efficiency, In NGAs in NCR, 2021

Dimension	Work from Home	Skeleton (Skeletal Workforce)	Four-day (Compressed) Workweek	Staggered Working Hours	Schedule Fluctuates based on work
Efficiency					
Age$^\gamma$	-0.044	-0.093	0.004	0.094	0.162
	(0.437)	(0.073)	(0.962)	(0.420)	(0.117)
Sex$^\alpha$	0.010	0.020	0.060	0.028	0.132
	(0.862)	(0.702)	(0.475)	(0.810)	(0.200)
Marital Status$^\alpha$	0.104	0.156	0.179	0.136	0.175
	(0.506)	(0.177)	(0.464)	(0.718)	(0.583)
Educational Attainment$^\gamma$	0.180**	0.016	-0.049	0.192	0.022
	(0.002)	(0.755)	(0.559)	(0.096)	(0.832)
Salary Grade$^\gamma$	0.008	-0.055	-0.055	-0.132	-0.011
	(0.894)	(0.296)	(0.507)	(0.257)	(0.913)
Status of Appointment$^\alpha$	0.172	0.155	0.110	0.306	0.262
	(0.170)	(0.185)	(0.785)	(0.218)	(0.262)
Number of years in service$^\gamma$	-0.063	-0.133*	-0.002	0.121	0.125
	(0.272)	(0.011)	(0.983)	(0.300)	(0.227)
Service function aligned with current position$^\alpha$	0.250**	0.178	0.309*	0.290	0.333
	(0.003)	(0.069)	(0.028)	(0.396)	(0.098)
Internal clients who need service$^\alpha$	0.103	0.092	0.045	0.273*	0.160
	(0.072)	(0.079)	(0.591)	(0.017)	(0.120)
External clients who need service$^\alpha$	0.012	0.085	0.055	0.000	0.005
	(0.827)	(0.102)	(0.508)	(0.993)	(0.959)
Internal clients who need output$^\alpha$	0.010	0.079	0.005	0.114	0.047
	(0.863)	(0.130)	(0.948)	(0.326)	(0.646)
External clients who need output$^\alpha$	0.103	0.023	0.182*	0.216	0.089
	(0.071)	(0.664)	(0.028)	(0.060)	(0.387)
Daily Number of internal clients$^\gamma$	-0.069	-0.054	0.014	0.131	0.010
	(0.227)	(0.298)	(0.868)	(0.258)	(0.921)
Daily Number of external clients$^\gamma$	-0.030	-0.069	0.009	-0.115	0.151
	(0.606)	(0.187)	(0.909)	(0.322)	(0.142)
Extent of digitalization in attending to internal and external clients$^\gamma$	0.197**	0.118*	0.103	0.222	0.128
	(0.002)	(0.047)	(0.288)	(0.086)	(0.250)
Extent of digitalization in doing finance-related tasks $^{a\gamma}$	0.290**	0.168	0.528**	0.561	0.563*
	(0.046)	(0.178)	(0.008)	(0.092)	(0.045)
Extent of digitalization in report preparation-related tasks $^{b\gamma}$	0.024	0.089	0.400*	0.369	0.204
	(0.838)	(0.373)	(0.010)	(0.100)	(0.924)

[a] Include processing of payments and claims, and audit.
[b] Include documentations, filing, and submissions.
$^\gamma$using Pearson; $^\gamma$using Spearman; $^\alpha$using Eta
**Correlation is significant at $p<0.01$; * Correlation is significant at $p<0.05$
Figures in parentheses are p-values

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Appendix Table 26b. Measures of association between type of AWA and some factors under Efficiency in LGUs in NCR, 2021.

Dimension	Work from Home	Skeleton (Skeletal Workforce)	Four-day (Compressed) Workweek	Staggered Working Hours	Schedule Fluctuates based on work
Efficiency					
Age[γ]	-0.094	-0.102	-0.003	0.230	-0.122
	(0.286)	(0.071)	(0.981)	(0.229)	(0.478)
Sex[α]	0.113	0.044	0.116	0.155	0.053
	(0.200)	(0.438)	(0.320)	(0.423)	(0.761)
Marital Status[α]	0.216	0.233**	0.192	0.225	0.356
	(0.305)	(0.004)	(0.608)	(0.723)	(0.221)
Educational Attainment[γ]	0.087	0.116*	0.046	-0.235	0.235
	(0.327)	(0.039)	(0.695)	(0.219)	(0.168)
Salary Grade[γ]	-0.037	0.068	0.110	-0.141	0.146
	(0.672)	(0.230)	(0.346)	(0.465)	(0.396)
Status of Appointment[α]	0.225	0.146	0.035	0.279	0.236
	(0.163)	(0.247)	(0.993)	(0.559)	(0.766)
Number of years in service[γ]	-0.252**	0.006	0.042	0.162	-0.090
	(0.004)	(0.919)	(0.717)	(0.402)	(0.604)
Service function aligned with current position[α]	0.216	0.201	0.221	0.400	0.192
	(0.424)	(0.080)	(0.303)	(0.361)	(0.877)
Internal clients who need service[α]	0.241**	0.025	0.140	0.218	0.132
	(0.006)	(0.659)	(0.229)	(0.257)	(0.443)
External clients who need service[α]	0.072	0.024	0.013	0.124	0.101
	(0.416)	(0.674)	(0.913)	(0.523)	(0.557)
Internal clients who need output[α]	0.092	0.056	0.331**	0.102	0.013
	(0.297)	(0.324)	(0.004)	(0.598)	(0.940)
External clients who need output[α]	0.112	0.014	0.087	0.060	0.042
	(0.206)	(0.807)	(0.453)	(0.756)	(0.809)
Daily Number of internal clients[γ]	-0.017	-0.021	0.016	-0.008	-0.003
	(0.852)	(0.706)	(0.891)	(0.967)	(0.988)
Daily Number of external clients[γ]	-0.049	-0.004	0.064	0.207	0.159
	(0.578)	(0.943)	(0.583)	(0.282)	(0.355)
Extent of digitalization in attending to internal and external clients[γ]	0.217	0.047	0.164	0.287	0.377
	(0.078)	(0.579)	(0.326)	(0.453)	(0.166)
Extent of digitalization in doing finance-related tasks [aγ]	0.430	0.008	-0.866	-	-
	(0.110)	(0.618)	(0.333)	-	-
Extent of digitalization in report preparation-related tasks [bγ]	0.224	0.133	0.032	-0.146	0.493*
	(0.134)	(0.142)	(0.870)	(0.635)	(0.023)

[a] Include processing of payments and claims, and audit.
[b] Include documentations, filing, and submissions.
[γ]using Pearson; [γ]using Spearman; [α]using Eta
**Correlation is significant at p<0.01; * Correlation is significant at p<0.05
Figures in parentheses are p-values

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Appendix Table 27. Summary statistics and mean comparison of Sustainability scores between NGAs and LGUs by type of AWA in NCR, 2021

Dimension	National Government Agencies		Local Government Units		p-value$^\Upsilon$
	Mean	Standard Deviation	Mean	Standard Deviation	
Sustainability					
Work from Home	74.97	23.47	66.46	24.77	*0.001***
Skeleton (Skeletal Workforce)	76.07	22.57	70.79	20.51	*0.002***
Four-day (Compressed) Workweek	81.52	20.66	74.53	24.95	*0.039**
Staggered Working Hours	70.68	23.65	77.93	16.98	*0.136*
Schedule fluctuates based on work	68.25	22.59	70.28	25.13	*0.656*

$^\Upsilon$using t-test for independent samples; ** Correlation is significant at p<0.01; * Correlation is significant at p<0.05

Appendix Table 28. Summary statistics and mean comparison of Sustainability scores between Frontline and Non-frontline by type of AWA in NGAs and LGUs in NCR, 2021

Dimension	National Government Agencies					Local Government Units				
	Frontline		Non-frontline		p-value$^\Upsilon$	Frontline		Non-frontline		p-value$^\Upsilon$
	Mean	Standard Deviation	Mean	Standard Deviation		Mean	Standard Deviation	Mean	Standard Deviation	
Sustainability										
Work from Home	74.34	23.09	75.58	23.90	0.644	63.77	25.09	69.51	24.25	0.188
Skeleton (Skeletal Workforce)	75.94	21.65	76.18	23.48	0.920	69.94	21.03	71.68	19.99	0.453
Four-day (Compressed) Workweek	82.77	19.40	79.84	22.29	0.400	77.50	25.99	71.14	23.61	0.274
Staggered Working Hours	73.14	21.11	68.42	25.84	0.398	77.33	18.70	78.57	15.62	0.849
Schedule fluctuates based on work	68.55	21.38	67.86	24.35	0.883	76.96	21.20	58.46	27.94	0.032*

$^\Upsilon$using t-test for independent samples; * Correlation is significant at p<0.05

Appendix Table 29. Level of Sustainability by type of AWA and comparison between NGAs and LGUs in NCR, 2021

Evaluation Criteria	National Government Agencies		Local Government Units		p-value$^{\Upsilon}$
	Frequency	Percent	Frequency	Percent	
Work from Home					
Low	54	17.65	38	29.23	*0.001***
Moderate	69	22.55	35	26.92	
High	183	59.80	57	43.85	
Total	306	100.00	130	100.00	
Skeleton (Skeletal Workforce)					
Low	60	16.39	52	16.51	*0.001***
Moderate	74	20.22	112	35.56	
High	232	63.39	151	47.94	
Total	366	100.00	315	100.00	
Four-day (Compressed) Workweek					
Low	17	11.72	18	24.00	*0.006***
Moderate	18	12.41	13	17.33	
High	110	75.86	44	58.67	
Total	145	100.00	75	100.00	
Staggered Working Hours					
Low	15	20.55	1	3.45	*0.242*
Moderate	20	27.40	11	37.93	
High	38	52.05	17	58.62	
Total	73	100.00	29	100.00	
Schedule Fluctuates Based on Work					
Low	22	22.68	7	19.44	*0.933*
Moderate	23	23.71	10	27.78	
High	52	53.61	19	52.78	
Total	97	100.00	36	100.00	

$^{\Upsilon}$using Mann-Whitney U-test (median test);
** Correlation is significant at $p < 0.01$

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Appendix Table 30a. Measures of Association between type of AWA and some factors under Sustainability in NGAs in NCR, 2021

Dimension	Work from Home	Skeleton (Skeletal Workforce)	Four-day (Compressed) Workweek	Staggered Working Hours	Schedule Fluctuates based on work
Sustainability					
Age[Y]	-0.050	-0.116*	0.032	0.040	0.163
	(0.385)	(0.026)	(0.702)	(0.739)	(0.112)
Sex[α]	0.002	0.008	0.020	0.123	0.134
	(0.972)	(0.874)	(0.810)	(0.301)	(0.190)
Marital Status[α]	0.139	0.141	0.254	0.222	0.197
	(0.210)	(0.297)	(0.096)	(0.317)	(0.452)
Educational Attainment[Y]	0.162**	0.038	-0.051	0.207	-0.040
	(0.005)	(0.471)	(0.540)	(0.079)	(0.696)
Salary Grade[Y]	0.020	-0.027	0.012	-0.045	0.110
	(0.726)	(0.602)	(0.884)	(0.706)	(0.285)
Status of Appointment[α]	0.136	0.119	0.098	0.317	0.300
	(0.465)	(0.529)	(0.851)	(0.202)	(0.120)
Number of years in service[Y]	-0.049	-0.124*	0.025	0.065	0.110
	(0.399)	(0.018)	(0.769)	(0.587)	(0.283)
Service function aligned with current position[α]	0.216*	0.127	0.337*	0.202	0.333
	(0.026)	(0.436)	(0.010)	(0.830)	(0.094)
Internal clients who need service[α]	0.044	0.046	0.004	0.212	0.101
	(0.444)	(0.383)	(0.961)	(0.072)	(0.323)
External clients who need service[α]	0.022	0.049	0.120	0.158	0.049
	(0.695)	(0.350)	(0.150)	(0.182)	(0.637)
Internal clients who need output[α]	0.034	0.068	0.025	0.100	0.010
	(0.551)	(0.196)	(0.763)	(0.399)	(0.923)
External clients who need output[α]	0.053	0.031	0.179*	0.215	0.134
	(0.356)	(0.557)	(0.031)	(0.067)	(0.191)
Daily Number of internal clients[Y]	-0.022	-0.015	0.060	0.168	0.052
	(0.708)	(0.781)	(0.472)	(0.155)	(0.613)
Daily Number of external clients[Y]	-0.025	-0.028	0.085	-0.060	0.064
	(0.665)	(0.600)	(0.311)	(0.613)	(0.537)
Extent of digitalization in attending to internal and external clients[Y]	0.160*	0.080	0.091	0.060	0.174
	(0.013)	(0.178)	(0.350)	(0.654)	(0.114)
Extent of digitalization in doing finance-related tasks [aY]	0.224	0.229	0.209	0.507	0.651*
	(0.126)	(0.064)	(0.326)	(0.111)	(0.016)
Extent of digitalization in report preparation-related tasks [bY]	-0.016	0.144	0.297	0.247	0.120
	(0.892)	(0.152)	(0.059)	(0.268)	(0.486)

[a] Include processing of payments and claims, and audit.
[b] Include documentations, filing, and submissions.
[Y]using Pearson; [y]using Spearman; [α]using Eta
**Correlation is significant at p<0.01; * Correlation is significant at p<0.05
Figures in parentheses are p-values

Appendix Table 30b. Measures of Association between type of AWA and some factors under Sustainability in LGUs in NCR, 2021

Dimension	Work from Home	Skeleton (Skeletal Workforce)	Four-day (Compressed) Workweek	Staggered Working Hours	Schedule Fluctuates based on work
Sustainability					
Age[Y]	-0.073	-0.066	0.021	0.130	-0.162
	(0.406)	(0.246)	(0.860)	(0.500)	(0.346)
Sex[a]	0.071	0.065	0.122	0.273	0.127
	(0.419)	(0.252)	(0.298)	(0.151)	(0.461)
Marital Status[a]	0.245	0.214*	0.237	0.269	0.304
	(0.171)	(0.013)	(0.392)	(0.589)	(0.368)
Educational Attainment[Y]	0.140	0.133*	0.241*	-0.291	0.123
	(0.111)	(0.018)	(0.037)	(0.125)	(0.476)
Salary Grade[Y]	0.017	0.081	0.202	-0.287	0.150
	(0.849)	(0.151)	(0.082)	(0.131)	(0.381)
Status of Appointment[a]	0.152	0.154	0.135	0.490	0.255
	(0.565)	(0.188)	(0.724)	(0.072)	(0.708)
Number of years in service[Y]	-0.142	0.057	0.059	-0.019	-0.140
	(0.107)	(0.311)	(0.615)	(0.921)	(0.416)
Service function aligned with current position[a]	0.245	0.234*	0.224	0.310	0.321
	(0.258)	(0.015)	(0.300)	(0.641)	(0.482)
Internal clients who need service[a]	0.143	0.014	0.105	0.351	0.174
	(0.104)	(0.804)	(0.370)	(0.062)	(0.309)
External clients who need service[a]	0.043	0.045	0.030	0.185	0.090
	(0.628)	(0.426)	(0.801)	(0.337)	(0.602)
Internal clients who need output[a]	0.002	0.055	0.307**	0.129	0.006
	(0.980)	(0.332)	(0.007)	(0.504)	(0.975)
External clients who need output[a]	0.079	0.009	0.117	0.304	0.125
	(0.373)	(0.870)	(0.317)	(0.109)	(0.466)
Daily Number of internal clients[Y]	-0.052	-0.039	-0.044	0.105	-0.040
	(0.557)	(0.486)	(0.711)	(0.586)	(0.816)
Daily Number of external clients[Y]	-0.077	-0.037	-0.013	0.259	0.213
	(0.383)	(0.507)	(0.910)	(0.175)	(0.213)
Extent of digitalization in attending to internal and external clients[Y]	0.275*	0.103	0.075	-0.382	0.385
	(0.024)	(0.226)	(0.659)	(0.310)	(0.156)
Extent of digitalization in doing finance-related tasks [aY]	0.564*	0.345	-0.866	-	-
	(0.028)	(0.072)	(0.333)		
Extent of digitalization in report preparation-related tasks [bY]	0.216	0.184*	-0.063	-0.394	0.593**
	(0.140)	(0.041)	(0.753)	(0.183)	(0.005)

[a] Include processing of payments and claims, and audit.
[b] Include documentations, filing, and submissions.
[Y]using Pearson; [Y]using Spearman; [a]using Eta
**Correlation is significant at p<0.01; * Correlation is significant at p<0.0
Figures in parentheses are p-values

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Appendix Table 31a. Distribution of respondents by rate of the skills gained from AWA in NGAs, NCR, 2021

Skills	Rating										Total	
	1- Lowest		2			3		4		5- Highest			
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Empathy	9	1.92	38	8.12	78	16.67	173	36.97	170	36.32	468	100.00
Collaborative Problem-Solving	9	1.92	45	9.62	83	17.74	181	38.68	150	32.05	468	100.00
Adaptability	10	2.13	31	6.60	51	10.85	165	35.11	213	45.32	470	100.00
Listening skills	10	2.14	34	7.28	57	12.21	181	38.76	185	39.61	467	100.00
Time Management	5	1.05	36	7.59	56	11.81	161	33.97	216	45.57	474	100.00
Digital Literacy	7	1.51	32	6.88	43	9.25	156	33.55	227	48.82	465	100.00
Oral Communication	10	2.17	39	8.46	77	16.70	181	39.26	154	33.41	461	100.00
Telephone etiquette	11	2.42	38	8.37	52	11.45	177	38.99	176	38.77	454	100.00

Appendix Table 31b. Distribution of respondents by rate of the skills gained from AWA in LGUs in NCR, 2021

Skills	Rating										Total	
	1- Lowest		2			3		4		5- Highest			
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Empathy	15	3.53	40	9.41	123	28.94	148	34.82	99	23.29	426	100.00
Collaborative Problem-Solving	15	3.52	37	8.69	122	28.64	166	38.97	86	20.19	426	100.00
Adaptability	13	3.04	31	7.25	112	26.17	160	37.38	112	26.17	428	100.00
Listening skills	10	2.34	41	9.58	99	23.13	175	40.89	103	24.07	428	100.00
Time Management	8	1.86	36	8.35	89	20.65	171	39.68	127	29.47	431	100.00
Digital Literacy	10	2.40	40	9.59	106	25.42	156	37.41	105	25.18	417	100.00
Oral Communication	12	2.84	33	7.82	113	26.78	173	41.00	91	21.56	422	100.00
Telephone etiquette	9	2.18	32	7.77	112	27.18	160	38.83	99	24.03	412	100.00

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Appendix Table 32. Summary statistics and mean comparison of Skills Gained scores between frontline and non-frontline in NGAs and LGUs in NCR, 2021

	National Government Agencies		Local Government Units	
	Frontline	Non-frontline	Frontline	Non-frontline
Mean	82.15	80.53	75.78	74.40
Standard Deviation	16.54	19.22	17.67	16.98
p-value$^\Upsilon$	0.346		0.432	

$^\Upsilon$using t-test for independent samples.

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10 ANNEXES

Annex A. Terms of Reference

TERMS OF REFERENCE:

**An Evaluation of the implementation of the policy on alternative work arrangements
in selected government agencies and LGUs in the National Capital Region**

A. Project Title

Using Strategic Monitoring & Evaluation (M&E) to Accelerate the Implementation of the
Philippine Development Plan (PDP) 2017-2022 (Strategic M&E Project; 103908 / 105719).

B. Background and Objectives

The National Economic and Development Authority (NEDA) and the United Nations
Development Programme (UNDP) Philippines have embarked on a partnership to
strengthen the conduct of evaluations of priority government programs under the PDP.
Financed by the NEDA and implemented with full UNDP Country Office support, the
Strategic M&E Project will help strengthen the M&E capacities of NEDA and key government
agencies to support the achievement of the Philippine Development Plan (PDP) and the
Sustainable Development Goals (SDGs) through evidence-based decision making. Under
the project, independent evaluations are commissioned on key themes and programs
relevant to the PDP and the SDGs. The results of the evaluations are envisaged to inform
how policies and programs are designed and implemented to achieve the desired results
of the PDP and contribute to strengthening the government's M&E systems.

In view of the COVID-19 pandemic, the Project will be undertaking evaluations that are
relevant to the government's response. One of these evaluations is of the implementation
of the policy on alternative work arrangements in selected government agencies and local
government units in NCR.

For both the public and private sector alike, the workplace has continued to experience
disruptions because of COVID-related restrictions. In May 2020, the CSC issued a formal
endorsement for "alternative work arrangements" in public agencies during the period of
state of emergency. In October 2020, the CSC issued an Amendment to the Revised Interim
Guidelines for Alternative Work Arrangements and Support Mechanisms for Workers in the
Government during the Period of State of Public Health Emergency due to COVID-19
Pandemic (MC No. 18 s. 2020).

"We Recover as One" recognizes the significance of telecommuting as it includes in its
proposed legislative actions the amendment of the Labor Code Telecommuting Act of 2018
(RA 11165) to formally establish alternative work schemes, and to extend telecommuting
options in the public sector. The trend is towards a growing recognition of the need to
enhance systems and processes to cushion the impact of distresses such as the pandemic
to overall public service delivery.

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As public agencies focused on transitioning their workers to remote work especially in the first few months of the pandemic, they have had to deal with challenges that deal with having to balance the welfare of the workforce with sustaining operations and delivering quality services. A full assessment of the impact of how COVID has affected overall public service delivery has yet to be undertaken, but anecdotal accounts of a slowdown indicate that national and local regulations on physical distancing, internal border closures, and stoppage directives have affected the pace and quality of delivery.

UNDP thus requires the services of a Firm to undertake the evaluation study of alternative work arrangements in select national government agencies and local government units.

The UNDP Strategic M&E Team will be utilizing the pre-qualified list of firms under the solicitation – EOI-018 which was conducted in August 2019. The pre-qualified list can be used for three years. The Firm will form a team composed of a project lead, technical adviser, and three (3) other evaluators at the minimum. It will report to and seek guidance from an Evaluation Reference Group (ERG) that is composed NEDA Civil Service Commission and other key government agencies, with participation from UN agencies and other partners. The ERG will provide direction and input to the design, implementation, and finalization of the evaluation; as well as facilitate management responses and action planning to the evaluation's recommendations.

C. Objectives of the Evaluation

In broad terms, this study seeks to understand the relationship between how selected government agencies and local government units implemented the policy on alternative work arrangements, and service delivery in the context of specific quarantine restrictions.

The study should take into account differences in terms of the kind of services they offer (frontline and non-frontline), the volume of their transactions, and the extent of digitization already in place pre-pandemic. Although this study is not just about digitization, it does, on the one hand, entail examining services provided by agencies that have always been provided virtually, to understand to what extent the provision of these services continued, and the factors that contributed to any disruptions. On the other hand, it also necessitates looking at what services were traditionally provided in-person, and the extent to which they were able to adapt to alternative work arrangements.

The study also aims to identify measures that the agencies put in place to respond to the needs of their employees to transition to the new normal and how much was required for them to Covid- proof the workplace.

1. Bidders must include five government agencies (Social Security System or Government Service Insurance System, Home Development Mutual Fund, Philippine Health Insurance Corporation, Securities and Exchange Commission, Philippine Statistics Authority), and at least four Local Government Units (LGUs) within the National Capital Region for the study. However, bidders may propose additional government agencies and LGUs, according to their research design. The financial proposal must include a cost breakdown of all components per LGU and per government agency.

The factors to be considered in selecting the LGUs to be included in the study are income, population, and number of infections. At the outset, it is important to note that the results from studying the selected agencies and LGUs should not be used to generalize across all

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LGUs and agencies.

The results of the study are expected to inform future policy iterations on alternative work arrangements by providing insight into how different agencies interpreted them and its effect on overall service delivery.

The evaluation seeks to answer the following questions to the extent feasible (*see also Annex 1*). The inception phase of this contract is expected to further prioritize and refine these questions through a consultative process:

Key Evaluation Questions:

Relevance

- *To what extent were the different alternative work arrangements adapted by the different agencies able to the address public service delivery needs, as well as the needs of employees of the agencies?*

- *Were these alternative arrangements employed consistent with the outputs and intended outcomes?*

- *What measures were undertaken by the agencies to respond to the needs of their employees to adopt to the new normal?*

Coherence

- *To what extent were the alternative work arrangements adapted by the different agencies harmonized with the other relevant interventions of the government?*

- *How consistent are these arrangements with the interventions of other actors, such as the private sector, other government agencies, and local government units?*

Effectiveness

- *To what extent are the outputs achieved by the respective agencies attributable to the different alternative work arrangements employed by the agencies?*

- *Were there any unintended outputs and outcomes in the employment of these alternative work arrangements?*
- *How did these arrangements affect different beneficiaries and duty bearers? Did the effect vary across gender, age, and economic status?*

Efficiency
- *In what ways did AW arrangements improve the efficiency of service delivery?*
- *Could there have been better, more efficient ways to deliver the intended results?*
- *In employing the alternative work arrangements, was the utilization of resources optimized?*
- *Was the use of alternative work arrangements timely?*

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Sustainability
- *Are the different alternative work arrangements adapted sustainable?*
- *What were the major factors which influenced the achievement or non-achievement of the sustainability of these arrangements?*

D. Scope of Services and Methodology

The Firm will form a team composed of a Project Lead, and three (3) other Evaluators at the minimum. It will report to and seek guidance from an Evaluation Reference Group (ERG) that is composed NEDA, CSC and other key government agencies, with participation from UN agencies and other partners. The ERG will provide direction and input to the design, implementation, and finalization of the evaluation; as well as facilitate management responses and action planning to the evaluation's recommendations.

Under the overall guidance of the UNDP in collaboration with the ERG of the study, and reporting directly and regularly to the Strategic M&E Project Coordinator of UNDP, the Firm shall undertake the following:

1. Preparatory work, including:

    a. Design an overall analytical framework and methodology for the evaluation to meet the evaluation objectives

    b. Collate, review, and synthesize relevant literature and documents which shall inform the design of the methodology for the evaluation;

    c. Prepare tools for the survey, key informant interviews, and focus group discussions;

    d. Propose other data gathering and analysis tools as may be relevant to the research objectives

2. Data gathering and analysis, including:

    a. Conduct key informant interviews and focus group discussions;

    b. Design and roll-out the survey;

    c. Undertake other data gathering and analysis tools, as may be proposed by the Firm, to address the evaluation questions.

3. Reporting of Results:

    a. Draft and revise the Inception Report and Draft Evaluation Report in line with NEDA and UNDP quality assurance standards;

    b. Prepare and submit a Final Report, subject to review by the ERG for this study, including the raw and processed data used in building the report;

    c. Present results to and consider feedback from the ERG at key stages of the research, and provide feedback to the ERG on the evaluation process; and,

    d. Communicate and consult with NEDA and UNDP and other stakeholders and incorporate their comments in the evaluation report.

4. Presentation and Use of Results

   a. Provide recommendations for strengthening M&E systems and undertaking future rigorous evaluation of the MSMEDP and its component flagship programs;

   b. Present the preliminary or final results of the evaluation in a public forum;

   c. Condense the findings in a one-page summary and a five (5)-page executive summary

E. Expected Outputs

The Firm is expected to deliver the following:

1. An <u>Inception Report</u>. This describes the subject of the evaluation, outlines in detail the evaluation methodologies to be utilized, and sets forth the approach to be taken to assure quality and cultivate ownership in the exercise. The Inception Report will include an Evaluation Matrix (*template to be provided*) that outlines how the Firm will collect and analyze data to answer all evaluation questions. Finally, it must include a work plan and timeline. The evaluation designs and proposed methodologies specified in the Inception Report must reflect the evaluation plan, budgets, and operational environments, and the extent to which methods lead to collection of reliable data and analysis that provide a basis for reaching valid and reliable judgements. An inception workshop to be participated in by representatives of key stakeholders, which include, but may not be limited to ERG members will be organized by the Firm to support the development of the inception report. The Firm will shoulder all costs related to the inception workshop.

2. An <u>Interim Draft Evaluation Report</u>. The evaluation report outlines the evaluation purpose, scope and rationale, and the methodologies applied including the limitation that these may come with. Based on the outline agreed upon during the inception stage, the Interim Draft Report provides an initial consolidation of the findings and recommendations of the study based on the data gathered and analyzed so far. The Interim Draft Report should already account for results of a validation exercise with NEDA, UNDP and stakeholders. This Report will be shared with the ERG members and other stakeholders for review and comments.

3. A <u>Final Draft Evaluation Report.</u> The Final Draft Evaluation Report takes into account comments to the Interim Draft Evaluation Report, and must reflect the TOR and Inception Report, and outline evaluation questions and the Firm answers to these alongside other findings and conclusions that the teams may have obtained. This report will also outline lessons learned, recommendations, and proposed follow-up actions. It should follow the UNEG evaluation report guidance. This report refines and completes the consolidation and synthesis of the findings and recommendations of the study based on all the data gathered and analyzed. This report will again be routed to key stakeholders for another round of comments. This will also be shared with external peer reviewers.

4. A <u>Final Evaluation Report</u> / **Publication-ready manuscript** which makes necessary refinements or adjustments to the report based on the feedback to be provided by the NEDA, CSC, other implementing agencies and the peer reviewers. The Firm shall

also be prepared to

a. Present the evaluation report to a public forum, as decided upon by NEDA. In doing so, they shall prepare a presentation slide deck;

b. Produce condensed versions of the report, namely: i) a one-page summary of the key findings of the study; ii) a maximum five (5)-page executive summary.

F. Schedule of Deliverables and Targeted Results

The Consulting Firm is expected to perform the abovementioned works, and deliver expected outputs employing offsite / online methodologies according to the following schedule. The total length of the contract shall be five months **(est. 21 weeks)**.

Deliverables / Outputs	Target Due Dates	Review & Approvals Required
Inception Report	2 weeks from signing of contract (2 weeks long)	Strategic M&E Project Coordinator in consultation with NEDA and UNDP officials and the ERG
Interim Draft Evaluation Report	15 weeks from signing of contract (13 weeks long)	
Final Draft Evaluation Report	18 weeks from signing of contract (3 weeks long)	
Final Evaluation Report / **Publication-ready manuscript**	21 weeks from signing of contract (3 weeks long)	

G. Key Performance Indicators

1. Timely delivery of quality outputs for the evaluation according to the timetable.

   a. In case delay is going to be encountered due to factors beyond the firm's control, it should be reported to the UNDP Project Coordinator, two (2) weeks before the deadline as specified in the contract and in reference to the Terms of Reference.

   b. UNDP Project Coordinator in collaboration with Firm will set the date of output submission, in case of revisions.

2. Effective communication and collaboration with the pilot NGAs to be engaged and NEDA

3. Effective use of methodologies that are appropriate to the engagement, including introduction of innovative tools and techniques.

   Usefulness and relevance of the findings and recommendations to the needs of the stakeholders.

4. If the firm fails to meet UNDP's performance requirement:

    a. Firm receives in the first instance, a warning to improve their performance.

    b. Firm will be given a total of three instances to improve

    c. Continued failure to meet performance requirements may result in the termination of contract.

    d. Performance feedback will be shared by the UNDP Project Coordinator with the firm every quarter as part of its contract management and checking-up on the health of its project.

H. Facilities to be provided by UNDP

The Strategic M&E Project will provide support and assistance in securing the necessary endorsement letters for coordinating with the agencies from NEDA.

I. Governance and Accountability

1. The Strategic M&E Project is governed by a Project Board which is composed of the NEDA OIC-Undersecretary and Assistant Secretary for Investment Programming and the UNDP Resident Representative. Overall guidance and direction for the Project rests with the UNDP Institutions and Partnerships Programme Team Lead, and the NEDA Monitoring and Evaluation Staff (MES) Director. As such, the work of the Firm will be under the overall guidance of these NEDA and UNDP officials.

2. The Firm shall be directly supervised by the Strategic M&E Project Coordinator of UNDP. All outputs and communication shall be coursed through her, copy furnished the relevant Project Officer or Assistant under the Project Management Team. The Project Coordinator shall officially receive and approve all outputs in consultation with the Institutions and Partnerships Programme Team Lead, NEDA MES Director, and other relevant project stakeholders.

3. The Firm shall report progress, provide updates, or raise issues to the Project Coordinator on a monthly basis. The Firm's lead representative is expected to be accessible to the UNDP Project Coordinator via phone, mobile, or internet, and may be asked to report physically to UNDP when warranted;

4. In conducting their research, data gathering, and fieldwork, the evaluation team shall coordinate with the NEDA, CSC, other relevant government agencies, directly or through UNDP. The NEDA and UNDP shall provide the necessary endorsements, including endorsement letters and calls, to the agencies to be covered by the research;

5. The Firm shall also report to/coordinate with the ERG and their members and shall take note of and act on their recommendations and suggestions unless these are not feasible or are otherwise disapproved by NEDA and UNDP.

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6. The UNDP Project Team will provide the administrative and secretariat assistance to the ERG in carrying out its functions.

7. The Firm should have its own workspaces, computers/laptops, and other facilities and equipment. Please note that any assets to be procured for this project (e.g. software, tools) will have to be handed over to UNDP once the project has been completed. List of these assets should be included in the financial proposal.

8. In view of restrictions due to COVID-19, activities under this engagement shall be done via virtual or online means to the extent possible.

J. Expected Duration of the Contract

1. The Consulting Firm will be engaged for a period of five (5) months, in accordance with the timetable set forth in Section D above.

2. The target start of work date is **10 June 2021** and the indicative end date of the contract is **9 November 2021.**

3. The estimated lead time for review of outputs by UNDP and NEDA is two-three weeks.

K. Location of Work

1. The location of work is Manila, Philippines.

2. The vendor or its partner/sub-contractor/representative must be based in Manila or be able to travel to Manila when necessary for the execution of the contract.

3. Key personnel should be able to travel to Manila and to sites in the National Capital Region for data collection and other on-site activities required for the engagement, in the event that virtual or online consultations prove to be untenable.

L. Professional Qualifications of the Successful Firm and its Key Personnel

1. Proponents invited to this tender are from a pre-qualified list of M&E Firms with the following specific-thematic area of expertise/ qualifications on social and economic development, including labor and employment, livelihoods, urban development, social protection, and productivity.

2. Proposers shall establish a specific evaluation team from its pool of specialists, complete with names and CVs (only CVs of additional team members that perform roles in support of the evaluation team, including but not limited to technical advisers, research assistants, field coordinators, among others, whose inclusion will be evaluated based on relevance and value- added to the project)

3. The **Project Lead, Technical Adviser, and three (3) Evaluators** shall meet the following relevant qualifications in addition to the already established requirements during the pre-qualification:

   a. Project Lead – shall perform the function of project manager/coordinator and/or lead evaluator/investigator as the proposer sees fit. The project lead

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shall be an incumbent employee of the Firm (i.e., officer, fellow, faculty member, etc.) who shall be the main point of contact of the Firm to UNDP, NEDA, and the ERG and its members. He/she shall regularly report progress to the stakeholders through UNDP on project progress.

The Project Lead **shall ideally** be among the list of potential project leads that the firm has already submitted during the pre-selection process for the Roster. He/she shall possess the following minimum qualifications:

- At least a Master's Degree in economics, political science, social science, public administration, business management, or other relevant fields. A doctorate degree as well as specialized training in M&E, project management, etc. are advantageous;

- At least two (2) years of work or consultancy experience in the monitoring and evaluation of development programs and projects, with preference to those with demonstrated specialization/ experience in impact evaluations;

- Demonstrated knowledge of and experience in the application of various quantitative and qualitative research methodologies, with demonstrated specialization in either quantitative or qualitative research, or both.;

- Fluency in English required, and in Filipino desired.

b. <u>Technical Adviser</u> – shall provide strategic guidance and intellectual leadership to the project through his/her expertise on economic or social development, labor tools, and techniques to the evaluation, as well as in the analysis of the data gathered and formulation of policy recommendations. The technical adviser is also expected to assure the quality of deliverables and engage strategic stakeholders

He/she shall possess the following minimum qualifications:

- At least a Master's Degree in economics, political science, social science, public administration, management, or other relevant fields. A doctorate degree as well as specialized training in M&E, project management, etc. are advantageous;

- At least four (4) years of work or consultancy experience in policy research, monitoring and evaluation of programs particularly in economic development;

- Demonstrated knowledge of and experience in the application of various quantitative and qualitative research methodologies, specializing in either or both;

- Fluency in English required; and in Filipino and the vernacular preferred.

c. <u>Evaluators</u> – shall support the Project Lead and the Technical Adviser in delivering components of the project. The minimum three (3) Evaluators to be tapped for the evaluation team may be incumbent employees of the institution, personnel seconded from other organizations, or consultants hired for the

purpose.

The evaluators shall ideally be sourced from the pool of staff or resources submitted by the firm during the pre-selection exercise, though not necessarily. They shall each have the following minimum qualifications:

- At least a Bachelor's Degree in economics, political science, social science, public administration, business management, or other relevant fields. A higher degree as well as specialized training in M&E, project management, etc. are advantageous;

- At least two (2) years of work or consultancy experience in the monitoring and evaluation of development programs and projects, with preference to those with demonstrated

  specialization/ experience in evaluations. Having a higher degree removes this minimum requirement. Previous work in the public and/or development sector is advantageous;

- Fluency in English required, and in Filipino desired

- It is preferred that the evaluators have their respective specializations that are relevant to the evaluation at hand.

M. Scope of Price Proposal and Schedule of Payments

1. The contract shall be based on fixed output-based deliverable linked payments regardless of extension of the herein specific duration. Payments shall be made upon submission and acceptance of the outputs as specified in Part D. Acceptance of the outputs shall be based on how these meet evaluation quality standards and address stakeholder requirements

2. The following components should be included, as a minimum, in the financial proposal:

   a. Professional fees/salaries/honoraria of the evaluation team

   b. Other professional fees and salaries

   c. Travel, lodging, and allowances for field work (if any)

   d. Communication, workshops, meetings

   e. Materials, reproduction, subscriptions

   f. Management and operational costs

   g. Others as may be relevant to the scope of work. software, tools, etc.

   *Please note that any assets to be procured for this project by the firm will have to be handed over to UNDP once the project has been completed. List of these assets should be included in the financial proposal.

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3. The Firm shall receive payments based on the following schedule or another relevant schedule as proposed, within the tolerance period indicated in Part D of this TOR.

Deliverables/ Outputs	% of contract amount to be paid
Inception Report	25%
Interim Draft Evaluation Report	25%
Final Draft Evaluation Report	25%
Final Evaluation Report/ **Publication Ready Manuscrip**t	25%

N. Criteria for Evaluation of the Offer

1. This competitive selection process for the Firm will make use of the Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals, respectively.

2. The minimum passing score of the technical proposal shall be 70% or 700 out of 1000 obtainable points, and evaluation will be based on the following criteria.

Summary Proposal Evaluation		Points Obtainable
1.	**Experience specific to the requirement**	**210**
2.	Proposed methodology, approach and implementation plan	400
3.	Management structure and key personnel	390
	Total	**1,000**

Section 1. Eligibility, Qualifications, Capacity, and Experience		Points obtainable
1	Has successfully completed economic development and governance works/contracts done in the past five years. (60 points for 1 project; 120 points for 2 projects, 180 points for 3 project, 210 for 4 or more projects)	210
	Total Section 1	**210**

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Section 2. Relevance of methodology/ies to be used in establishing the outputs		Points obtainable
2.1	Understanding of the requirement and the methodology presented as indicated in clause C & D. Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	100
2.2	Description of the Offeror's approach, methodology, and tools for meeting or exceeding the requirements of the Terms of Reference is backed by the Firm's past and successful experience of having applied the same in relevant past projects	200
2.3	Feasibility of the implementation plan proposed including whether the activities are properly sequenced, logical, and realistic assumptions are clearly defined and levels of effort of personnel to be assigned are appropriate to ensure quality of outputs.	100
	Total Section 2	**400**

Section 3. Qualifications of key personnel proposed			
3.1	Project Lead (**ideally** among the list of potential project leads that the firm has already submitted during the pre- selection process for the Roster)		120
	Master's Degree in economics, political science, social science, public administration, business management, or other relevant fields. *42 points for Master's degree,9 points for each additional degree*	60	
	At least two (2) years of work or consultancy experience in the monitoring and evaluation of development programs and projects, with preference to those with demonstrated experience in impact evaluations. *-42 points for 2 years' experience, additional point for each additional year, additional 9 points for experience specific to impact evaluations*	60	
	Technical Advisor		120
3.2	Master's Degree in economics, political science, social science, public administration, management, or other relevant fields. A doctorate degree as well as specialized training in M&E, project management, etc. are advantageous *- 28 points for Master's degree, additional 6 points for each additional degree, additional 4 points for relevant specialized training*	40	120

	Section 3. Qualifications of key personnel proposed		
	At least four (4) years of work or consultancy experience in policy research, monitoring and evaluation of programs particularly in economic and/or social development *−28 points for 4 years' experience, additional point for each additional year; additional 6 points if related to economic* *and/or social development*	40	
	Demonstrated knowledge of and experience in the application of various quantitative and qualitative research methodologies, specializing in either or both *- 10 points for each study/ publication in the last five years that apply quantitative or qualitative research methodologies*	40	
3.3	Evaluators (3) = 50pts X 3 evaluators		150
	At least a Bachelor's Degree in economics, political science, social science, public administration, business management, or other relevant fields. *- 18 points for bachelor's degree, additional 3.5 points for each additional degree*	25	
	At least two (2) years of work or consultancy experience (if with Bachelor's) or 1 year of work or consultancy experience (if with Master's or higher) in the monitoring and evaluation of development programs and projects, with preference to those with demonstrated specialization/ experience in evaluations. Previous work in the public and/or development sector is advantageous *− 18 points for 2 years' experience (if with Bachelor's) or for 1 year experience (if with Master's or higher); additional point for each additional year; Additional 4 points for experience in evaluations or* *for experience in the public and/or development sector*	25	
Total Section 3			390

3. In the combined scoring, the Financial Proposal will be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.

O. Annexes

1. Evaluation Plan

P. Approval

This TOR is approved by:

Signature:

Name and Designation: Maria Luisa Jolongbayan

Team Leader, Institutions and Partnerships

27-Apr-2021

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Annex B. Enumerator's Manual

REPUBLIC OF THE PHILIPPINES
NATIONAL ECONOMIC AND
DEVELOPMENT AUTHORITY

ASPSI
ASIAN SOCIAL PROJECT SERVICES, INC.

"Evaluation of the Implementation of the Policy on Alternative Work Arrangements in Selected Government Agencies and Local Government Units (LGUs) in the National Capital Region (NCR)"

ENUMERATOR'S MANUAL FOR SURVEY

Asian Social Project Services Inc.

December 2021

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I. INTRODUCTION

As part of the NEDA and UNDP Philippines Country Office Strategic Monitoring & Evaluation (M&E) Project, which aims to strengthen the M&E capacities of key government agencies to support the achievement of the Philippine Development Plan (PDP) and the Sustainable Development Goals (SDGs) through evidence-based decision making, the Project intends to undertake evaluations of the government's responses to COVID-19 pandemic. Specifically, it intends to evaluate the implementation of the policies on alternative work arrangements in selected government agencies and LGUs in NCR.

II. RESEARCH DESIGN

The Mixed Methods Research Design will be employed in the conduct of the evaluation. Its conclusions will be based on the analysis of empirical data and that, in turn, this analysis is based on the analytical framework discussed earlier. Integrated mixed-methods involve both quantitative (QUAN) and qualitative (QUAL) strands. Specifically, the study will use the exploratory mixed-method design, the development of instrument variant in particular. Using the development instrument model, the Consultant Team will develop quantitative instruments based on the qualitative findings from the key informant interviews (KIIs) and focus group discussions (FGDs) of representatives of the different government agencies and local government units.

The quantitative survey instrument for the second data collection phase will be used in the survey of employees. In this design, the qualitative and quantitative methods are connected through the development of the instrument items. Using this variant emphasizes the quantitative aspect of the study (Creswell, 2006). The process being followed using the mixed method design is shown in figure below.
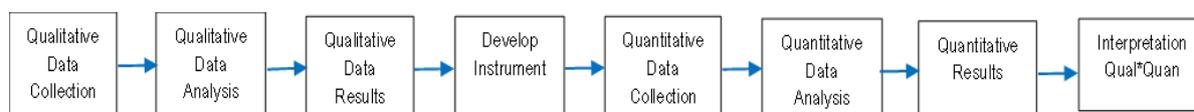
III. DUTIES AND RESPONSIBILITIES

In order to achieve these desired outcomes/objectives, the consultant team will facilitate three (3) major tasks under this consultancy:

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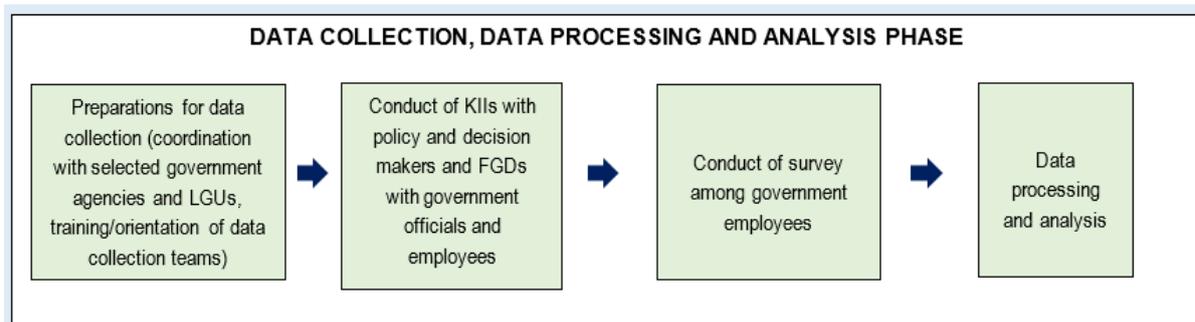
1) **Preparations for Data Collection** which include coordination with the agencies and LGUs, printing and reproduction of data gathering tools, and training/orientation and mobilization of Data Collection Teams (composed of the KII/FGD facilitators, survey enumerators, and documenters). A training/orientation of the data collection teams will be facilitated by the Project Lead, prior to actual data gathering to ensure that they are prepared with both technical skills and contextual knowledge. There will be role playing to familiarize the researchers with the data gathering tools. Data Collection Teams will be required to write research diary on a daily basis.

For this study, the key experts (Project Lead, Technical Adviser, and Evaluators) will serve as the KII/FGD Facilitators while the support staff will act as documenters. To conduct the survey, at least 12 survey enumerators will be engaged. Each enumerator is expected to interview five respondents per day. Documenters will be engaged for the smooth and continuous flow of data gathering activities. Data collection is targeted to be completed in one month.

2) **Data Collection** which involves conduct of KII and conduct of survey. For the KII, three key informants from each LGU and two per government agency will be interviewed. Key informants are the decision makers from the government agencies and LGUs. There will be two FGDs to be conducted, that is, one for the national government agencies and another one for the local government units. Each FGD will be participated by 8 to 12 government officials and staff.

The survey instrument will be refined based on the KII and FGD results. The instrument will be pre-tested and refined again based on the pre-test results. After the refinement, documents needed for PSA Statistical Survey Review and Clearance System (SSRCS) will be prepared and submitted for review by PSA. The consultant team will revise and finalize the quantitative instrument as well as other required documents based on PSA SSRCS' comments for approval.

For the survey, 600 respondents from the selected agencies and 600 respondents from the LGUs will be covered.

3) **Data Processing and Analysis** includes data editing, cleaning, validation and data encoding, data tabulation and data analyses which will be performed by the Consultant Team.

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IV. FIELD ENUMERATION PROCEDURES

The survey is to be conducted through remote interviews (e.g., phone, online/video call) with respondents from the selected government agencies and LGUs. The following government agencies were chosen:

1) Social Security System

2) Home Development Mutual Fund

3) Philippine Health Insurance Corporation

4) Securities and Exchange Commission

5) Philippine Statistics Authority

Top six city LGUs are selected in consideration of the following criteria such as income, population, and COVID-19 infected cases. These include Quezon City, Manila, Pasig City, Taguig City, Caloocan City, and Makati City. In case, a local government unit refuses to participate, the next in rank LGU, Paranaque, will be the replacement. Offices of the identified LGUs and NGAs will be stratified in terms of the kind of services they offer (frontline and non-frontline), from each stratum, a random sample of employees will be randomly drawn.

Sample size allocation across the identified national agencies and LGUs

Agency/LGU	Frontline	Non-Frontline
SSS	60	60
HDMF	60	60
PHIC	60	60
SEC	60	60
PSA	60	60
Total	**300**	**300**
Quezon City	50	50
Manila	50	50
Pasig City	50	50
Parañaque City	50	50
Makati City	50	50
Caloocan City	50	50
Total	**300**	**300**

V. INSTRUCTION IN ACCOMPLISHING THE QUESTIONNAIRES

QUESTION	INSTRUCTION
Informed Consent Form	Read and explain the consent form to the respondent. Explain the objective of the study and assure the respondent about the confidentiality of the information he/she will provide. Ask the respondent if he/she agrees to participate in the interview. If he/she does, proceed with the rest of the questions.

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QUESTION	INSTRUCTION
Date	Write the date of interview in this format: mm/dd/yyyy (e.g., 01/01/2021)
Time Started Time Ended	Write the time the interview started and ended in this format: HH:MM AM/PM (e.g., 01:59 PM)
Enumerator	Write your full name in this format: Last Name, First Name, Middle Initial
Team Leader	Write the full name of your assigned team leader in this format: Last Name, First Name, Middle Initial
Part I. Socio-Demographic Characteristics	
1.1 Name (Surname, First Name, M.I.)	Ask for the respondent's complete name in this format: Last Name, First Name, Middle Initial Write down answers on the space provided.
1.2 Age (as of last birthday)	Ask for the respondent's age as of his/her last birthday. Write the answer in whole number.
1.3 Sex	Ask for the sex of the respondent. Check the appropriate box corresponding to the answer: 1-Male 2-Female
1.4 Contact Number	Ask for the respondent's contact number. Write the answer on the space provided.
1.5 Email Address	Ask for the respondent's email address. Write the answer on the space provided.
1.6 Marital Status	Ask for the respondent's marital status. Check the appropriate box corresponding to the answer. Refer to the definitions below: 1-Single: a person who has never been married 2-Married: a couple living together as husband and wife, legally or consensually 3-Common-law/Live-in: a person cohabiting or living consensually with another person as husband and wife without the benefit of a legal marriage 4-Widowed: a person whose bond of matrimony has been dissolved by death of his/her spouse 5-Divorced: a person whose bond of matrimony has been dissolved legally and who therefore can remarry 6-Separated: a person separated legally or not from his/her spouse because of marital discord or misunderstanding 7-Annulled: a person whose bond of matrimony has been dissolved 8-Unknown: a person whose marital status is unknown to the respondent, or whose marital status

QUESTION	INSTRUCTION
	is being concealed by the respondent/person himself/herself
1.7 Highest Educational Attainment	Ask for the respondent's highest educational attainment. Check the appropriate box corresponding to the answer. Refer to the definitions below. 0-No Formal Education: See definition of *formal education. 1-Early Childhood Education: Nursery/Pre-Kinder 2-Primary Education: Grade 1 to Grade 6 3-Lower Secondary Education: Junior High School (Grade 7 to Grade 10) 4-Upper Secondary Education: Senior High School (Grade 11 to Grade 12) 5-Post-secondary Non-Tertiary Education: This level aims at the individual acquisition of knowledge, skills, and competencies lower than the level of complexity characteristic of tertiary Education (e.g., certifications, vocational trainings) 6-Short-cycle Tertiary Education: This level captures the lowest level of tertiary education and also includes advanced technical education and vocational training (TVET) (e.g., Associates, Diploma) 7-Bachelor Level Education or Equivalent: Programs at this level are longer and usually more theoretically-oriented than level 5 programs. They are often designed to provide participants with intermediate academic and/or professional knowledge, skills, and competencies, leading to a first-degree equivalent qualification. 8-Master Level Education or Equivalent: Programs in this level are often designed to provide participants with advanced academic and/or professional knowledge, skills, and competencies, leading to a second degree or equivalent qualification and have a substantial research component but do not yet lead to the award of a doctoral qualification 9-Doctor Level Education or Equivalent: Programs at this level or doctoral or equivalent level are designed primarily to lead to an advanced research qualification and devoted to advanced study and original research and are typically offered only by research-oriented tertiary educational institutions such as universities. *(Source: PSA 2017 PSCEd)* *Formal Education– is the systematic and deliberate process of hierarchically structured and sequential learning corresponding to the general concept of elementary and secondary level of schooling. At the

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QUESTION	INSTRUCTION
	end of each level, the learner needs a certification in order to enter or advance to the next level. *(Source: RA 9155)*
1.8 Name of Agency/Office	Ask for the respondent's agency/office and write it on the space provided.
1.8a Position	Ask for the respondent's position/designation in the office and write it on the space provided.
1.8b Salary Grade	Ask for the respondent's salary grade and write it on the space provided.
1.8c Salary Step	Ask for the respondent's salary step and write it on the space provided.
1.9 Status of Appointment	Ask for the respondent's status of appointment in the office and check the appropriate box corresponding to the answer. 1-Permanent 2-Contractual 3-Temporary 4-Substitute 5-Coterminous 6-Fixed Term 7-Casual 8-Contract of Service/Job Order 9-Other If "9-Other" is checked, please specify other status of appointment.
1.10 How long have you been with your current office?	Ask the number of years the respondent has been working in his/her current office. If less than a year, convert months into year. Answer may not be in whole number.
1.11 Which service function most closely align with your current position?	Ask the respondent which among the following service functions most closely align with his/her position. Let the respondent choose only one function and check the appropriate box corresponding to the answer. 1-Human Resources 2-Research 3-Operations 4-Finance/Accounting/IT 5-Legal 6-Other If "6-Other" is checked, please specify other service function.

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QUESTION	INSTRUCTION
1.12 Who needs your services (tasks being performed)?	Ask the respondent the type of client(s) who need his/her services. Let the respondent choose all applicable answers and check the appropriate box corresponding to the answer. 1-People within my agency/city government (internal clients) 2-People outside my agency/city government (external clients)
1.13 Who needs your output (examples are reports, validated documents, processed data, statistics?)	Ask the respondent the type of client(s) who need his/her output. Output refers to the output of the tasks being performed in question 1.12. Examples are reports, validated documents, processed data, statistics. Let the respondent choose all applicable answers and check the appropriate box corresponding to the answer. 1-People within my agency/city government (internal clients) 2-People outside my agency/city government (external clients)
1.14 How many internal clients do you serve on a daily basis during pandemic?	Ask the respondent the average number of internal clients he/she serves in a day during pandemic. Check the appropriate box corresponding to the answer. 1-less than 50 2-51 to 100 3-101 to 150 4-151 to 200 5-more than 200
1.15 On average, how many external clients do you serve on a daily basis during pandemic?	Ask the respondent the average number of external clients he/she serves in a day. Check the appropriate box corresponding to the answer. 1-less than 50 2-51 to 100 3-101 to 150 4-151 to 200 5-more than 200
1.16 What are your top three tasks that are already digitized?	Ask the respondent his/her top three tasks that are already digitized and write it on the first column of the table. For each task, ask the extent of digitization/automation. Check 0 if the task is not digitized; 1 if less than half; 2 if half; and 3 if more than half.

QUESTION	INSTRUCTION
	<table><tr><td rowspan="2">Tasks</td><td colspan="4">Extent of digitization/ automation</td></tr><tr><td>0- None</td><td>1- < half</td><td>2- Half</td><td>3- > Half</td></tr><tr><td>1.</td><td></td><td></td><td></td><td></td></tr><tr><td>2.</td><td></td><td></td><td></td><td></td></tr><tr><td>3.</td><td></td><td></td><td></td><td></td></tr></table>
1.17 On average, for your **top four (4) frontline services**, how many customers/papers being processed have you served/completed in a day?	Ask the respondent the average number of customers/papers he/she has served/completed in a day **before and during** the pandemic by completing the table below. <table><tr><td rowspan="2">Tasks</td><td colspan="2">Number</td></tr><tr><td>Before Pandemic</td><td>During Pandemic</td></tr><tr><td>1.</td><td></td><td></td></tr><tr><td>2.</td><td></td><td></td></tr><tr><td>3.</td><td></td><td></td></tr><tr><td>4.</td><td></td><td></td></tr></table> In the first column, write the **top four (4) frontline services** of the respondent. For each task, ask the average number of customers/papers served/completed in a day before and during the pandemic and write it on the second and third columns, respectively. Make sure to write whole numbers.
1.18 On average, for your **top four (4) non-frontline services**, how many customers/papers being processed have you served/completed in a day?	Ask the respondent the average number of customers/papers he/she has served/completed in a day **before and during** the pandemic by completing the table below. <table><tr><td rowspan="2">Tasks</td><td colspan="2">Number</td></tr><tr><td>Before Pandemic</td><td>During Pandemic</td></tr><tr><td>1.</td><td></td><td></td></tr><tr><td>2.</td><td></td><td></td></tr><tr><td>3.</td><td></td><td></td></tr><tr><td>4.</td><td></td><td></td></tr></table> In the first column, write the **top four (4) non-frontline services** of the respondent. For each task, ask the average number of customers/papers served/completed in a day before and during the pandemic and write it on the second and third columns, respectively. Make sure to write whole numbers.

QUESTION	INSTRUCTION
Part II. Support Mechanisms for Alternative Work Arrangements	
2.1 To which option most closely describes your current workplace arrangement?	Ask the respondent which among the following options most closely describes his/her current workplace arrangement. Let the respondent choose all applicable arrangements and check the appropriate box corresponding to the answer. 0- Work from home arrangement not implemented by agency/LGU 1-Work from Home 2-Skeleton (Skeletal Workforce) 3-Four-day (Compressed) Workweek 4-Staggered Working Hours 5-Schedule fluctuates based on work demands, but I generally work from home at least one day a week 777- I don't know 888- No response 999- Not applicable, I haven't been part of any alternative work arrangement
2.2 On average, how often do you work from home?	Ask the respondent the average number of days in a week he/she works from home. Check the appropriate box corresponding to the answer. 0- Work from home arrangement not implemented by agency/LGU 1-One to two days per week 2-Three to four days per week 3-Five days per week 4-Other 777- I don't know 888- No response 999- Not applicable, I haven't been part of work from home arrangement If "4-Other" is checked, please specify the actual number of days.
2.3 Does the office provide you with any of the following equipment to work from home?	Ask the respondent the equipment being provided by his/her office to work from home. Let the respondent choose all applicable equipment and check the appropriate box corresponding to the answer. 0- No 1-Laptop/Desktop 2-Cell phone 3-Personal protective gear 4-Other 777- I don't know 888- No response 999- Not applicable, I haven't been part of work from home arrangement

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	If "4-Other" is checked, please specify other equipment being provided.
2.4 Does the office provide you with other assistance to work from home?	Ask the respondent other assistance being provided by his/her office to work from home. Let the respondent choose all applicable assistance and check the appropriate box corresponding to the answer. 0-No 1-Hazard pay for skeleton (only) 2-Transport to/from office 3-Other 777- I don't know 888- No response 999- Not applicable, I haven't been part of work from home arrangement If "1-Hazard pay for skeleton" is mentioned, please double check in question 2.1 if "2-Skeleton (Skeletal Workforce)" is also checked. If not checked, clarify with the respondent. If "3-Other" is checked, please specify other assistance being provided.
2.5 What platform/Video tools are being used to communicate with the office?	Ask the respondent the platform/video tools that are being used to communicate with the office. Let the respondent choose all applicable platforms and check the appropriate box corresponding to the answer. 0- None 1-Google Meet 2-Zoom 3-FB Messenger 4- MS Teams 5-Other 777- I don't know 888- No response 999- Not applicable, I haven't been part of work from home arrangement If "5-Other" is checked, please specify other platform/video tools.
2.6 Measures to respond to the needs of employees	Ask the respondent what measures are being taken by his/her office to respond to the needs of employees. Let the respondent choose all applicable measures and check the appropriate box corresponding to the answer. 0-None 1-Trainings/Seminars/Coaching

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QUESTION	INSTRUCTION
	2-Mental and behavioral health 3-Information (where to get support, hospital, vaccination, etc.) 4-Other 777- I don't know 888- No response 999- Not applicable If "4-Other" is checked, please specify other measures.
2.7 Measures implemented to COVID proof the workplace	Ask the respondent what measures are being implemented by his/her office to COVID-proof the workplace. Let the respondent choose all applicable measures and check the appropriate box corresponding to the answer. 0-None 1-Disinfection/decontamination 2-Conduct of health status survey 3-Modification of office layout to ensure observance of physical distancing 4-Taking body temperature 5-Wearing of masks/face shield 6-Presence of sanitation stations 7-Other 777- I don't know 888- No response 999- Not applicable If "7-Other" is checked, please specify other measures.
Part III. Alternative Work Arrangements	
3.1 Do you track and report daily activities while working at home?	Ask the respondent whether he/she tracks and reports daily activities while working at home. Check the appropriate box corresponding to the answer. 0-No 1-Yes 777- I don't know 888- No response 999- Not applicable, I haven't been part of work from home arrangement
3.2 How is your working arrangement documented within the office, if there is any?	Ask the respondent how his/her working arrangement is documented within the office. Check the appropriate box corresponding to the answer. 0-There is no formal arrangement 1-Submission of accomplishment reports 2-Software Applications (MS Teams, Google Sheets, MS Excel, etc.) 3-Own developed online reporting system 4-Other

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	777- I don't know 888- No response 999- Not applicable, I haven't been part of work from home arrangement If "4-Other" is checked, please specify other process of documenting working arrangement.
3.3 Which of the following does your employer require you to do while working at home?	Ask the respondent which among the following does his/her employer require him/her to do while working at home. Let the respondent choose all that apply and check the appropriate box corresponding to the answer. 0- None 1-Notify office of any changes in a scheduled work from home arrangement for the office to address ongoing needs or shift work responsibilities 2-Notify office when unable to work a regularly scheduled day 3-Submit list of accomplishments for the day 4-Other 777- I don't know 888- No response 999- Not applicable, I haven't been part of work from home arrangement If "4-Other" is checked, please specify other actions that his/her employer requires him/her to do.
3.4 Which of the following automation/digitization have been implemented by your office before and during pandemic?	Listed in the table are the possible automation/digitization that have been implemented by the respondent's office before and during the pandemic. <table><tr><td>Before Pandemic</td><td>During Pandemic</td><td>Automation/Digitization</td></tr><tr><td>☐</td><td>☐</td><td>0. None</td></tr><tr><td>☐</td><td>☐</td><td>1. Attending to clients through email or other digital platforms only (no face-to-face interaction)</td></tr><tr><td>☐</td><td>☐</td><td>2. Logging in/out of office through google forms or other digital platforms</td></tr><tr><td>☐</td><td>☐</td><td>3. Conduct of regular health status survey through google forms or other digital platforms</td></tr><tr><td>☐</td><td>☐</td><td>4. Creation of digitized building/office pass</td></tr><tr><td>☐</td><td>☐</td><td>5. Holding of office meetings through digital platforms</td></tr><tr><td>☐</td><td>☐</td><td>6. Others: _____</td></tr></table> Ask the respondent the services or protocols in his/her office that are already automated/digitized and check it with the listed items in the table. Respondent may give multiple answers. If the answers are listed in the table (no. 1 to 5), ask the respondent if it was automated/digitized before and/or

QUESTION	INSTRUCTION
	during the pandemic. Check the appropriate box in the first and second columns. If there are other services/protocols (not mentioned in items 1 to 5), please write it on 6-Others. Again, ask the respondent if it was automated/digitized before and/or during the pandemic. Check the appropriate box in the first and second columns.
3.5 If I have availed of the Work-From-Home arrangement, how would I describe my work condition at home?	Ask the respondent how he/she describes his/her work condition at home if he/she has availed the Work-From-Home arrangement. Let the respondent give description of his/her work condition as many as possible and check the appropriate box corresponding to the answer. 00-Work from home arrangement not implemented by the office 01-I have the proper technology to conduct work remotely (e.g., laptop or personal computer, microphone, headphone) 02-I have access to an online video conferencing platform/app (e.g., zoom, google meet, viber, skype, Facebook messenger, etc.) 03-I have an active e-mail account 04-My supervisor has my current phone number for contacting me when needed 05-I have internet connectivity needed to work remotely 06-I have a designated workspace that allows for minimal distractions during the scheduled work hours 07-I participate in conversations that require more privacy 08-I have regular meetings (weekly, bi-weekly) with my supervisor for a check on my work status as well as continued availability 09-I have a log of activities for the day 10-Expect consistency in remote work schedules 11-Required to notify office when unable to work a regularly scheduled day 12-Doing both office work and household work/chore 13-Other 888- No response 999- Not applicable, I haven't been part of work from home arrangement If "13-Other" is checked, please specify other work condition at home.
3.6 What are the challenges have you encountered while on alternative work arrangement?	Ask the respondent the challenges that he/she has encountered while on alternative work arrangement. Let the respondent give challenges as many as

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	possible and check the appropriate box corresponding to the answer. 0-Work from home arrangement not implemented by the office 1-Heavy traffic in the system 2-Unable to submit reports on time 3-Not being able to log in for attendance 4- Difficulty in the delivery of services 5-Balancing time for personal/family and work while working at home 6-Internet connectivity issue while working at home 7-Increased cost for energy consumption at home 8-Other If "8-Other" is checked, please specify other challenges.
3.7 What benefits have you gained from the "working from home" arrangement? *(Please check all that apply)*	Ask the respondent the benefits of working on alternative work arrangement during the pandemic. Let the respondent give benefits as many as possible and check the appropriate box corresponding to the answer. 0-No benefits at all 1- Work from home arrangement not implemented by the office 2-Having flexibility in finishing work/output for the day 3-Balanced time for personal/family and work while working at home 4-Reduced cost in transporting to/from office 5-Other 777- I don't know 888- No response 999- Not applicable. I haven't been part of any alternative work arrangement If "5-Other" is checked, please specify other benefits.
3.8 Which of the following measures have been implemented by your office to ensure protection of data you used and processed?	Ask the respondent which among the following measures have been implemented by his/her office to ensure protection of data he/she used and processed. Let the respondent choose all that apply. 0-None 1-Pledge of Confidentiality of Information 2-Data encryptions 3-Other 777- I don't know 888- No response 999- Not applicable. I haven't been part of any alternative work arrangement If "3-Other" is checked, please specify other measures.

QUESTION	INSTRUCTION
3.9 What are the major factors and mechanisms needed to ensure these alternative workplace arrangements will be sustained in the long-term?	Ask the respondent the major factors and mechanisms needed to ensure that the alternative workplace arrangements will be sustained in the long-term. Write the actual answer on the space provided.

Part IV. Assessment of Alternative Work Arrangements

| **4.1 Relevance** | On a scale of 1-5, with 1 being the lowest & NA=Not Applicable, let the respondent rate the alternative work arrangements in terms of the listed criteria. Check the appropriate boxes to rate each alternative work arrangement.

 The alternative work arrangements are: |

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify:						

Based on the respondent's answers in question 2.1, rate the applicable alternative work arrangement above in terms of:
4.1.1 Ability to produce the services needed by your clients/citizens
4.1.2 Suitability/appropriateness to your current job
4.1.3 Assistance/support did your agency/LGU give you
4.1.4 How helpful was your agency/LGU in assisting you

For example, the respondent has answered *"Skeleton (Skeletal Workforce)"* and *"Four-day (Compressed) Workweek"* in 2.1, rate these two work arrangements in terms of the criteria mentioned above.

If the selected work arrangements cannot be rated using a certain criterion, check "NA" for not applicable. Example, no assistance/support was given by the agency/LGU to the respondent. Then, check "NA" to *"Skeleton (Skeletal Workforce)"* and *"Four-day (Compressed) Workweek"* in 4.1.3 and 4.1.4.

If "Other" is checked, please specify other alternative work arrangement.

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QUESTION	INSTRUCTION
4.2 Coherence	On a scale of 1-5, with 1 being the lowest & NA=Not Applicable, let the respondent rate the alternative work arrangements in terms of the listed criteria. Check the appropriate boxes to rate each alternative work arrangement. The alternative work arrangements are: **Based on the respondent's answers in question 2.1**, rate the applicable alternative work arrangement above in terms of: 4.2.1 The extent these alternative work arrangements fit into the overall strategy of my agency/LGU to ensure quality service delivery in the time of the pandemic 4.2.2 Presence of measures, guidelines, policies, and other initiatives during the pandemic that complement the most with my agency's/LGU's alternative work arrangements 4.2.3 Presence of measures, guidelines, policies, and other initiatives that hinder the effective implementation of these alternative work arrangements For example, the respondent has answered *"Skeleton (Skeletal Workforce)"* and *"Four-day (Compressed) Workweek"* in 2.1, rate these two work arrangements in terms of the criteria mentioned above. If "Other" is checked, please specify other alternative work arrangement.
4.3 Effectiveness	On a scale of 1-5, with 1 being the lowest & NA=Not Applicable, let the respondent rate the alternative work arrangements in terms of the listed criteria. Check the appropriate boxes to rate each alternative work arrangement. The alternative work arrangements are:

The table embedded within the 4.2 Coherence instruction:

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify:						

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QUESTION	INSTRUCTION
	<table><tr><th>Type of AWA</th><th>NA- Not Applicable</th><th>1- Lowest</th><th>2</th><th>3</th><th>4</th><th>5- Highest</th></tr><tr><td>Work from Home</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Skeleton (Skeletal Workforce)</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Four-day (Compressed) Workweek</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Staggered Working Hours</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Schedule fluctuates based on work</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Other, please specify:</td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table> **Based on the respondent's answers in question 2.1**, rate the applicable alternative work arrangement above in terms of: 4.3.1 Ability to provide timely services to your clients/citizens 4.3.2 Ability to provide quality service to your clients/citizens 4.3.3 Extent these alternative work arrangements ensure continued quality service delivery 4.3.4 Extent these alternative work arrangements stopped the spread of COVID 19 in the workplace 4.3.5 Other benefits in the workplace that the alternative work arrangements bring about (besides continuity of service delivery) For example, the respondent has answered *"Skeleton (Skeletal Workforce)"* and *"Four-day (Compressed) Workweek"* in 2.1, rate these two work arrangements in terms of the criteria mentioned above. If "Other" is checked, please specify other alternative work arrangement.
4.4 Efficiency	On a scale of 1-5, with 1 being the lowest & NA=Not Applicable, let the respondent rate the alternative work arrangements in terms of the listed criteria. Check the appropriate boxes to rate each alternative work arrangement. The alternative work arrangements are: <table><tr><th>Type of AWA</th><th>NA- Not Applicable</th><th>1- Lowest</th><th>2</th><th>3</th><th>4</th><th>5- Highest</th></tr><tr><td>Work from Home</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Skeleton (Skeletal Workforce)</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Four-day (Compressed) Workweek</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Staggered Working Hours</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Schedule fluctuates based on work</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Other, please specify:</td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table>

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QUESTION	INSTRUCTION
	Based on the respondent's answers in question 2.1, rate the applicable alternative work arrangement above in terms of: 4.4.1 Extent did these alternative work arrangements improve the efficiency of service delivery For example, the respondent has answered *"Skeleton (Skeletal Workforce)"* and *"Four-day (Compressed) Workweek"* in 2.1, rate these two work arrangements in terms of the criteria mentioned above. If "Other" is checked, please specify other alternative work arrangement.
4.5 Sustainability	On a scale of 1-5, with 1 being the lowest & NA=Not Applicable, let the respondent rate the alternative work arrangements in terms of the listed criteria. Check the appropriate boxes to rate each alternative work arrangement. The alternative work arrangements are: *(table)* **Based on the respondent's answers in question 2.1**, rate the applicable alternative work arrangement above in terms of: 4.5.1 The likelihood of each the alternative work arrangements being sustained in the long-term 4.5.2 Extent do I agree to the continued practice of these workplace arrangements in the long-term For example, the respondent has answered *"Skeleton (Skeletal Workforce)"* and *"Four-day (Compressed) Workweek"* in 2.1, rate these two work arrangements in terms of the criteria mentioned above. If "Other" is checked, please specify other alternative work arrangement.

Type of AWA	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Work from Home						
Skeleton (Skeletal Workforce)						
Four-day (Compressed) Workweek						
Staggered Working Hours						
Schedule fluctuates based on work						
Other, please specify:						

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QUESTION	INSTRUCTION
4.6 Skills gained	On a scale of 1-5, with 1 being the lowest & NA=Not Applicable, let the respondent rate each skill gained from alternative work arrangements. Check the appropriate boxes to rate each skill gained by the respondent.

Skills	NA- Not Applicable	1- Lowest	2	3	4	5- Highest
Empathy						
Collaborative Problem-Solving						
Adaptability						
Listening skills						
Time Management						
Digital Literacy						
Oral Communication						
Telephone etiquette						
Other, please specify:						

If a certain skill was not gained by the respondent, check "NA" for not applicable. For example, proper telephone etiquette was not gained by the respondent because he/she attends to clients using email, then check "NA" for Telephone etiquette.

If "Other" is checked, please specify other skills gained.

VI. POST-SURVEY ACTIVITIES

The survey team is expected to check the completeness of the survey data and validate the information gathered during the course of the survey. After the survey, all accomplished questionnaires should have been edited, validated and submitted to ASPSI for inputting in the computer and for data processing, tabulation and analysis using statistical inferences.

OTHER SURVEY INSTRUCTIONS:

- List of selected respondents will be provided to the enumerators for them to contact. They are expected to contact the sampled respondents three times spread throughout the day for three days within the week. Within this period, if no response was received or the respondents contacted refuse to participate in the survey, they may replace them with the respondents also listed as alternative respondents to be provided.

- Ask permission if there will be a recording.

- Build rapport with the respondents and ensure them about the confidentiality of the survey being conducted. Let them know that ASPSI is a private consultancy firm based in Los Baños, Laguna, duly registered with the National Privacy Commission with registration number PIC-000-358-2021. Enumerators may also provide the website of ASPSI (https://www.asiansocial.org/) and they should inform the respondents that

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they may contact us through phone: (049) 536 3448 or email:
aspsipccawareness@gmail.com

- After the interview, ask the respondent if he/she has questions or concerns about the
project. If none, thank the respondent and end the interview.

VII. REFERENCE

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Annex C. Data Quality Assurance Report

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Asian Social Project Services, Inc. (ASPSI)

Data Quality Assurance Report

Project management and review

i) Project management oversight

Risks and mitigation strategies

It is the overall policy of ASPSI's services to meet the expectations of both its internal and external clients. Quality in service delivery must be assured to maintain and enhance the Company's good image and reputation. It is ASPSI's policy that personnel at all levels must be aware of their specific responsibilities in contributing to quality, thus, ensuring that the Company's services meet its clients' particular requirements and expectations. An essential aspect of any quality system is the commitment of all personnel to the success of the company and its objectives.

Also, it is a standard operation procedure of ASPSI to conduct regular reviews and assessment of the progress of the project against the plan in weekly, monthly, or quarterly basis. In so doing, activities and accomplishments are documented, submission of deliverables are monitored while issues and problems are discussed and resolved.

In light of the COVID-19 pandemic and declaration of travel restrictions and safety health protocols in the Philippines, all work under this assignment were done within the guidelines and protocols set by the local and national government agencies. The present restrictions in relation to the community quarantine resulted to difficulties and longer time in data gathering. This necessitated adjustment of critical activities to allow for the involved participation of the key informants and respondents in the conduct of the study.

ii) Data Collection and process reviews

To ensure that the data gathered from qualitative and quantitative approaches of the study are of highest quality possible, the following quality control and monitoring procedures were set in place:

a. Team workshop for the formulation of qualitative data gathering instruments

A team workshop was conducted for the evaluation team to level off on the understanding of the project especially the key evaluation questions to be answered and how such questions can be addressed effectively.
To further ensure the quality of the data, the qualitative data gathering – Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) was led by the key evaluation experts and was also participated by the other members of the evaluation team and technical support staff.

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b. Pre-Test

A pre-test of KII and FGD guide questions and survey questionnaire was conducted to test the instrument in an actual respondent/scenario to:

a) Ensure clarity and comprehension;
b) Check for bias;
c) Assess interview length; and
d) Anticipate possible issues on field and agree on resolutions prior the training proper.

The results of pre-testing of the guide questions and survey instrument were considered in the final version of data collection tools.

c. Training of Enumerators

All enumerators were given an enumerator's manual and attended the training before conducting the data collection. The training was conducted for the enumerators in order to:

a) Give an overview of the project, its design and objectives;
b) Brief on the questionnaire administration;
c) Practice skipping and routing of questions; and
d) Do mock interviews amongst themselves to familiarize themselves with the questions and to test their comprehension of the instructions

d. Data Processing and Monitoring

The KII and FGD sessions were transcribed in a verbatim manner. The transcriptions were then transposed into a matrix wherein only the supplemental information was included. These were used in drawing the themes which were eventually used in deepening the analysis of the pattern emerging from the results of the survey.

The survey questionnaire was carefully digitalized through google form. A response sheet per agency was automatically generated in every survey link wherein the responses can be monitored real-time. Moreover, there was a monitoring sheet for the pen-and-paper interviews for follow-ups and to keep track of the completed interviews.

e. Data Validation

Data validation involved checking each and every survey response per respondent. Given that majority of the interviews were done through google forms, validation and cleaning of responses were carried out simultaneously. The first batch of survey data was forwarded to the data management specialist for cleaning and validation. The next batch of responses were then initially cleaned and validated in accordance to the guidelines from the first batch of responses and finally forwarded to the data

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management specialist for another round of data cleaning and validation.

The process of data cleaning and validation involved contacting the respondents through their provided contact details to ask follow-up questions.

iii) Data Confidentiality, Personal Data Protection, Ethical Considerations, Security Measures

Evidence of Compliance with The Data Privacy Act

As security measures for the conduct of the AWA Evaluation, the ASPSI has put in place the following protocols and security measures:

a. Organizational Security Measures

In the effort to comply with the Data Privacy Act (DPA) of 2012 and the requirements of the National Privacy Commission (NPC), ASPSI has secured its Certificate of Registration from the NPC. This certificate states that the firm has duly complied with the registration requirements of the DPA, its implementing rules and regulations, and all related issuances.

Also, ASPSI has designated the following personnel to serve as its Data Protection Officers (DPOs):

Noemi R. Quilloy and Iky L. Walet

These personnel have attended and completed the DPO ACE Level 1 Training Program for Mixed Sector conducted by NPC last September 29, 2021, via Microsoft Teams.

For all data gathering and processing activities, ASPSI ensures data privacy and maintains confidentiality of the information and identity of the survey respondents, as provided by the DPA 2012. To conform with this, the following measures were executed:

- Non-Disclosure Agreements (NDA) between consultants, research staff, and members of data gathering and processing team and the ASPSI as inclusion to agreements before hiring; and
- Request for written consent from the respondents and participants of the activity. This included a brief background of the study, purpose of the said activity as well as a confidentiality clause that the data/information to be gathered shall not be shared with others and shall be exclusively used for this survey.

The firm continuously strives to learn more about the DPA, particularly the data protection measures, in constant consultation with the NPC, to be able to fully comply with the data security measures.

b. Physical Security Measures

According to the NPC, physical security must be implemented properly to prevent unauthorized access of personal information. Its main focus is to protect physical

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assets through office designs and lay-out, environmental components, emergency response readiness, accessibility to the public, security against natural disasters and any other relevant points.

Currently, physical measures are in place to ensure its physical security. These are as follows:

- The office/building has existing installed CCTV cameras; and
- The workspace where the information is stored is located in a building, which has a security guard who will monitor the entrances and exits of office premises.

Further measures were also implemented during the project implementation:

- The data collected were only stored in authorized devices;
- The data collected were only accessed by authorized personnel; and
- The workspace is safe from natural disasters such as flooding and typhoon.

c. *Technical Security Measures*

The following technical security measures were observed:

- Encryption of emails;
- Use of authorized/licensed software;
- Authentication of Online Access;
- Privacy Enhancing Technologies (e.g., remote disconnection/deletion); and
- Storage of personal data will only be made for as long as necessary for the fulfillment of the purposes of the study.

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Annex D. List of Individuals or Groups Interviewed or Consulted and Sites Visited

A. Number of KIIs and FGDs

NGA/LGU	No. of KII Participants	No. of FGD Participants
SSS	2	9
PSA	2	6
SEC	2	11
HDMF	1	14
PHIC	2	8
Quezon City	1	5
Makati City	6	9
Pasig City	1	2
Caloocan City	1	2
Manila City	-	1
Parañaque City	-	4
Total	**18**	**71**

B. Number of Surveys

NGA			
	Target Total Number of Interview	Number of Completed Interview	Percentage of Completed Interview
PSA	120	120	100
PHIC	120	120	100
HDMF	120	120	100
SEC	120	120	100
SSS	120	95	75.17
Total			**575 / 600 *100= 95.83%**
LGU			
	Target Total Number of Interview	Number of Completed Interview	Percentage of Completed Interview
Quezon City	100	100	100
Parañaque City	100	100	100
Makati City	100	100	100
Pasig City	100	100	100
Caloocan City	100	100	100
Manila City	100	88	88%
Total			**588 / 600 = 98%**
Overall Total			**1163 / 1200**
Overall Total Percentage			**96.92%**

Annex E. List of Supporting Documents Reviewed

See references.

Annex F. Project/Programme Results Map or Results Framework

See Theory of Change

Annex G. Short Biographies of the Evaluators and Justification of Team Composition

Project Lead (MERLYNE M. PAUYNLAGUI, PhD)

Dr. Merlyne M. Paunlagui possesses more than 30 years of professional experience in conducting social and impact assessment studies, baseline studies, monitoring and evaluation studies, using both qualitative and quantitative methods of research. She has worked with different basic sectors of the Philippine society among which are the urban poor, fisherfolks, farmers, rural and urban women, children, migrant workers and families, and persons with disabilities. She holds a PhD in Demography (1982) from Australian National University, MS in Rural Sociology (1985) from University of the Philippines Los Baños, and BA in English (1976) from Jose Rizal University, Philippines. For her to get updated information on key issues, she attended international conferences/trainings. These trainings include (i) GDN 15th Annual Global Development Conference (Africa); (ii) Environmental Leadership Program (United States); and (ii) Optimizing Talent: Closing Educational and Social Mobility Gaps Worldwide Basic Education up to Age 18 (Austria).

Out of 30 years of professional experience, 20 years were devoted in conducting research in various fields such as agriculture, forestry and environment, education, health and nutrition of children, and gender and development. These projects were funded by international and local agencies such as Japan International Cooperation Agency (JICA), World Bank, Asian Development Bank (ADB), Canada's International Development Research Centre (IDRC), European Union (EU), Wolfenson Center of the Brookings Institution, United Nations Education, Scientific and Cultural Organization (UNESCO) and the United Nations International Children's Education Fund (UNICEF), Philippine Council for Agriculture Forestry and Natural Resources Research and Development (PCARRD), Bureau of Agricultural Research, , Southeast Asian Studies Regional Exchange Program Philippines, University of the Philippines Foundation Inc. (UPLB-FI), Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA), World Health Organization (WHO) and Department of Agrarian Reform.

Since 2013, Dr. Paunlagui is the Director of the Center for Strategic Planning and Policy Studies (CSPPS) of the College of Public Affairs, University of the Philippines Los Baños, Philippines. Currently, is the Team Leader for the Study on the Cash Transfers to Transaction Accounts in the Philippines of the World Bank.

Technical Adviser (PRUDENCIANO U. GORDONCILLO, PhD)

Dr. Prudenciano U. Gordoncillo, has more than 30 years of professional experience in the fields of research and teaching. He was involved in various projects as agricultural economist, economist, socio-economist, team leader, rural development specialist, monitoring and evaluation expert, co-investigator, community resources and institutions development specialist. These projects were funded by World Bank, ADB, UNICEF, GTZ, CIDA and other national government agencies. He is excellent in the field of agricultural economics, land reform and rural development, agricultural production, project management and research.

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Specifically, Dr. Gordoncillo has worked for over 50 consultancy and research projects which included Baseline Study for the Agrarian Reform Communities Project 2; Impact Assessment of Land Administration and Management Project 2; and Mid-Term Review: Biodiversity Research Program in Mindanao, where he served as Team Leader for said projects. As Team Leader, he took the lead in the development of study framework, research design and research instruments, supervised the data collection and processing, spearheaded the analysis, interpretation of results and preparation of the required reports and deliverables.

Statistician (NANCY A. TANDANG, PhD)

For 18 years, Dr. Tandang has been working in the academe sector as Professor at the Institute of Statistics, College of Arts and Sciences, UPLB. She has also been involved in over 30 consultancy projects and training programs as Study Leader, Project Consultant, Project Leader and Resource Person where she conducted statistical design, statistical analysis and report preparation. She has been involved as Resource Person in many training courses related to statistics, research design, survey design and development, data processing and analysis, among others.

Dr. Tandang served as statistician for the NEDA funded project "Conduct of the Study in Measuring Awareness and Perception of NEDA, Ambisyon Natin 2040, and Philippine Development Plan; and for the Philippine Competition Commission project entitled, ""Engagement of a Consulting/Survey Firm for the Design, Development, and Conduct of Philippine Competition Commission Client Satisfaction Survey 2019".

She is also involved as statistician for the Philippine Competition Commission projects: 2021 National Awareness Survey of the Private Firms on the Philippine Competition Act and the Philippine Competition Commission; and Design, Development, and Conduct of Philippine Competition Commission Client Satisfaction Survey 2020.

Currently, she is involved as statistician for the Philippine Institute for Development Studies (PIDS) - funded Project "Conduct of an Endline Survey for the Impact Evaluation of the ConVERGE Project"

Evaluator 1 (S. THEODORE A. DEMAISIP)

Mr. Demaisip has 30 years of professional experience in the field of capacity development which includes organizational development, competency-based training and development, capacity building, strategic planning, the Balanced Scorecard, process and system documentation and improvement, and performance management. His expertise in Monitoring and Evaluation includes, Theory of Change, M&E e-business system, M&E capacity building, quantitative methods, data management, program theory and logic models, instrument construction and project management.

He has worked on various development projects (e.g., education, infrastructure, environment, capacity building, environment, community development, water and sanitation, disaster risk reduction, health, and good governance) in Indonesia, Timor-Leste, Bangladesh, Mongolia,

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Myanmar, Thailand, the USA, and the Philippines that were funded by AusAID (DFAT), ADB, AFD, CIDA, EU, GTZ, UNDP, the World Bank and USAID.

Currently, Mr. Demaisip is the Monitoring and Evaluation Specialist of DILG's Disaster Risk Management and Institutional Strengthening project funded by the European Union through Agence Francaise de Developpement (EU-AFD). He is also the Capacity Building Specialist of USAID's Water, Sanitation and Hygiene - Financing (WASHFIN) project.

Evaluator 2 (PROF. NELSON JOSE VINCENT B. QUERIJERO)

Mr. Querijero has more than 30 years of professional experience in the field of development management, integrated rural and regional development planning, organizational development, institutional development, development studies, food and nutrition security, and service delivery. He attended 23 trainings in rural research and rural policy, gender perspective and analysis, local action planning response to climate change, contract and cooperation management, and procurement practices and human resource management.

He is a licensed agricultural officer and is both a professional and sub-professional career officer. He attended Post Graduate Diploma on Integrated Rural and Regional Development Planning in Development Studies Center at Rehovot, Israel. Attended his Master in Management degree major in Rural Development Management at the University of the Philippines (UPLB) in 1989. He obtained his bachelor's degree in Agricultural Economics at UPLB in 1980.

Currently, Mr. Querijero is a professor in the Institute for Governance and Rural Development, College of Public Affairs and Development at the University of the Philippines Los Baños. He teaches graduate courses in development management, development perspectives, project development and management, organization and management, human behavior in organization, area development planning and planned change in development. He also conducts research and extension activities in the field of development management and governance. He is also involved in the design and coordination of various training and modules. He serves as committee chair or member in various institute, college and university standing and/or ad hoc committees. He also is currently the Director of the Human Resources Development Office, Office of the Vice Chancellor for Administration, UP Los Baños.

Evaluator 3 (PROF. MAYO GRACE C. AMIT)

Ms. Mayo Grace Amit is currently a professor at the Institute of Governance and Rural Development College of Public Affairs and Development, University of the Philippines Los Baños teaching graduate courses In Project Development Management and Governance. She is also a Study Leader for Capacity Development for the Development of the New Nutrition Monitoring and Evaluation Protocol using RBME and the Faculty in Charge for the Project Development Management (DM 223) Course under the M/MSDMG Program where RBME is a core topic.

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Ms. Amit is a graduate of Economics from the University of the Philippines-Los Baños and holds a Master's degree on Development Planning from the University of Queensland, Australia. She has gained 14 years' work experience from the National Economic Development Authority (NEDA) as a Chief, Economic Development Specialist which she undertook and supervised the preparation of the Philippine Development Plan; reviewed investment proposals in agriculture, agrarian reform, environment and natural resources; conducted sectoral policy reviews; monitored and evaluated rural development projects.

She gained more project experience as being part of the EEPSEA and the Economics of Land Degradation Initiative, as an Institution Specialist. She also worked with SEARCA, as Consultant and Training Coach, on the preparations of the training modules and facilitated farmers workshop activities.

Annex H. Code of Conduct[15] Signed by Evaluators

Code of Conduct

a) The Expert will be working as a leader of a team. As such the Expert is expected to harmoniously lead the team, extend full cooperation to the members and staff, and shall always exercise work habits, which will enhance team effort.

b) The Expert shall exercise all reasonable skill, care and diligence in providing his/her services and shall always act in the best interest of ASPSI and its Client. He/She agrees that the performance of his services conforms to the highest professional standards.

c) The Expert shall observe and conduct himself/herself in accordance with the provision of the Code of Conduct as embodied in pertinent Circulars, Memoranda and/or written instructions that ASPSI would promulgate from time to time.

d) The Expert shall conduct himself/herself officially and personally with proper decorum taking into consideration the sensibilities, customs and traditions of the people in the country of assignment and must comply with local laws and regulations, governing moral and ethical conduct.

e) The Expert shall keep the terms and conditions of the contract strictly confidential. Questions on term and conditions of the contract should be raised directly to ASPSI Chairperson and or Project Coordinator/Officer designated by ASPSI.

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[15] The code of conduct is Item no. 10 on the expert's signed contract with ASPSI