# DSWD
Department of Social Welfare and Development

**ADMINISTRATIVE ORDER**
NO. ___09___
Series of 2022

## SUBJECT: IMPLEMENTING GUIDELINES OF THE DSWD KNOWLEDGE MANAGEMENT FRAMEWORK

## I. RATIONALE

Knowledge management (KM) plays a critical role in the achievement of national targets in social welfare and development. Having recognized this, the Department has been continuously redesigning its implementation as a strategy, especially in the provision of internal and external technical assistance. However, due to the differences in how knowledge management is perceived in the Department, silos continue to exist affecting the operational processes and evidence-based decision making at the organizational, unit and individual levels. Knowledge management is seen as an activity, rather than a process that requires to be seamlessly integrated into the entire operations of the Department. In effect, the impact of knowledge management to organizational productivity, efficiency and effectiveness in managing and implementing social welfare and programs and services and providing technical assistance to partners and intermediaries cannot be measured, and institutional development in DSWD is severely challenged.

The knowledge audit conducted in 2011 validated this scenario and further surfaced systemic problems along areas of leadership, processes, people and technology – the core components of knowledge management. To address these, the Department released Administrative Order No. 17, s. 2011, KM Framework of DSWD, which provides directions on how to conduct and implement knowledge management in the Department as a strategy to enhance the institutional capacity of the Department for an effective action in carrying out its mission and achieving its vision. Aside from institutionalizing knowledge processes, knowledge management mechanisms and technologies, the policy also put emphasis on implementing programs and/or initiatives such as total quality management, process improvement and benchmarking for best practices to improve the quality of business processes and information flow in the Department. In the same year, knowledge management agenda focusing on (1) creating an environment that inspires people to learn and perform, (2) developing a community of learners that generates shared thinking and synergy in serving their constituencies, and (3) institutionalizing a process of knowledge generation, sharing and integration through a technology-supported learning and resource center were also cascaded to the department.

Following this, the Social Welfare Institutional Development Bureau (SWIDB) implemented knowledge management mechanisms with supporting technologies and conducted knowledge management assessments in 2017 and 2019 to determine what other organizational components should be included in the KM system so that it will reach its optimum stage, and gradually position KM as a core strategy for institutional development in DSWD. Knowledge management interventions began to transition from activities to a strategic process involving and recognizing various mechanisms and technologies implemented by other OBSUs

and Field Offices. Furthermore, the implementation of ISO 9001:2015 Quality Management Systems in the Department fulfills the third objective of the knowledge management administrative order, as KM and QMS are complementary and lead to the same results.

To sustain the efforts in standardizing and institutionalizing knowledge management as a core strategy of institutional development in DSWD, this policy is intended to expound and specify requirements and processes in operationalizing the knowledge management system in DSWD based on the Administrative Order No. 17 s. 2011. This policy is aligned with the ISO 9001:2015 Quality Management Systems Requirements, ISO 30401:2018 Knowledge Management System Requirements and the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM).

## II. LEGAL BASES

**Executive Order 221 s. 2003 amending Executive Order 15 s. 1998, Redirecting the Functional Operations of DSWD-** transitioning the role of DSWD from direct service deliverer to a technical assistance provider and enabler of LGUs, NGOs, other NGAs, POs, and members of civil society in implementing social welfare and development programs, disaster response management and resource generation and augmentation.

**Executive Order No. 2 s. 2016 enabling order for the Freedom of Information (FOI)** to promote transparency in the government's administrative process.

**Republic Act 10173 Data Privacy Act of 2012** which indicates the scope of accessible and non-accessible data and information and the protection measures thereof.

**Republic Act 8293 Intellectual Property Code of the Philippines** classifying intellectual property rights and coverage, which further indicates that while works of the government are not covered by copyright, prior approval shall be necessary for exploitation of such work for profit, and that it is not precluded from receiving copyrights transferred to it.

**Memorandum Circular No. 23 s. 2003 Adoption of the DSWD Organizational Competencies** stating the following indicators of DSWD's organizational quality: (1) SWD Policy Development, (2) Standards Development, (3) Advocacy on Behalf of Vulnerable Sectors, (4) Networking and Partnerships, (5) Direct Service Delivery/Transfer of Technology, and (6) Organizational Development

**Memorandum Circular No. 32 s. 2004 Institutional Development Framework** and its amending policy, **Memorandum Circular No. 4 s. 2010** defining institutional development as the practice of changing organization and its people for positive growth. It refers to the changes and/or progression in the policies, processes and systems, practices, structure, teams and units, and more importantly, the management and staff. It is aimed at increasing the level of performance and effectiveness of human institutions to deliver social welfare and development programs and services.

**Memorandum Circular No. 11 s. 2008 Guidelines in the Conduct of Social Welfare and Development Forum** defining themes and types of fora in DSWD and

setting the minimum standards for the effective conduct of the forum and ensuring attainment of its goals and objectives.

**Administrative Order No. 17 s. 2011 Knowledge Management Framework of DSWD**, defining knowledge management as a process of creating an environment in which people's experience and wisdom on social protection programs are valued; and where internal processes are structured to support policy makers and service providers in creating, sharing and using knowledge, and indicating the goals, principles and the framework for initiating activities on KM.

**Administrative Order No. 1 s. 2005 Provision of Technical Assistance of DSWD Central Office to DSWD Field Offices** which defines areas in which internal technical assistance may be provided.

**Administrative Order No. 15 s. 2015 Operationalization of the DSWD Core Group of Specialists** recognizing the need for internal specialists on SWD sectors and functions to contribute in sustaining the Department's leadership on SWD, therefore establishing general guidelines on maintaining, developing and supporting members of the CGS.

**Administrative Order No. 5 s. 2016 Good Practice Documentation Guideline**, setting the standards and rubrics for good practice documentation.

**Administrative Order 10 s. 2018 Guidelines on the Provision of Technical Assistance and Resource Augmentation to Local Government Units through Local Social Welfare and Development Offices (LSWDOs)**, indicating areas and procedures for providing technical assistance provision to improve the capacity of LSWDOs in the delivery of SWD programs and services.

**Memorandum Circular No. 21 s. 2020 Guidelines on the Establishment and Management of the Social Welfare and Development Learning Network (SWDL-Net) at the Central and Field Offices** providing the minimum standards for the engagement of SWD practitioners in the provision of capacity building programs and in research and development.

**Administrative Order No. 14 s. 2020 Establishment and Administration of the Social Welfare and Development Learning Institute (SWDLI)** institutionalizing components of its operations such as LearnX, Communities of Practice, Learning Resource Centers, Social Laboratories and Learning and Development Support System to support the provision of the technical assistance interventions and the continuing professional education programs to the social welfare workforce.

**Administrative Order No. 4 s. 2021 Guidelines in Conducting the DSWD's Knowledge Sharing Sessions** classifying the Department's various gathering activities into big or small KSS types.

## III.  OBJECTIVES

In line with the objectives of the KM Framework stated in AO 17 s. 2011, this policy aims to concretize and strengthen knowledge management in DSWD. Specifically, it aims to:

1. Expound the components of the conceptual KM Framework indicated in the Administrative Order 17 s. 2011;

2. Position knowledge management mechanisms, technologies, supporting systems and processes implemented in DSWD into an operational KM system, with corresponding lead offices;
3. Institutionalize KM system as core of institutional development in DSWD

## IV. COVERAGE/SCOPE

This policy shall cover all knowledge management mechanisms, technologies and supporting systems managed and implemented at the Central Office and Field Office, thus including learning and professional networks, and conduct of knowledge management activities with DSWD partners and intermediaries, such as the attached agencies- NAPC, NCIP, NCDA, CWC, JJWC, ECCD Council, and the Local Government Units (LGUs).

## V. DEFINITION OF TERMS

1. **Area-based Standards Network (ABSNET)** – refers to a strategy with the end goal of institutionalizing partnership with NGOs, licensed and accredited by DSWD, and LSWDOs which constitute the intermediaries for social welfare service delivery

2. **Business Intelligence** – refers to the use of information technologies to provide decision makers with valuable information and knowledge by utilizing a variety of sources of data and structured and unstructured information, via the discovery of the relationships that may exist between these sources of data and information

3. **Business Process Management** - refers to a specialized information system to improve business processes by measuring, tracking, and analyzing process performance against strategic goals

4. **Communities of Practice** – refer to organic and self-organized group of individuals who are dispersed geographically or organizationally but communicate regularly to discuss issues of mutual interest

5. **Core Group of Specialists** - consists of experienced DSWD staff along social welfare sectors and functions

6. **Data** – refers to facts, observations or perceptions (which may or not be correct); represents raw numbers or assertions and may therefore be devoid of context

7. **Database** – refers to a large collection of data organized for rapid search and retrieval

8. **DSWD Knowledge Portal** – refers to the Department's official online repository of knowledge products and DSWD corporate knowledge accessible to the public

9. **Explicit Knowledge** – refers to the knowledge that can be articulated, codified, accessed, and verbalized; externalized into data and stored in a knowledge repository

10. **Information** – refers to a subset of data, only including those data that possess context, relevance and purpose. Information typically involves the manipulation of raw data to obtain a more meaningful indication of trends or patterns in the data

11. **Innovation** – refers to the performance the processes in a creative an novel fashion that improves effectiveness and efficiency

12. **Intellectual Capital** – refers to the knowledge that can be invested in producing more goods and services; refers to the intangible assets that include expertise of employees, organizational processes and the sum of the knowledge contained within the organization

13. **Intellectual Property** – refers to any results of a human intellectual process that has inherent value to the individual or organization that sponsored the process. Includes inventions, designs, processes, organizational structures, strategic plans, marketing plans, computer programs, algorithms, literary works, music scores and works of arts, among many other things.

14. **KM Capability and Maturity Assessment** – refers to the measurement of tangible and intangible factors influencing knowledge management

15. **Knowledge Audit** – refers to the process for identifying current knowledge and knowledge needs of the organization, analyzing knowledge flows, gaps and barriers.

16. **KM Core Team** – refers to the primary KM focal persons per OBSU and Field Office

17. **KM Team** – refers to the designated DSWD employees to advocate and ensure the implementation of KM mechanisms/systems and initiatives in their respective OBSU/ Field Office

18. **Knowledge** – refers to a human or organizational asset enabling effective decisions and action in context (ISO 30401:2018).

19. **Knowledge Management** – refers to the process or creating an environment in which people's experiences and wisdom on social protection programs are valued; and where internal processes are structured to support policy makers and service providers in creating, sharing and using knowledge

20. **Knowledge Management Foundations** – refer to broad organizational aspects that support knowledge management in the long term

21. **Knowledge Management Infrastructure** – refers to a long-term foundation on which knowledge management resides

22. **Knowledge Management Services** - collective term for KM Mechanisms and Technologies

23. **Knowledge Management Mechanisms** – refer to the collective form of organizational or structural means to promote knowledge management. They may (or may not) utilize technology but they involve organizational arrangement or social or structural means of facilitating KM[1]

24. **Productivity** - refers to the effectiveness of productive effort, especially in industry, as measured in terms of the rate of output per unit of input

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[1] KM Systems and Processes (Becerra-Fernandez and Sabherwal)

25. **Social Welfare and Development Learning Network** – refers to the Department's partners from the academe, local social welfare and development offices (LSWDOs), social welfare and development agencies or private individuals who serve as learning service providers

26. **Tacit Knowledge** – refers to beliefs, mental models, undocumented individual knowledge

27. **Technical Working Group** – refers to an ad hoc group of experts on a particular topic who work together on specific goals

28. **Work Teams** – refer to groups of employees that work together on a task requiring different skills

## VI. FRAMEWORK DESCRIPTION: OPEN KM SYSTEM
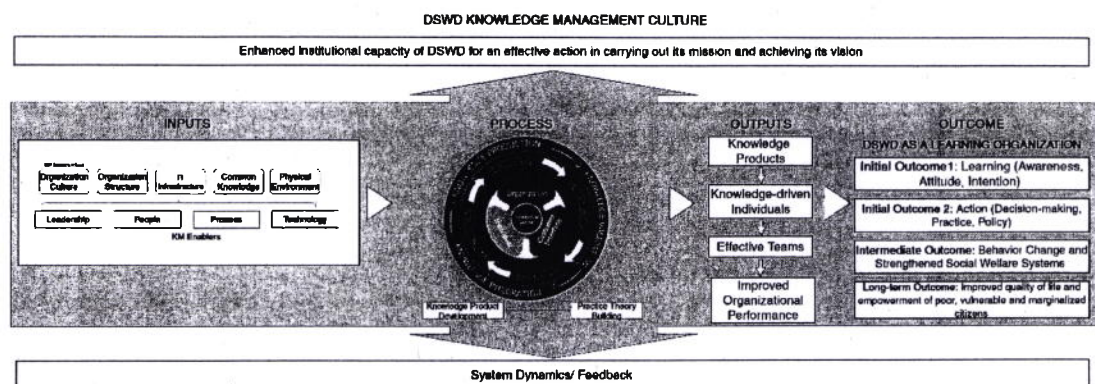


*(Please refer to **Annex 1** for enlarged image of the framework).*

To expound the components of the conceptual framework indicated in Administrative Order 17 s. 2011, the following operational framework is designed by integrating elements from various KM systems and solutions models, international standards and by adapting the open systems theory of organizational development (Bertalanffy, 1956).

The open systems theory to indicate (1) responsiveness to the changes in the environment and (2) regular exchange of feedback of each phase with other phases to allow the organization to adjust its internal systems as needed to achieve its goals and cascade necessary information back to the external environment.

In adapting this context, DSWD recognizes that its external environment is influenced by political, economic, societal and technological factors, especially when providing technical assistance to its partners and intermediaries such as the attached agencies, and LGUs, through the LSWDOs.

### A. GOAL

The goal of the KM System Framework is to enhance the institutional capacity of the Department for an effective action in carrying out its mission and achieving its vision. This goal shall enable the Department to thrive amidst the complex challenges and evolving context of social welfare and development in the Philippines (AO 17 s. 2011 KM Framework of DSWD).

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## A.1 KM PRINCIPLES

This policy further expounds the following general KM principles indicated in Sec. IV. B of the Administrative Order No. 17 s. 2011, KM Framework of DSWD:

- Fostering an environment of knowledge sharing
  *KM Focus: KM Mechanisms, Tools and Technologies*

  This principle focuses on KM Mechanisms, Tools and Technologies such as knowledge sharing sessions, training, coaching and mentoring, and creating and sustaining communities of practice in DSWD, including but not limited to the DSWD Core Group of Specialists, SWDL-Net, Consortium of Social Workers, ABSNET, among others. These shall facilitate the knowledge creation cycle that spirals from individuals to groups and to the organization level.

- Ensuring results-oriented knowledge management initiatives
  *KM Focus: Repositories*

  This principle focuses on strengthening data, information and knowledge repositories through strengthening of records management system and integration of related IT infrastructures and provision of leveled access for content management and viewing among end-users. This principle shall put emphasis on providing the right knowledge to the right people at the right time to support the workforce performance.

  Data and information on social welfare and development should be properly processed, analyzed and presented to influence evidence-based decision making in the delivery of SWD programs and services and related support services to the partners and intermediaries. This shall also direct the Department into linking SWD data and information systems of LGUs to support the evaluation of national implementation of social welfare and development interventions.

- Using knowledge to support DSWD priorities
  *KM Focus: Business Process Management and Business Intelligence*

  This principle focuses on identifying critical knowledge on social welfare and development, particularly focusing on the organizational competencies institutionalized through MC. 23 s. 2003- (1) policy and plan development (2) standards development and compliance monitoring (3) direct service delivery and transfer of technology (4) advocacy on behalf of the vulnerable sector, (5) networking and partnerships, and (6) organizational development.

  Given these, the Department shall harness knowledge and increase its business intelligence capacity and improve its evidence-based decision making by establishing proper systems and mechanisms and complementing these with an efficient business process management.

- Managing the transition of the Department into a learning organization

*KM Focus: Continuous Learning*

Knowledge Management complements the implementation of the Quality Management Systems in the Department. With this, the continuous knowledge creation process shall influence the business process improvements in the performance of the Department's mandates and functions and in the enhancement of the capacity of the workforce and the organization, thereby leading to the achievement of the organizational goals.

## B. INPUTS

As an open system, the KM System Framework indicates four **KM enablers**[2], namely, leadership, people, process and technology.

*Leadership* refers to the ability to ensure the alignment of KM strategies and projects with the mission and vision of DSWD and provide the necessary support and resources for the implementation and sustainability of knowledge management. This aspect is manifested through KM policies, strategies, directions and organizational values fostered within the Department.

*People (Human Capital),* refer to the individual and collective competencies, roles and accountabilities of all DSWD employees as KM system stakeholders who own and generate knowledge on SWD.

*Processes* refer to the social and technological steps that improve knowledge contribution in DSWD to influence organizational productivity and growth. These processes make up the management system of the Department that directly influences the performance of roles and functions to achieve the Department's goals.

*Technology* refers to platforms and tools available in the Department to accelerate knowledge processes and facilitate effective decision-making, project quality improvement and operational excellence.

When integrated, these components make up the **KM Foundations**[3], consisting of KM Infrastructure, KM Mechanisms and KM Technologies. DSWD's KM Infrastructure consists of the following components:

(1) *Organization culture* – refers to the norms and beliefs that guide the behavior of employees in the Department.
(2) *Organization structure-* refers to the hierarchical and functional structure of the organization which affects horizontal and vertical communication and interaction among the members;
(3) *Information technology structure-* refers to the overall information and communication technology infrastructure system in the Department to support data, information and knowledge management processes as part of implementing SWD programs and services and providing technical assistance
(4) *Common knowledge-* refers to the cumulative experiences on social welfare and development that makes up the corporate knowledge of DSWD manifested through common language, communication style and vocabulary

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[2] Definitions adapted from and APO KM Framework and ISO 30401

[3] Adapted from Becerra-Fernandez and Sabherwal, 2010. Knowledge Management Systems and Processes

(5) *Physical environment*- refers to how the design of physical infrastructures and spaces in the Department fosters knowledge management. This includes venues for actual work performance, research, discussions or conventions, such as office setup, meeting areas, Knowledge Exchange Center, Regional Learning Resource Centers, among others.

## C. SYSTEM PROCESSING

### C.1 Knowledge Life Cycle

The conceptual KM System Framework of DSWD indicates knowledge production, knowledge validation and knowledge integration as the major knowledge processes. This is based on the Knowledge Life Cycle Model of Firestone and McElroy (2005).

- **Knowledge production**- is the creation of new ideas, new insights and innovation as a function of interaction between people and/or the acquisition of knowledge from outside sources
- **Knowledge validation**- is the process by which new knowledge claims (are products of the knowledge production process) are subjected to peer review and a test of value in practice
- **Knowledge integration**- is what happens after new knowledge has been validated. It results into the implementation of new knowledge within the organization to whatever extent is applicable.

These major processes of knowledge cycle are expounded using a more specific knowledge creation cycle based on Nonaka and Takeuchi's SECI model which is composed of three elements- the modes of knowledge creation, the "ba" or place of interaction where shared context is developed and the corresponding knowledge assets.

### C.2 Sub-processes of Knowledge Cycle

The modes of knowledge conversion refer to the interaction between tacit and explicit knowledge which starts with the individual and moves through a spiral as it expands through groups or communities of interaction until it reaches the organizational level. This cycle highlights that knowledge conversion is a continuous dynamic process.

The place of interaction ("ba") refers to time and space or setting in which the interaction happens and produces a shared context in knowledge sharing, creation and use. This setting refers to the KM mechanisms and technologies that support the knowledge conversion.

Knowledge assets refer to the tangible and intangible organization-specific resources that propel the knowledge creating process.

1. **Socialization (Tacit to Tacit)**

   *Place of Interaction*: Originating (individual and face-to-face interactions; focuses on empathizing with others within the context of sharing experiences, emotions or reactions)

*Knowledge Asset Produced:* Experiential (Tacit knowledge shared through common experiences: skills and know-how of individuals)

Socialization highlights interaction among individuals that takes place in both formal or informal setups within the organization and as the organization interacts to its external environment (clients and partners) to produce experiential knowledge. Examples of formal setup include scheduled meetings, brainstorming sessions, apprenticeship, interviewing clients or partners and other similar activities. Informal setup on the other hand, includes small talks, short discussions, water cooler discussions, among others.

## 2. Externalization

*Place of Interaction:* Dialoguing (collective and face-to-face interactions; refers to the context of converting mental models and skills into common terms or articulated as concepts

*Knowledge Asset Produced:* Conceptual (Explicit knowledge articulated through images, symbols and language: product concepts, design, brand equity)

Externalization initiates knowledge capture and codification of the experiential knowledge into words, concepts, visuals or narratives. Knowledge products such as concept papers, executive summaries or activity reports, lessons learned documentation, minutes of meeting, research studies, among others are some examples of articulated knowledge (knowledge claims) which are subjected to knowledge validation

## 3. Combination

*Place of Interaction:* Systemizing (collective and virtual interactions; refers to the context of transmitting knowledge using information technology platforms)

*Knowledge Asset Produced:* Systemic (Systemized and packaged explicit knowledge: documents, specifications, manuals, database

Combination refers to processing of data and information from various sources to produce a validated knowledge and integrate it into planning and operational strategies. This phase also involves translating data and information into manuals, policies, databases and other formats and disseminating these through available platforms and/or channels, such as training or certain types of knowledge sharing session to make it accessible.

## 4. Internalization

*Place of Interaction:* Exercising (individual and virtual interactions; refer to embodying knowledge communicated through media)

*Knowledge Asset Produced:* Routine (Tacit knowledge routinized and embedded in actions and practices: know-how in daily operations, organizational routines and culture

Knowledge use or integration happens in the internalization phase. In this phase, individuals acquire knowledge through activities such as simulations, experiments or virtual situations such as reading and practicing. As knowledge becomes systemized within the organization, individuals develop routines and direction. New knowledge may be formed based on the individual's experience in using the acquired knowledge.

To sum, the knowledge creation process can be viewed in the following:

| Knowledge Creation Process | | Knowledge Converted From/To | Knowledge Assets Produced* |
|---|---|---|---|
| Major Process | Sub-process(es) | | |
| Knowledge Production | Internalization-Socialization | Tacit to Tacit | Experiential knowledge |
| Knowledge Validation | Socialization-Externalization | Tacit to Explicit | Conceptual Knowledge |
| Knowledge Integration | Combination-Internalization | Explicit to Tacit | Systemic Knowledge Routine |

*(Corresponding Knowledge Management mechanisms, technologies and knowledge products for each knowledge creation process can be found in Annex 2 of this document.)

## D. OUTPUTS

The indicated outputs in Administrative Order No. 17 s. 2011 are likewise expounded as follows, and shall also include outputs at the organizational level:

1. **Dynamic knowledge products on social protection and other related knowledge products**

   To sustain the knowledge flow within the Department and to its partners and intermediaries, knowledge product development should be continuous, and responsive to the changing dynamics of social welfare and development in the Philippines.

2. **Knowledge-driven individuals**

   Effective knowledge management in the Department and its partners and intermediaries is likely to result in knowledge workers who have increased individual productivity. This may be measured through work performance factors such as learning, adaptability and job satisfaction.

3. **Effective Teams**

   A strengthened social welfare workforce in DSWD and its partners and intermediaries is comprised of effective teams that applies interdisciplinary knowledge as a primary component of collaboration and partnership to contribute to advancing social welfare and development. As an output of knowledge management, the effectiveness of teams may be observed through improved collaboration and effective partnerships.

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### 4. Improved Organizational Performance

Knowledge management in DSWD should be seamlessly embedded in the implementation of quality management systems, in line with ISO 9001:2015 Sec. 7.1.6 on determining the organizational knowledge necessary for the Department operations. This is also part of the business excellence model for the public sector. As such, the following foundational outputs in the DSWD results framework are identified as results of knowledge application:

Overall, these outputs are products of the (1) improved procedural aspects of knowledge management in the Department, including the assimilation and dissemination by DSWD of relevant and high quality knowledge to its partners and stakeholders, and (2) created and/or enhanced culture of knowledge management within DSWD, through the provision of an environment for continuing innovation and learning, knowledge sharing, trusting and communicating, mentioned in **Sec.IV A. Goal and Outcome of the DSWD KM Framework**. These outputs shall lead into the achievement of the outcomes stated in the following section of this policy.

## E. OUTCOMES

As DSWD transitions to a learning organization, knowledge management shall be sustained and incorporated in the daily operations in managing and implementing social welfare and development services and in the provision of support services such as the administrative and technical assistance, both internally and externally. The outcomes identified in this framework, classified into initial, intermediate and long-term, shall serve as indicators of a learning organization.

### 1. Initial Outcomes

Initial outcomes may be measured annually as they are directly connected to the output indicators. These outcomes shall focus on the organizational capacity to learn and apply learning through actions that will influence the SWD policy environment, decision-making, and culture of innovation in the Department.

### 2. Intermediate Outcomes

Intermediate outcomes are a result of sustained integration of knowledge management in the entire operations of the Department, extended to its partners and intermediaries as a result of a responsive technical assistance. Theoretically, there is a positive relationship between knowledge sharing, organizational performance and service delivery in public sector organizations. Likewise, this relationship shall also influence the behavioural change among employees, clients and other stakeholders.

These intermediate outcomes lead to increased organizational stability, and improved quality, coverage and access to social welfare and development services as social welfare system continuously becomes defined and strengthened.

### 3. Long-term Outcome

The improved quality of life and empowerment of poor, vulnerable and marginalized citizens can be related to the access to information and knowledge and application to the delivery of social welfare and development services. This long-term outcome emphasizes that knowledge management critically influences the achievement of periodical targets along national implementation of SWD programs and services. Measurement of this outcome, though, will involve evaluation of the entire SWD operational processes across national and local levels.

## VII. FRAMEWORK OPERATIONALIZATION

OBSUs and Field Offices shall integrate KM mechanisms, technologies, and knowledge processes to their own foundational activities- the general administrative support services and support to operations. As mentioned in the earlier sections of this policy, knowledge management should be embedded in implementing ISO 9001:2015, known as the Quality Management Systems in DSWD. OBSUs and Field Offices should be able to identify their own organizational knowledge, relative to their mandates and core functions and continuously update it to enhance their institutional capacity to deliver their assigned programs and services.

OBSUs and Field Offices must ensure that all necessary KM elements are in place and interconnected. This guarantees that there are no gaps in the system and that knowledge flows freely within the organization.

### 1. Developing a Knowledge Management Vision and Strategy

The ExeCom shall designate a KM Champion to lead the formulation of the knowledge management vision, agenda and overall strategy aligned to the Department's vision, mission and goals, outcomes and strategy.

All OBSUs and FOs should align their KM Plans on this vision and strategy.

### 2. Assessment

Initially, the OBSUs, together with their counterparts at the Field Offices, shall identify their mission-critical knowledge based on their assigned mandates and functions. This shall be the primary basis for the KM Capability and Maturity Assessment and Knowledge Audit. On a smaller scale, the identified mission-critical knowledge may also be the basis of a learning needs or competency assessment.

OBSUs and Field Offices should conduct a Knowledge Management Capability Maturity Assessment every three years, through a designated KM focal and his/her alternate, in coordination with SWIDB, as the lead of knowledge management. This assessment shall determine the status of knowledge management of the office based on the level of the tangible and intangible components of KM within the OBSU or Field Office.

Likewise, SWIDB shall conduct a Department-wide knowledge audit every three years to identify the current knowledge and knowledge needs along the following areas of social welfare and development: policy and plans development, direct service delivery and transfer of technology, standards

development and compliance monitoring, advocacy on behalf of the vulnerable sectors and networking and partnerships. At the same time, the HRMDS shall conduct an individual and office competency assessment to determine the competency level along performance of mandates and specific job roles and functions to support the development and implementation of learning and development interventions.

Based on the assessment results, SWIDB, in coordination with the KM Focal Persons in the OBSUs and Field Offices, shall produce and cascade a Knowledge Management report. The report shall contain the following: (1) current level of knowledge management in DSWD and the respective OBSUs and Field Offices, (2) knowledge needs, (3) analysis of knowledge flows and gaps, and (4) KM agenda to be used as a reference of the OBSUs and Field Offices in developing their KM plans to be included in their work and financial plan. The results shall also be integrated in the organizational diagnosis of the Department's institutional development.

3. **Setting up the KM System and Planning KM Activities**

Each OBSU and Field Office shall build up the KM system by working on the following focus areas which will serve as the foundation of the knowledge creation cycle:

a. **Business Process Management and Business Intelligence**

- Regularly evaluate and improve the design of their core work system and key processes using business process management system to ensure performance excellence in the implementing SWD programs and services, including the provision of technical assistance and performance of administrative or support functions. This shall also pertain to the compliance to the requirements of ISO 9001:2015 Quality Management System.
- Make data mining, information processing tools, and similar applications should be available to support evidence-based decision making and strengthen business intelligence.
- Establish a system for managing crisis situations and unforeseen events to ensure uninterrupted operations, prevention and recovery.

b. **KM Mechanisms, Tools and Technologies**

- Transform ad hoc teams, work groups, cross-functional teams into communities of practice to sustain knowledge creation and maintain databases of these work groups/teams, TWGs, partners and intermediaries. The KM Focal persons.
- Conduct activities such as training, knowledge sharing sessions, coaching and mentoring, onboarding and turnover activities as applicable and in accordance with the standards set by SWIDB, HRMDS and PDPB (for the performance review and evaluation workshop).
- Use KM Tools such as Google Workspace Apps and other software applications to process data and information in accordance with the policies set by the ICTMS. Likewise, related policies for developing knowledge products such as the DSWD branding guidelines, among others, shall also be followed.

### c. Repositories

- Establish a centralized repository of knowledge products, both in physical and virtual spaces (ex. cloud storage), in line with the standard records management system, to facilitate access to information internally. Later on, SWIDB shall consolidate these repositories, in coordination with the ICTMS, and strengthen the Department's enterprise architecture through the knowledge portal.
- Maintain a knowledge inventory and taxonomy relative to the implementation of their core and support functions.

### d. Continuous Learning

- The HRMDS and their counterparts in the OBSUs and Field Offices shall implement necessary activities to support newly hired workers, continuously provide learning and development interventions, and document knowledge from those who are leaving the organization.
- SWIDB shall ensure that KM orientation is regularly conducted and integrated in onboarding activities.
- Maintain an internal and external feedback system and use this in designing the functions, programs and services.

OBSUs and Field Offices shall use the KM Agenda, knowledge needs identified from the knowledge audit and the results of the assessment as bases for planning specific KM activities to produce mission-critical knowledge products to support their core mandates and functions. Furthermore, they may use these documents to determine other needs such as ICT equipment and/or software/apps, physical space requirements, knowledge products and other reference materials, and learning and development interventions to support knowledge management relative to the performance of mandates and functions.

## 4. Implementation of the Knowledge Creation Cycle

In the actual knowledge management process, OBSUs and Field Offices shall make the following requirements and components available and adhere to the knowledge creation process.

a. **Primary Requirements** – OBSUs and Field Offices shall integrate the following as part of the inputs in the performance of their core mandates and functions:

### i. KM Competencies

OBSUs and Field Offices shall prioritize the provision of learning and development interventions along these knowledge management competency domains: (1) project and program management, (2) consulting and customer centricity, (3) communication and influence, and (4) content management, technology and data fluency.

### ii.   KM Focal Persons and Teams

OBSUs and Field Offices shall designate a primary and alternate focal person for knowledge management as well as a knowledge management team to ensure knowledge is continuously enhanced, shared, transferred and applied. The KM Focal Persons and Teams shall also be in-charge of planning, designing and maintaining the KM system in their own OBSUs and Field Offices.

### iii.   Documentation and Knowledge Product Development Standards

All OBSUs and Field Offices must document all the knowledge management activities corresponding to each phase of the knowledge creation cycle and store these in a central repository which may be accessed across the organization, and in some cases by external stakeholders.

SWIDB, in coordination with the OBSUs and Field Offices shall consolidate, standardize, develop additional documentation templates corresponding to the critical knowledge processes, and cascade these within the Department. Furthermore, the Bureau, in coordination with SMS, shall continuously update the existing policies related to the development of various knowledge products and/or produce new policies on this area, including popularization of technical documents such as development of advocacy materials, IEC materials, learning materials and social and behavioral change communication materials, among others. The policy on knowledge product development shall also consider overarching policies such as Data Privacy Act, Freedom of Information Bill, and Intellectual Property Code of the Philippines.

### iv.   Knowledge Security

OBSUs and Field Offices must comply to the data, information and knowledge security policies implemented in the Department. Each OBSU, together with their counterparts in the Field Offices, shall produce a data-information-knowledge classification list with corresponding access categories such as but not limited to restricted, confidential, internal access or public access.

SWIDB, in coordination with the selected OBSUs, shall develop and/or enhance policies to safeguard its intellectual capital, with adherence to national policies such as Data Privacy Act, Freedom of Information Bill and RA 8923, known as the Intellectual Property Code of the Philippines. While RA 8923 states that no copyright shall subsist in any work of the government of the Philippines, the Department may implement necessary guidelines to safeguard its intellectual property against misuse or any form of exploitation that may affect the reputation of the Department.

Such provisions to the knowledge security policy shall cover data, information and knowledge classification, sharing protocols to internal and external stakeholders, in-house and outsourced innovation development, and other relevant activities where data, information and organizational knowledge is being accessed and used. Furthermore,

these provisions shall be reflected as clauses to legal documents used by the Department, through its official representatives, as appropriate.

### v. Rewards and Incentives

The Department shall enhance its rewards and incentive system as part of recognizing efforts and contribution of individuals groups, offices, clusters and external stakeholders to enriching knowledge in social welfare and development. Internally, it may institutionalize the KM PRIDE or fully integrate this into the Department's performance management and merit systems and to other applicable rewards and incentives mechanisms.

OBSUs and Field Offices may implement a customized incentive program to boost knowledge management in their respective offices and with partners and intermediaries.

### vi. Inter-agency Partnerships

The Department shall establish partnerships with other national government agencies to scale up its information and knowledge dissemination (e.g. use of OpenData.gov.ph, FOI portal, linkage to websites of attached agencies).

## b. Procedure

OBSUs and Field Offices shall follow the procedures in each phase of the knowledge creation cycle. Furthermore, they should use the knowledge product templates developed by SWIDB to capture, validate and integrate knowledge into the Department's programs and services. It should be noted that while the knowledge produced in these phases vary in form, the mission-critical knowledge should always undergo validation prior to integrating it into knowledge products that are published and cascaded to target stakeholders or end-users. Furthermore, the KM focal persons shall be present in the entire knowledge creation cycle.

### i. Knowledge Production

- Conduct knowledge sharing sessions regularly, such as Management Review, Operations Review, PREW, M&E/ Research Forum, whichever is applicable to the level of the work team or group. Present and review internal and external stakeholder feedback collected from the implementation of a program/service, performance of a job function, or provision of technical assistance.

- Conduct other knowledge sharing sessions such as SWD Forum as necessary to discuss emerging issues, trends and opportunities on social welfare and development especially those affecting the vulnerable sectors.

- Discuss and document feedback, insights and experiences following documentation report format prescribed by SWIDB.

### ii. Knowledge Validation

- Conduct knowledge sharing sessions such as brainstorming sessions, design thinking workshops and similar activities based on the results of the knowledge sharing sessions in the knowledge production phase.

- Select and integrate the documented feedback, insights and experiences into concepts, models, plans and policy/program design development/enhancement as applicable.

- Conduct stakeholder validation workshops and solicit comments, inputs and recommendations to further enhance the concepts, models, prototypes, plans, policies or program. For technology-based prototypes, conduct a User Acceptance Test.

- Comply with the standard institutionalization procedures such as management deliberation and approval prior to fully implementing the new or enhanced program or policy or deploying an IT infrastructure.

### iii. Knowledge Integration

- OBSUs and Field Offices should cascade or publish new/enhanced policies to the appropriate portals or websites such as the DSWD main website, knowledge portal and/or program website.

- OBSUs and Field Offices should translate policies into operation/program manuals, tools, IEC and/or learning materials. Similarly, publish these to the appropriate portals or websites such as the DSWD main website, knowledge portal and/or program website.

- OBSUs and Field Offices Conduct knowledge transfer activities such as training, coaching, mentoring.

- OBSUs and Field Offices may implement appropriate knowledge sharing sessions, training or other appropriate learning and development interventions with the target end-users of the knowledge products.

- End-users should apply the knowledge transferred to perform their daily job functions, such as implementation of the SWD service or program or the provision of technical assistance to the Department's partners and intermediaries.

- End-users of knowledge should submit feedback reports, lessons learned reports, activity reports, annual reports containing processed data, information and insights according to the Department's standard timeline of submission.

- OBSUs and Field Offices should document good practices from the implementation of a program/service, performance of a function, or provision of technical assistance and submit these to SWIDB according to the set timeline for submission.

**Annex 2** presents a matrix of some of the KM mechanisms, technologies and knowledge products that correspond to each major and sub processes of knowledge creation in DSWD. Some examples of knowledge products that have undergone the knowledge creation cycle include policies and social technologies.

### 5. Monitoring

SWIDB shall identify the performance indicators and monitoring tools for the KM System at the Department level and cascade these to the OBSUs and Field Offices. For KM mechanisms, the Department shall identify indicators to be monitored and measured such as reach, engagement, usefulness, among others, and design a corresponding monitoring tool. Some recommended performance indicators can be found in Annex 3 of this document.

### 6. Evaluation

SWIDB shall develop an evaluation framework to measure and validate the impact of knowledge management to the achievement of targets of the Department and the overall outputs and outcomes of the KM System Framework indicated in this policy.

## VIII. INSTITUTIONAL ARRANGEMENTS

The institutional arrangements indicated in Sec. V of AO 17, s. 2011 are expounded as follows:

1. **Social Welfare Institutional Development Bureau (SWIDB)-** shall be the lead bureau for managing the knowledge management system of the Department. Specifically, the Bureau is tasked to do the following:

   - Serve as DSWD's enterprise architect that will lead the enhancement and/or design and consolidation of existing systems and processes, both at the operations and support levels, to facilitate efficient flow and processing of data, information and knowledge required to increase the institutional capacity of the Department for managing and implementing SWD programs and services.
   - Conduct capability building activities on Knowledge Management
   - Develop additional tools, mechanisms, technologies and policies to support the components of the KM System Framework
   - Develop knowledge products such as glossary of terms, compendium of good practices, success stories, among others; and provide technical assistance in knowledge product development
   - Develop the operations manuals for managing and implementing KM mechanisms, in compliance to ISO 9001:2015 Quality Management Systems
   - Lead in the development of standards of knowledge products

- Influence the design and directions of the IT infrastructure development and integration in DSWD as part of ensuring knowledge flow and access;
- Influence human resource management and development processes along recruitment, selection and placement, learning and development, performance management and rewards and incentives;
- Lead in the establishment of the Knowledge Peer Review Board and Process as part of institutionalizing a knowledge validation process in the Department
- Support policy, standards and social technology development in the Department through dissemination of knowledge products as results of the SECI model of knowledge conversion and by promoting research and development
- Support the achievement of business excellence in the Department by ensuring proper identification of knowledge requirements among OBSUs and Field Offices and facilitating process improvements through creative approaches such as design thinking, among others.
- Coordinate and manage the KM Teams and focal persons in each OBSU and Field Office
- Identify business requirements requiring ICTMS support for the enhancement and updating of knowledge management tools and technology using Business Intelligence (BI) such as DSWD dashboard and DSWD MapViewer

2. **General Administrative Services Support Group** - shall ensure compliance of all OBSUs and Field Offices to requirements and standards of Quality Management Systems and lead the improvement of processes in operations and support services in the Department. Bureaus and Services under the GASSG Group shall:

- Update the records classification and disposal schedule in line with knowledge product classification;
- Maintain a directory of suppliers with corresponding feedback records, and provide access to OBSUs;
- Provide necessary learning and development interventions for increasing individual and organizational productivity
- Conduct knowledge sharing sessions and develop knowledge products related to administrative processes that support the Department's operations

3. **Information and Communications Technology Management Service** – shall provide the technical assistance in the development of the ICT-based KM System, which includes the following tasks:

- Develop and integrate related information systems that support administrative and technical operations
- Assist in the development of policies for data-information-knowledge classification, sharing and security, use of ICT platforms and tools for productivity, collaboration, and M&E
- Lead and support the development of the Information Systems Strategic Plan (ISSPs) by proactively providing orientation on the overall direction of the ICT system in the Department and technical

support to OBSUs and Field Offices in identifying ICT requirements and specifications
- Prescribe and enforce cybersecurity protocols to secure and protect digital identity and transactions
- Provide technical assistance to SWIDB and the KM Team on the development of BI-related knowledge products

4. **Human Resource Management and Development Service-** shall ensure continuous competency development among DSWD employees through the provision of standardized learning and development interventions, conduct of periodical performance reviews, and provision of rewards and incentives related to improved performance and learning initiatives. With this, the office shall also endeavor to:

- Update the DSWD competency dictionary and integrate these to developing standardized tools for recruitment, selection and placement, evaluating individual development plans, formulating a Department learning and development plan and implementing corresponding interventions through the Learning Management System and other platforms
- Lead in the integration of human resource management information systems that will provide employees access to their own employment information, performance and productivity reports, learning and development information and other related information
- Establish a merit-based promotion and succession system for the employees, including the CGS members as part of the overall workforce development and as strategic way of sustaining the leadership of the Department along SWD.

5. **Social Marketing Service -** shall support knowledge flow to and from the Department

- Co-lead in the development of standards and evaluation rubrics of knowledge products produced in various formats
- Monitor compliance to organizational branding
- Promote social technologies and other innovations
- Manage and maintain the DSWD website

6. **OBSUS and Field Office-** integrate knowledge management processes in their project management cycles and implement their own KM system aligned to the Department level KM System for SWD knowledge creation. SWIDB's counterparts in the OBSUs and Field Offices shall likewise manage and implement KM mechanisms and technologies at their level, through the KM Teams and designated primary and alternate focal persons.
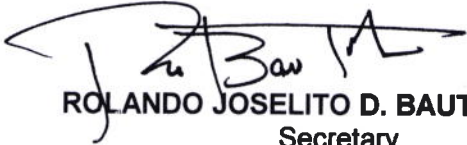
## IX. FUNDING REQUIREMENT

Funding requirements for the implementation of KM activities shall be included in the annual WFP of OBSUs and FOs.

## X. EFFECTIVITY

This administrative order shall take effect immediately and shall serve as supplementary policy to Administrative Order 17 s. 2011, Knowledge Management Framework of DSWD.

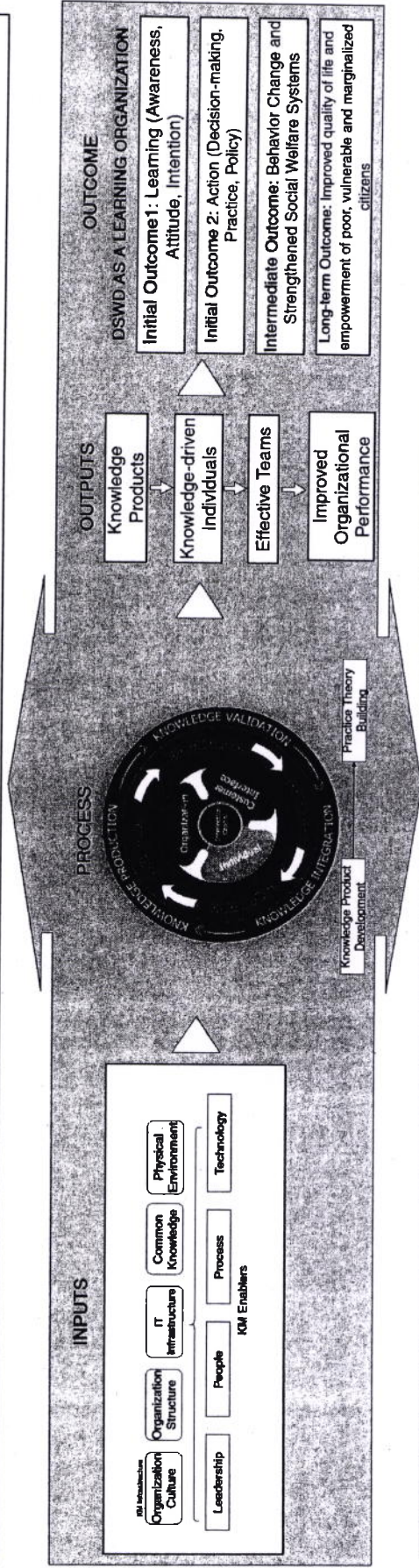Issued in _____QC_____, this _18_ day of _MARCH_ 2022.

**ROLANDO JOSELITO D. BAUTISTA**
Secretary

Cert. True Copy:

1 8 MAR 2022

MYRNA H. REYES
OIC-Division Chief
Records and Archives Mgt. Division

# ANNEX 1. DSWD KNOWLEDGE MANAGEMENT SYSTEM FRAMEWORK[4]

## DSWD KNOWLEDGE MANAGEMENT CULTURE

Enhanced institutional capacity of DSWD for an effective action in carrying out its mission and achieving its vision



**INPUTS**

KM Infrastructure
Organization Culture · IT Infrastructure · Common Knowledge · Physical Environment

Leadership · People · Process · Technology

KM Enablers

**PROCESS**

KNOWLEDGE VALIDATION · KNOWLEDGE PRODUCTION · KNOWLEDGE INTEGRATION

Organization · Customer Interface · Individuals

Knowledge Product Development · Practice Theory Building

**OUTPUTS**

Knowledge Products → Knowledge-driven Individuals → Effective Teams → Improved Organizational Performance

**OUTCOME**

### DSWD AS A LEARNING ORGANIZATION

Initial Outcome 1: Learning (Awareness, Attitude, Intention)

Initial Outcome 2: Action (Decision-making, Practice, Policy)

Intermediate Outcome: Behavior Change and Strengthened Social Welfare Systems

Long-term Outcome: Improved quality of life and empowerment of poor, vulnerable and marginalized citizens

System Dynamics/ Feedback

*Enlarged photo of SECI PROCESS in page

## ANNEX 2. MATRIX OF KNOWLEDGE CREATION CYCLE WITH CORRESPONDING DSWD KM MECHANISMS, TECHNOLOGIES AND KNOWLEDGE PRODUCTS

| KM Life Cycle Process | | KM Mechanisms | KM Technologies | Knowledge Product |
|---|---|---|---|---|
| Major Process | Sub process | | | |
| Knowledge Production | Internalization- Socialization | • Meetings<br>• Brainstorming<br>• SWD Forum focusing on Issues and Trends<br>• Knowledge Fair<br>• Performance Review and Evaluation Workshops<br>• Operations Review<br>• Program Reviews<br>• Conferences<br>• Spot Checks<br>• Consultation Workshops<br>• Client/ Community engagement workshop<br>• National/ Regional Management Development Committee Conference | • Repositories of information<br>• Databases on customer feedback<br>• Databases<br>• Web portals<br>• Video-conferencing | • Shared insights<br>• Individual know-how |
| Knowledge Validation | Socialization- Externalization | • Model Development<br>• Prototyping<br>• Planning Workshops<br>• Internal and External Validation Workshops<br>• Solicitation of inputs and recommendations | • Chat groups<br>• Databases on best practices, lessons learned<br>• Team collaboration Tools<br>• Expertise Locator Systems | • Concepts<br>• Models<br>• Prototypes<br>• Drafts<br>• Designs |

| KM Life Cycle Process | | | KM Mechanisms | KM Technologies | Knowledge Product |
|---|---|---|---|---|---|
| Major Process | Sub process | | | | |
| | | | • Policy/ Program/ Service Development Workshops <br> • Writeshops | | |
| Knowledge Integration | Combination- Internalization | | • SWD Forum <br> • Training <br> • Information Caravan <br> • Learning by doing/ observing <br> • Providing TA on SWD <br> • Implementing SWD Programs and Services | • Computer-based simulations <br> • Enterprise Resource Planning Systems <br> • Management information systems <br> • Case-based reasoning systems <br> • Decision support systems <br> • Expert systems <br> • Learning Management Systems <br> • Web portals | • Operations/ Program Manual <br> • Training Manual <br> • Policies <br> • Job-aids <br> • Program/Activity Reports <br> • Know-how in daily operations <br> • Good Practice Documentation <br> • Organizational Routines <br> • Organizational Culture |

## ANNEX 3. MATRIX OF SAMPLE PERFORMANCE INDICATORS[5]

1.  **Performance Indicators for Process**

| Area 1: Knowledge Assessment | |
|---|---|
| **Indicator** | **Data Source(s)** |
| Organizational knowledge audit and KM Assessment conducted in the last three years | KM Assessment Report Knowledge Audit report |
| Number of instances when welfare knowledge needs among intended users are conducted | Administrative/ Programmatic records |
| Number and type of user feedback mechanism(s) on knowledge needs used | Administrative records |
| Users' knowledge needs/feedback used to inform design and implementation of SWD programs and services | Feedback forms or surveys among current or intended users |
| **Area 2: Knowledge production, capture, integration** | |
| **Indicator** | **Data Source(s)** |
| Number of key actionable findings, experiences and lessons learned captured, evaluated, synthesized and packaged | Documented lessons learned, reports |
| Number of new knowledge products created and available, by type | Knowledge product inventory |
| Number of knowledge products updated or modified, by type | Knowledge product inventory |
| **Area 3: Knowledge Sharing** | |
| **Indicator** | **Data Source(s)** |
| Number of Knowledge Sharing Sessions, by type | Accomplishment Reports |
| Number of training sessions, by type | Accomplishment Reports |
| **Area 4: Strengthening of KM Culture and Capacity** | |
| **Indicator** | **Data Source(s)** |
| Number/percentage of knowledge products guided by relevant theory | Documented processes founded on practice theory Planning records, program design documents |
| Number/percentage of KM trainings achieving training objectives | Activity Report Training evaluation forms Trainees' test results |
| **Indicator** | **Data Source(s)** |
| Number of instances of staff reporting their KM capacities improved, by type | Notes from after-action reviews Third party observations Training evaluations, Pre-post tests |
| Number of KM approaches/methods/ tools used, by type | Survey of staff, in-depth interviews with staff members |

[5] Ohkubo, S., Sullivan, T. M., Harlan, S. V., Timmons, B. T., & Strachan, M. (2013). Guide to monitoring and evaluating knowledge management in global health programs. Baltimore, MD: Center for Communication Programs, Johns Hopkins Bloomberg School of Public Health.
http://www.globalhealthknowledge.org/sites/ghkc/files/km-monitoring-and-eval-guide.pdf

2. **Performance Indicators for Outputs**

   a. **Knowledge Products**

| Reach and Engagement | |
|---|---|
| **Area 1: Primary Dissemination** | |
| **Indicator** | **Data Source(s)** |
| Number of individuals served by a KM output, by type | Subscriber lists, distribution lists, KP download data |

| Reach and Engagement | |
|---|---|
| **Area 1: Primary Dissemination** | |
| **Indicator** | **Data Source(s)** |
| Number of copies or instances of a KM output initially distributed to existing lists, by type | Database records |
| Number of delivery mediums used to disseminate content, by type | Database records |
| **Area 2: Secondary Dissemination** | |
| **Indicator** | **Data Source(s)** |
| Number of media mentions resulting from promotion of km activity or knowledge product | Reports from clipping services, internet monitoring tools, media monitoring services |
| Number of times a knowledge product is reprinted/reproduced/replicated by recipients | Online tracker of use and downloads. Requests made through communications |
| Number of file downloads | Web server log files, web analytics software |
| Number of page views | web analytics software |
| Number of site visits | web analytics software |
| **Area 3: Referrals and Exchange** | |
| **Indicator** | **Data Source(s)** |
| Number of links to web products from other websites | web analytics software |
| Number of people who made a comment or contribution | web analytics software |
| **USEFULNESS** | |
| **Area 1: User satisfaction** | |
| **Indicator** | **Data Source(s)** |
| Number/percentage of intended users receiving a knowledge product that read or browsed it | Feedback forms, user surveys |
| Number/percentage of intended users who are satisfied with the knowledge product | Feedback forms, user surveys, FGDs |
| User rating of usability of knowledge product | Feedback forms, user surveys, FGDs, usability assessments |
| User rating of content of knowledge product and its relevance | Feedback forms, user surveys, FGDs |
| Number/percentage of intended users who recommend a KM output to a colleague | Feedback forms, user surveys, FGDs |
| **Area 2: Quality** | |
| **Indicator** | **Data Source(s)** |
| Average pageviews per website visit | web analytics software |
| Average duration of website visits | web analytics software |
| Number of citations of a journal article or other published knowledge products | Citation studies, web search engines |

| Number/percentage of intended users adapting a knowledge product | User surveys, requests for permission to adapt, requests for technical assistance with adaptation, requests for funding |
|---|---|
| Number/percentage of intended users translating a knowledge product | User survey, request to translate, requests for technical assistance with translation, or funding to translate |

## b. Knowledge-Driven Individuals

| Area: Work Performance | |
|---|---|
| **Indicator** | **Data Source(s)** |
| Employee learning<br>• Average amount of time annually spent by an employee in being trained<br>• Average number of conferences or seminars annually attended by each employee<br>• Average amount of time annually spent by an employee in training others within the organization<br>• Average of employees' annual assessment of their learning during the year | • Performance management records/ database<br>• IPCR<br>• Competency assessment records |
| Adaptability<br>• Proportion of employees who have worked in another area (other than the area in which they currently work) for more than one year<br>• Average number of areas in which each employee has previously worked<br>• Number of countries in which each senior manager has worked as a proportion of the total number of countries in which the organization conducts business | • Performance management records/ database<br>• Learning and development records |
| Job Satisfaction<br>• Proportion of employees who express high level of satisfaction with the organization and their jobs<br>• Percentage of critical employees retained during the previous year<br>• Percentage of openings requiring advanced degrees or substantial experience filled in the previous year | • Surveys<br>• Employment/service records/ database<br>• Job portal data indicating standard competencies, results of competency assessment of applicants/hired applicants<br>• Resignation, retirement, termination database |

## c. Effective Teams

| Area 1: Improved Collaboration | |
|---|---|
| **Indicator** | **Data Source(s)** |
| Effectiveness and efficiency of technical working groups, communities of practice, | • Output indicators stated by the project/program |

| | |
|---|---|
| focalships as knowledge management mechanism | |

**Area 2: Effective Partnerships**

| Indicator | Data Source(s) |
|---|---|
| Effectiveness and efficiency of established partnerships as a mechanism for providing technical assistance and implementing SWD programs and services | • Performance measurement results for partners |

### d. Improved Organizational Performance

**Area 1: Overall Administrative Management Support to Operations Delivered**

| Indicator | Data Source(s) |
|---|---|
| • Compliance rate to QMS standards for providing administrative management support to operations<br>• Process improvements applied to increase effectiveness and efficiency<br>• Internal- external clients' satisfaction feedback<br>• Government fund utilization efficiency | • QMS database<br>• CSM database |

**Area 2: Technical and substantive support to operations and projects provided**

| Indicator | Data Source(s) |
|---|---|
| • Compliance rate to QMS standards for providing technical support to operations and projects<br>• Process improvements applied to increase effectiveness and efficiency<br>• Internal- external clients' satisfaction feedback<br>Government fund utilization efficiency | • QMS database<br>• CSM database |

**Area 3: Continuous enrichment of the context and knowledge on social welfare and development**

| Indicator | Data Source(s) |
|---|---|
| Expanding knowledge-based services of the technical assistance provided across Central and Field Offices and to partners and intermediaries | • Web analytics software<br>• Technical assistance database |
| Improvement of SWD programs and services through value-added services developed based on the clients' needs | |

3. **Performance Indicators for Initial Outcomes**

**Area 1: Learning (awareness, attitude, intention)**

| Indicator | Data Source(s) |
|---|---|
| Number/percentage of intended users who report a knowledge product provided new knowledge | Feedback forms, audience surveys |

| | |
|---|---|
| Number/percentage of intended users who report a knowledge product reinforced or validated existing knowledge | Feedback forms, audience surveys |
| Number/percentage of intended users who can recall correct information about knowledge/innovation | Pre/Post assessment instruments, feedback form, KII |
| Number/percentage of intended users who report that information/knowledge from a knowledge product changed/reinforced their views, opinions, or beliefs | Feedback forms, KII |
| Number/percentage of intended users who intend to use information and knowledge gained from a knowledge product | User surveys |
| **Area 2: Action** | |
| **Indicator** | **Data Source(s)** |
| Number/percentage of intended users applying knowledge/innovation to make decisions (organizational level or employee level) | User survey |
| **Indicator** | **Data Source(s)** |
| Number/percentage of intended users applying knowledge/innovation to improve practice/process (in program/service delivery, training, research) | User survey |
| Number/percentage of intended users applying knowledge/innovation to inform policy | User survey |

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