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Administrative Order
No. _____ 17 _____
Series of _____ 2011 _____

Subject: **Knowledge Management (KM) Framework of the Department of Social Welfare and Development (DSWD)**

## I. RATIONALE

Knowledge is a key organizational resource and the DSWD realizes that it should be managed effectively. There is a need to access, share and exchange these knowledge to ensure that the goals of the Department will be achieved.

In the journey toward its vision of a society where the poor, vulnerable and disadvantaged are empowered for an improved quality of life, the Department has clearly and purposively committed establish the basic knowledge-driven infrastructures. For instance, by 2030 it will have become the world's standard for the delivery of coordinated social services and social protection for poverty reduction. By 2022, it will have become the hub for best practice, learning exchange and growth programs in the Asia Pacific Region through its knowledge and resource/learning center and centers of excellence which are set to be attained at the ASEAN level in 2016. Consequently by 2011, it will have successfully led in the adoption of a national government convergence framework and effectively streamlined internal processes. All of these inexorably point to the DSWD in becoming a learning organization.

Toward this end, the capability of the Department for knowledge management must be enhanced. There is need to harmonize and systematize the processing of knowledge. Practically every Office, Bureau or Services in the Department has knowledge to create, share, and store. These are often not adequately documented or stored systematically. There have been rich experiences under various programs that have remained only in the minds of knowledge holders. Thus, it will be an advantage to extract these knowledge and translate them into quality knowledge products for use of employees and partners of the Department.

On the other hand, the employees must also be encouraged to share knowledge and produce new ones so they can respond to the ever-changing needs of partners and constituents. The barriers to knowledge sharing have to be addressed so that the people will trust and be empowered to continue to learn, share knowledge, and produce faster, smarter and better services to the clients.

Therefore, a more comprehensive and appropriate approach in managing knowledge in the Department is in order. It should be one that is able to capture and distribute important existing knowledge and at the same time, one that is able to accelerate the production of new knowledge by enhancing the conditions in which innovation and creativity naturally occur. This approach will enable the DSWD to continuously learn from its experiences, think creatively, adapt to new demands and social practices, and produce innovations in its service.

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The knowledge management framework that follows will consist of goals and outcomes, guiding principles, conceptual framework, action plan, and monitoring and evaluation mechanism. It will guide DSWD's transition into a learning organization.

## II. OBJECTIVES

This framework aims to provide directions on how to conduct and implement knowledge management in the Department, specifically on the following:

1. Develop and manage a system that will facilitate collection, storage and sharing of existing knowledge in the organization.

2. Provide venues to facilitate innovation and knowledge creation through facilities like communities of practice/interest, collaboration, discussion and multi-disciplinary teams; and

3. Implement programs to improve the quality of business processes and information flow in the DSWD, through initiatives such as total quality management, process improvement, and benchmarking for best practices.

## III. DEFINITION OF TERMS

1. Knowledge - is a fluid mixture of experiences, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information

2. Knowledge management – is about creating an environment in which people's experience and wisdom on Social Protection and Social Welfare programs delivery are valued; and where internal processes are structured to support social welfare policy makers, program managers and service providers in creating, sharing, and using knowledge

3. Learning – is the process of gaining/acquiring knowledge

4. Learning Organization – is an organization that acquires knowledge and innovates fast enough to survive and thrive in a rapidly changing environment; a learning organization which: a) creates a culture that encourages and supports continuous employee learning, critical thinking, and risk taking with new ideas; b) views mistakes as opportunities for learning and values employee contribution; c) learns from experience and experimentation; and d) disseminates the new knowledge throughout the organization for incorporation into day-to-day activities

5. 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.

6. Knowledge validation - is the process by which new "knowledge claims" are subjected to peer review and a test of *value in practice*.

7. 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.

8. Organizational knowledge - is generally expressed by what an organization believes, does, or by how it behaves. That is, organizational knowledge is embedded in *organizational practice*

9. Knowledge Products – are documents and publications derived from expertise, research, and lessons learned that respond to different demands of users and may cover a wide range of purposes.

10. Knowledge claims – are products of the knowledge production process and are subject to validation.

11. Knowledge Portal – refers to a place where users will interact with the system as a first point of entry. From here, the users can access information, send queries and receive responses online, and the like in order to accomplish their tasks.

12. Communities of Practice – refer to groups of practitioners collaborating in particular fields of endeavor to define a practice and knowledge domain

## IV. THE KNOWLEDGE MANAGEMENT FRAMEWORK OF THE DSWD

### A. Goal and Outcome

The ultimate goal of the DSWD"s Knowledge Management Framework is to enhance the institutional capacity of the Department for an effective action in carrying out its mission and achieving its vision.

As an outcome, the Department shall transform into a learning organization; thus the Department shall endeavor to:

1. Improve the procedural aspects of knowledge management at the DSWD, including the assimilation and dissemination by DSWD of relevant and high quality knowledge to its partners and stakeholders; and

2. Create and/or enhance the culture of knowledge management within the DSWD, through the provision of an environment for continuing innovation and learning, knowledge sharing, trusting, and communicating.

### B. Guiding Principles

The Framework is based on the following guiding principles:

1. Fostering an environment of sharing of knowledge

   The framework aims to establish a culture of effective knowledge management at the DSWD, encouraging employees and partners to create and share knowledge and introduce innovations in their work. This culture includes employees and partners taking personal responsibility for the quality and integrity of knowledge that they produce and share.

2. Ensuring results-oriented knowledge management initiatives

   The framework is designed to facilitate the results-orientation of knowledge management initiatives. Results will be monitored and the corresponding improvements in the Department's knowledge agenda will be identified.

3. Using knowledge to support DSWD priorities

   The framework will focus on knowledge efforts that will support the strategic and operational priorities of the Department. These priorities shall be the bases for the DSWD knowledge management initiatives that include knowledge products to be produced and shared, the core values to be promoted, and the knowledge activities to be undertaken.

4. Managing the transition of the Department into a learning organization

   The framework should consider that knowledge management involves a process of change that needs to be managed. Thus, the people must have awareness first and ready to cooperate in knowledge management. An appropriate environment for learning and knowledge sharing must be established. Adjustments in the knowledge management system along the way must be made and the organization must see some evidence of its effectiveness before it can be made fully operational.

## C. Conceptual Framework

The DSWD Conceptual Framework on Knowledge Management is illustrated below.
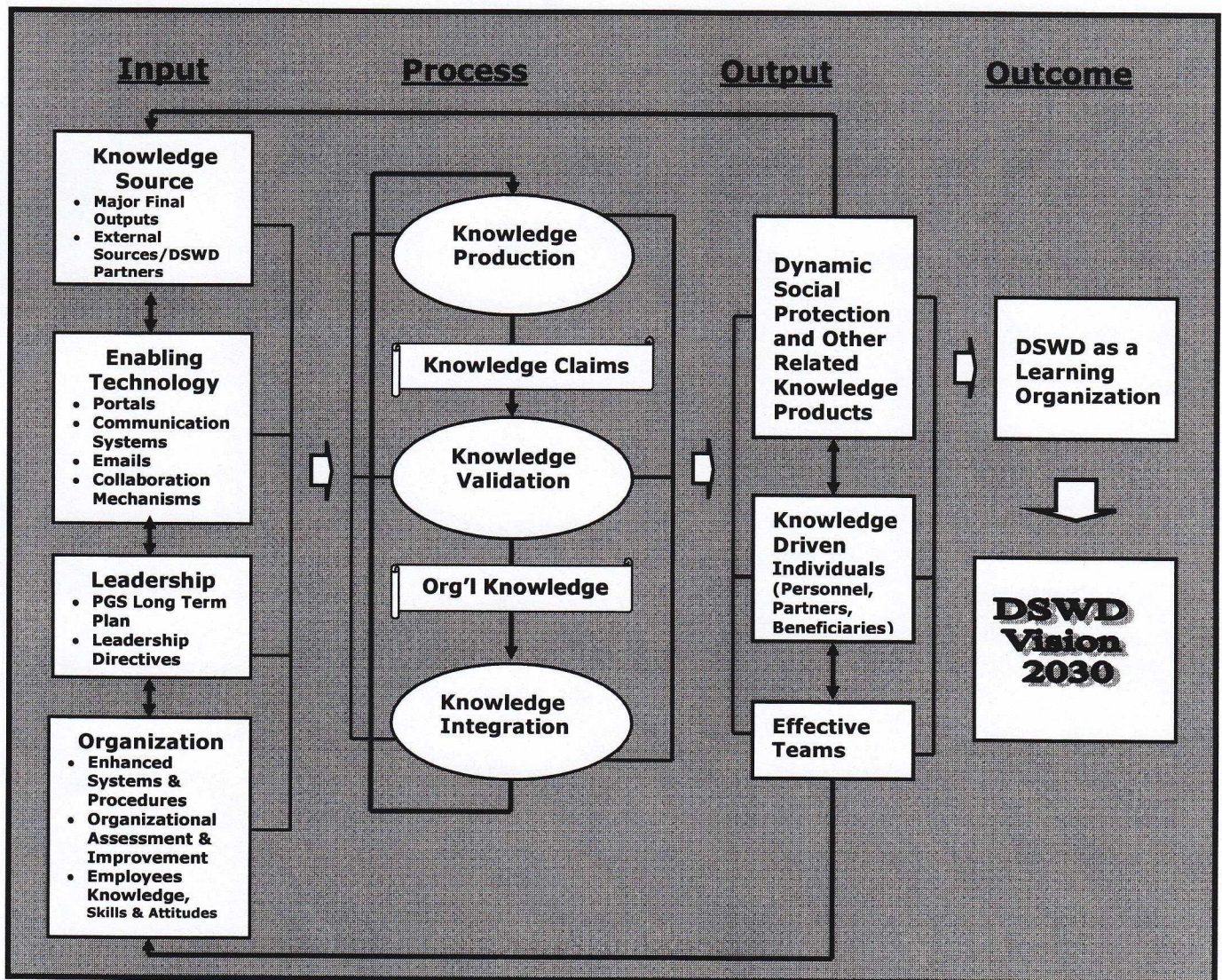
Figure 1: DSWD Conceptual Framework on Knowledge Management

(Reference: Omona, W., et al., Using ICT to enhance Knowledge Management in higher education: a conceptual framework and research agenda, International Journal of Education and Development Using Information and Communication Technology, 2010, Vol. 6, Issue 4, pp.83-101).

The DSWD's concept of knowledge management is a process of creating an environment wherein people's experience and wisdom on social protection and social welfare programs delivery are valued; and where internal processes are structured to support social welfare policy makers, program managers and service providers in creating, sharing, and using knowledge

The framework provides directions on how to conduct and implement knowledge management in the Department. It describes the relationships and interdependence of KM inputs and KM processes to obtain the KM outputs. Knowledge, enabled by the leadership, the organization and the technology, is fed into a transformation process consisting of Knowledge Production, Knowledge Validation, and Knowledge Integration to produce outputs that are of value to the Department and its stakeholders. Viewed as a system, the framework is greater than the sum of its parts. A change in one part affects the entire system. A lack of change in one part still affects the entire system. Therefore, the KM framework shall always be referred to in ensuring a balanced view and integration of the various components of the Department's knowledge management system.

## 1. Knowledge Management Input

### Knowledge Source

The Knowledge Sources at the DSWD are mainly those related to the Major Final Outputs and to the external sources coming from its partners, LGUs, NGOs, POs, academe, beneficiaries, and civil society organizations. These knowledge sources are of two types: explicit and tacit, that the Department may avail of. The explicit knowledge is found in documents and databases. It is in files, publications and registries. The tacit knowledge is in the minds of individuals and groups. Either of the two knowledge sources becomes active when it is applied, shared or brought into discussions with others. However, managing them presents different    challenges and may require different ways of dealing with them.

### Enabling Technology

The enabling technology in the Department includes knowledge portals, communication systems, emails, and collaboration mechanisms such as the Core Group of Specialists, Social Welfare and Development Forum, Social Welfare and Development Learning-Network, etc. In the context of today's need for faster and better services, the use of an enabling technology will greatly facilitate more effective decisions, project quality and operational excellence.

### Leadership

Leadership in KM in the Department is manifested in the quality of the Performance Governance System-Balanced Score Card (PGS-BSC) Long Term Plan, leadership directives on the use of KM in the Convergence strategy, and efforts on workforce empowerment. It is leadership that must champion the KM.

**Organization**

The organization must align itself with the goals of KM. At the DSWD, there are efforts to enhance the systems and procedures in the organization and to enable a learning culture. Recently, it has undertaken the Social Welfare and Development Reform Program and is taking steps to make the necessary changes toward organizational effectiveness.

The factors of Knowledge Source, Enabling Technology, Leadership and Organization have to be integrated well as they affect the orientation and performance of knowledge management in the Department.

## 2. Knowledge Processes

Knowledge Processes are at the heart of the KM framework. The quality of knowledge products, among other outputs, will depend on what is done with initial knowledge. At the basic level, existing knowledge can be collated, codified, and shared through technology. At another level, new knowledge can be generated in direct support of    innovation and better organizational performance.

Operating at both levels, the framework takes a life cycle view of knowledge in living systems including human organizations. The life cycle of knowledge includes living systems producing knowledge,  validating    it,    and institutionalizing it.

In the KM framework, new knowledge is created or produced and is then subjected to validation. Knowledge is subsequently operationalized, including codification and transfer. Invariably, the adoption of new knowledge leads to the displacement of old, thereby completing the cycle (Reference: McElroy, M., Second generation KM – a white paper, 2000, Emergence 2 (3):90-100).

**Knowledge Production** at the DSWD may entail the following activities:

a. Individual and group interaction (e.g. inter-office/inter-agency meetings, Core Group of Specialists, SWD Forum, SWDL-Net, KM Focal Persons meetings/workshops, etc.)
b. Data and information gathering activities (e.g. Focus Group Discussion, interview, review of documents)
c. Formulation of new knowledge claims (e.g. writing of proposals on certain topics or issues)
d. Classification of the new knowledge claims (e.g. concept paper, lessons learned, how-to-guides, etc.)
e. Initial codification (i.e. converting undocumented information into documented information that will still be subject for final approval)

In this phase of the process, people collaborate and may rely on information systems to gather and share data. The products of knowledge production are **knowledge claims** that are subject to approval.

**Knowledge Validation** at the DSWD may undergo the following activities:

a. Knowledge claim approval
b. Formal codification

The knowledge claims are subject to approval. At theDSWD, there is no uniform process of approval. Depending on the nature of the knowledge claim, approval can be anywhere between the level of the supervisor or at the level of the Department Secretary. At the start, the knowledge management system may have to set priorities on which codified knowledge will be made part of the system. Eventually, the system should be able to facilitate inclusion of all types of knowledge including tacit knowledge and those that have not been sanctioned yet. This is when the knowledge management system can be classified as fully functional.

**Knowledge Integration** at the DSWD consists of the following activities:

a. Training and coaching people on plans, and on new systems and procedures
b. Discontinuing old systems and procedures that have been replaced
c. Implementation of new knowledge, or new systems and procedures
d. Monitoring and evaluation of new knowledge implementation
e. Producing knowledge artifacts (e.g. manuals of operation, CDs, videos)
f. Feedback from the end-user (i.e. as potential source of new knowledge)

At the end of Knowledge Integration, the organizational knowledge becomes embedded in organizational practice supported with policy directives.

### 3. Knowledge Management Outputs

The outputs of knowledge management include dynamic knowledge products, knowledge- driven individuals, and effective teams.

The dynamic knowledge products on Social Protection and related topics respond to the ever-changing needs of the Department's employees and its intermediaries, partners, and beneficiaries.

Knowledge-driven individuals include the DSWD employees and all of the Department's partners. They have acquired knowledge and are always learning new ones, sharing and using them in their work on Social Protection.

Effective teams are the result of the DSWD employees and partners creating, sharing, and using knowledge through individual and group interaction.

Both knowledge-driven individuals and effective teams come about as they are supported by technology and empowered by the Department's leadership and organizational capability.

### 4. Knowledge Management Outcome

An effective knowledge management system will propel DSWD into a learning organization, a condition that will enable the Department to fulfill its mission and achieve its vision.
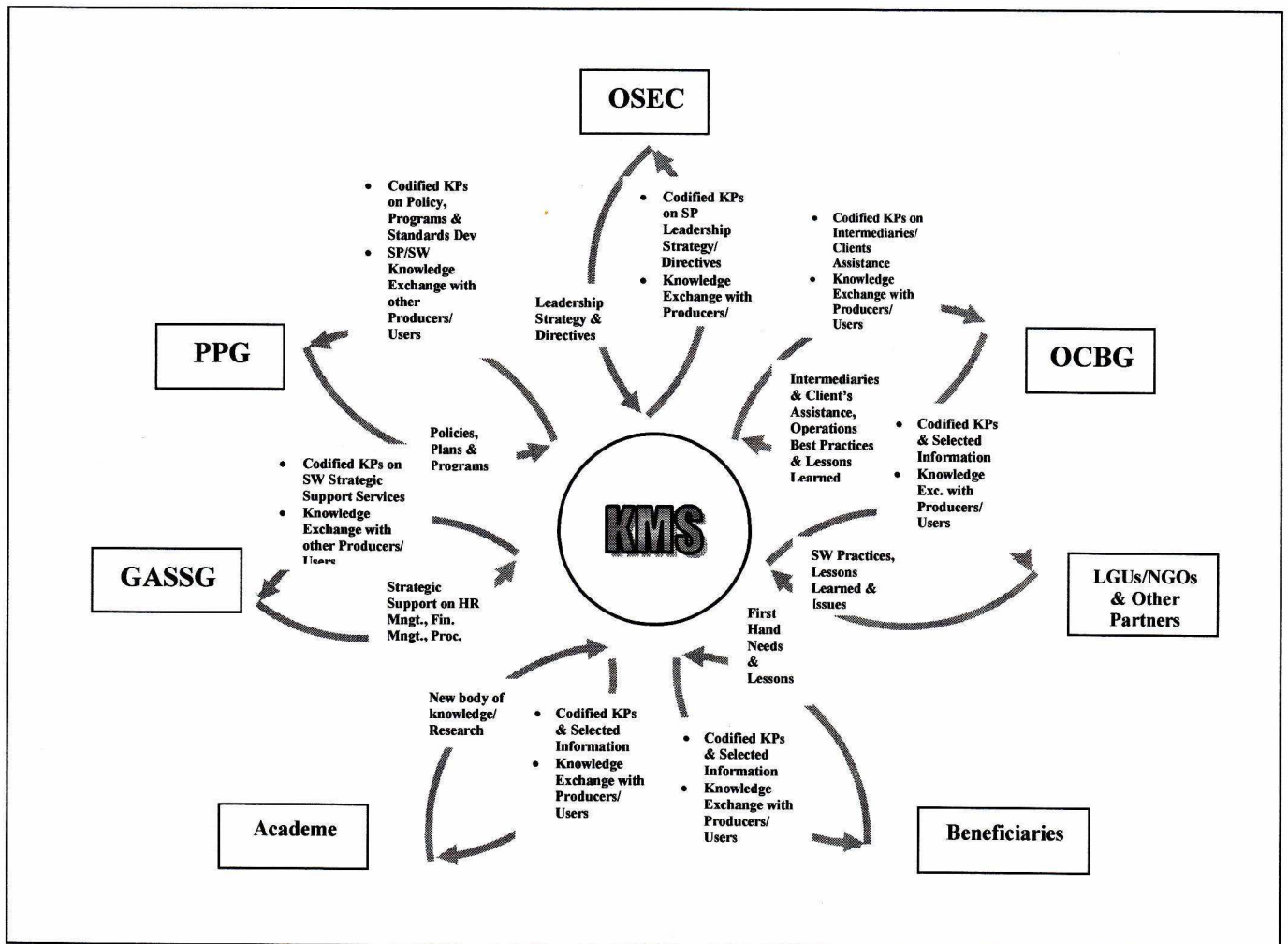
As a learning organization, the DSWD shall acquire knowledge and upgrade fast enough to survive and thrive in a rapidly changing environment. It will have a culture of learning and shall disseminate new knowledge throughout the Department for incorporation into day-to-day activities. It will then

expect to have improved performance, responsive services, and sustainability over the long term.

## D. CONTEXT DIAGRAM FOR THE KNOWLEDGE MANAGEMENT SYSTEM

The Knowledge Management Framework can be better appreciated through a Context Diagram that follows. The diagram illustrates the Knowledge Management System in its interaction with each of the Department's knowledge producers and users. Each of the knowledge producer or user contributes something to the system while the system provides something of value to them.

The expanded description of the diagram which includes all the Bureaus, Services and Field Offices including the Attached Agencies of the Department and their detailed contributions to the system are found in the Appendix.

OSEC

- Codified KPs on Policy, Programs & Standards Dev
- SP/SW Knowledge Exchange with other Producers/ Users

- Codified KPs on SP Leadership Strategy/ Directives
- Knowledge Exchange with Producers/

- Codified KPs on Intermediaries/ Clients Assistance
- Knowledge Exchange with Producers/ Users

PPG

Leadership Strategy & Directives

OCBG

Policies, Plans & Programs

Intermediaries & Client's Assistance, Operations Best Practices & Lessons Learned

- Codified KPs & Selected Information
- Knowledge Exc. with Producers/ Users

- Codified KPs on SW Strategic Support Services
- Knowledge Exchange with other Producers/ Users

**KMS**

GASSG

Strategic Support on HR Mngt., Fin. Mngt., Proc.

SW Practices, Lessons Learned & Issues

First Hand Needs & Lessons

LGUs/NGOs & Other Partners

New body of knowledge/ Research

- Codified KPs & Selected Information
- Knowledge Exchange with Producers/ Users

- Codified KPs & Selected Information
- Knowledge Exchange with Producers/ Users

Academe

Beneficiaries

KMS - Knowledge Management System
OSEC - Office of the Secretary
PPG - Policy and Programs Group
OCBG - Operations and Capacity Building Group
GASSG – General Administration and Support Services Group
LGUs – Local Government Units
NGOs – Non-Government Organizations

## E. KM Milestones

The start – up phase of the implementation of this framework is guided by the three-year strategic actions on knowledge management are shown below. There is a theme for each year that will govern the KM efforts.

### Table 1: Milestones on Knowledge Management

| Year 1 | Year 2 | Year 3 & beyond |
| --- | --- | --- |
| **Creating Awareness and Setting Up KM Basic Infrastructure** | **Expanding Capability and Use of KM** | **Achieving Higher Capability and Effectiveness of KM** |
| 1. Adoption of the KM framework<br>2. Conduct knowledge audit at the Central Office and national partners and in a pilot region with its regional partners and intermediaries<br>3. Set up of the Knowledge Exchange Center core facilities, including Computers, Scanners, Library Conference room & Video conference equipment<br>4. Launch of the KM Communication and Awareness Program (initially through the intranet portal for the Knowledge Exchange Center using the proof of concept)<br>5. Launch of the Digitization Project (scanning, printing, binding of knowledge products and learning materials)<br>6. Development of five (5) priority knowledge products<br>7. Availability for electronic access of selected priority knowledge products<br>8. Connectivity of Central Office and Field Offices to the Knowledge Exchange Center<br>9. Availability of KM Manual and KEC Manual as guides to KM practice<br>10. Implementation of capability building program for SWIDB and counterpart CO and Regional staff on KM (including skills in Content Management, Information Classification, Data Transformation, and Knowledge Product Development)<br>11. Strengthening of the collaboration mechanisms such as Core Group of Specialists, SWD Forum, SWDL-Net, etc. | 1. Continuing implementation of the KM Communication and Awareness Program<br>2. Continuing Capability Building Program for staff of CO, Regions, centers of excellence, and institutions on KM<br>3. Development of 5 additional priority knowledge products<br>4. Evaluation and enhancement of the knowledge products utilization and the knowledge management system through user feedback<br>5. Continuing reinforcement of the culture of learning in the Department through the HR/OD program of change and the strengthening of the collaboration mechanisms | 1. Fully functional Knowledge Exchange Center<br>2. Inclusion of all types of knowledge products<br>3. Expanded use of the Knowledge Exchange Center by external partners including participation in collaborative activities.<br>4. Evaluation and enhancement of the knowledge products utilization and the knowledge management system through user feedback<br>5. Continuing reinforcement of the culture of learning in the Department through the HR/OD program of change and the strengthening of the collaboration mechanisms |

## F. Monitoring and Evaluation

The monitoring and evaluation system for knowledge management will be based on the following guidelines:

a. Progress reporting on the achievement of KM goals, performance indicators and targets

b. Recognizing knowledge users as the final arbiters of the effectiveness of the KM practices in the Department. Only when knowledge users are satisfied with implemented KM practices and strategies that they will voluntarily participate in creating and sharing knowledge in the organization.

## G. Benefits

The benefits of implementing the DSWD Knowledge Management Framework will be the improvement of processes for capturing, storing, accessing, and sharing information leading to operational efficiencies. The KM framework will enrich knowledge of the DSWD staff and partners by giving them faster access to crosscutting knowledge leading to improved project quality. Moreover, the Department will be able to strengthen teamwork in the organization.

As a result, the Department can provide faster, smarter and better services to its partners, clients and stakeholders.

## V. Institutional Arrangements

Learning is the responsibility of every member and unit of the organization and its partners, intermediaries, and stakeholders. In terms of institutional responsibilities, the following are the roles of the Office, Bureaus and Services and the partners/intermediaries:

1. The Social Welfare Institutional Development Bureau (SWIDB) shall be the lead Bureau in providing the venues, the systems, and the programs that will facilitate knowledge creation, innovation, and sharing, monitoring and evaluation.

2. The Management Information Systems Service (MISS) shall provide the technical assistance in operating the Knowledge Management System and the Knowledge Exchange Center.

3. The Office, Bureaus, Services, the Field Offices, and National Project Management Offices (NPMOs) of Special Projects shall be sources of data and knowledge as well as a partner of SWIDB in knowledge product development and sharing.

4. The Field Office-Institutional Development Unit shall act as partner of SWIDB in knowledge audit, knowledge product development and sharing, and management of the regional learning resource centers.

5. The partners/intermediaries will act as partner of SWIDB in knowledge product development and sharing and are a source and user of data and knowledge.

## VI. Effectivity

This Administrative Order shall take effect immediately and shall supercede all guidelines, issuances or their specific provision/s inconsistent hereto.

Issued this _31st_ day of _August_ 2011 in Quezon City.


**CORAZON JULIANO-SOLIMAN**
Secretary

**APPENDIX**

## Appendix 1: CONTEXT DIAGRAM by Cluster

| Unit | Input to KMS | Output from KMS |
|---|---|---|
| 1. Office of the Secretary | CONTENT ON STRATEGY AND DIRECTIVES | -ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON STRATEGY AND DIRECTIVES<br>-OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 2. Policy and Programs Group | CONTENT ON POLICY AND PROGRAMS DEVELOPMENT & STANDARDS | -ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON POLICY AND PROGRAMS DEVELOPMENT<br>-OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 3. Operations and Capacity Building Group | CONTENT ON INTERMEDIARIES/CLIENTS ASSISTANCE/ SOCIAL WELFARE PRACTICES & LESSONS | -ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON INTERMEDIARIES/CLIENTS ASSISTANCE<br>- OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 4. Strategic Support Services | CONTENT ON STRATEGIC SUPPORT e.g. How Tos (Manuals on Financial Management Systems, Human Resource Development, Procurement & Administration | -ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON STRATEGIC SUPPORT SERVICES<br>- OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 5. Local Government Units, NGOs & OTHER PARTNER ORGANIZATIONS | CONTENT ON SW PRACTICES AND LESSONS | -ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON LESSONS, PRACTICES, AND PROCEDURES<br>- OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 6. ACADEME | NEW BODY OF SP/SW KNOWLEDGE BASED FROM RESEARCH STUDIES | -ACCESSIBLE, CODIFIED AND SELECTED INFORMATION AND KNOWLEDGE PRODUCTS<br>- OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 7. Beneficiaries | CONTENT ON FIRST-HAND NEEDS AND LESSONS | -ACCESSIBLE, CODIFIED AND SELECTED INFORMATION<br>- OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |

## Appendix 2: EXPANDED CONTEXT DIAGRAM for THE KNOWLEDGE MANAGEMENT SYSTEM

| UNIT | INPUT TO KMS | OUTPUT FROM KMS |
|---|---|---|
| 1. Office of the Secretary | CONTENT ON STRATEGY AND DIRECTIVES<br>• Corporate Plan<br>• Administrative Orders<br>• Memorandum Circulars<br>• Attached Agencies Plans and Status Reports<br>• Department Legislative Liaison Report | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON STRATEGY AND DIRECTIVES<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 2. Policy Development and Planning Bureau | CONTENT ON POLICY DEVELOPMENT AND PLANNING<br>• SWD Situationer Report<br>• DSWD & Inter-agency Sector Plans<br>• LGU SWD Sector Plans integrated in the CDP and AIP<br>• Policy, Guidelines, and Position Papers in support of SWD legislative and policy agenda | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON POLICY DEVELOPMENT AND PLANNING<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |

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|---|---|---|---|
| | | • Report on LGUs compliance to national and local laws/policies<br>• SWD Research Proposals and Completed Studies | |
| 3. | Social Technology Bureau | CONTENT ON SOCIAL TECHNOLOGY DEVELOPMENT<br>• Social Technology concept paper/program design completed<br>• Report on Social Technologies initiated by STB that were enhanced<br>• Report on Social Technologies initiated by FO that were enhanced<br>• Report on Social Technology programs/projects/strategies enhanced<br>• Social Technology Guidelines<br>• Social Technology manuals<br>• Social Technology documentation (Central Office-initiated and Field Office-initiated)<br>• Report on intermediaries adopting SWD programs/services/strategy (LGUs, NGOs, and POs) | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON SOCIAL TECHNOLOGY DEVELOPMENT<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 4. | Standards Bureau | CONTENT ON STANDARDS, LICENSING, AND ACCREDITATION<br>• SWD Standards developed<br>• Report on Social Welfare and Development Agencies assessed and registered<br>• Report on Licensed Social Welfare Agencies assessed and licensed<br>• Report on Social Welfare Agencies assessed and accredited<br>• Report on Centers assessed and accredited<br>• Report on accredited Service Providers<br>• Report on Solicitation Permits assessed and issued<br>• Report on National Fund Drives authorized<br>• Report on Duty Free requests endorsed to Department | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON STANDARDS, LICENSING, AND ACCREDITATION<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 5. | Program Management Bureau | CONTENT ON COMMUNITY-BASED AND CENTER-BASED CLIENTS<br><br>Community-Based Clients<br>• Report on programs and services to Children in Need of Special Protection<br>• Report on Children in Conflict with the Law served<br>• Report on Other Children Served<br>• Report on Women Served with Community-based Services<br>• Report on Families Served<br>• Report on Overseas Filipino Workers served<br>• Report on Other Clients<br>• Report on categories of clients served in crisis situations<br>• Report on SEA-K Program implementation<br>Center-Based Clients<br>• Report on Clients served in DSWD Centers and Institutions<br>• Report on Clients to be discharged<br>• Report on Clients to be rehabilitated | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON COMMUNITY-BASED AND CENTER-BASED CLIENTS<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 6. | Social Welfare Institutional Development Bureau | CONTENT ON SUPPORT SERVICES AND TECHNICAL ASSISTANCE TO INTERMEDIARIES<br>• Report on Training Modules developed/enhanced<br>• Report on Training Modules utilized by intermediaries<br>• Report on Training conducted, including participants from LGUs, NGOs, and POs<br>• Report on intermediaries (LGUs, NGOs, and POs | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON SUPPORT SERVICES AND TECHNICAL ASSISTANCE TO INTERMEDIARIES<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |

| | | | |
|---|---|---|---|
| | | trained by DSWD that implemented SWD programs or services<br>• Report on intermediaries provided with technical assistance in SWD Situationer preparation, SWD Plan preparation, Case Management, Center Management, Disaster Management, Social Technology, Standards Compliance on Registration, Licensing and Accreditation, Resource Mobilization/ERGA<br>• MANAGEMENT OF THE KMS | • OPERATIONAL KNOWLEDGE EXCHANGE CENTER |
| 7. | National Project Management Offices for Special Projects (Office of the Secretary) | CONTENT ON SPECIAL PROJECTS<br>• Report on KALAHI-CIDSS Project implementation<br>• Report on Pantawid Pamilyang Pilipino Program implementation<br>• Report on National Household Targeting System for Poverty Reduction implementation | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON SPECIAL PROJECTS<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 8. | Field Offices | CONTENT ON FIELD IMPLEMENTATION OF MAJOR FINAL OUTPUTS<br>• Regional reports along all major final outputs (through the corresponding Central Offices) | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON FIELD IMPLEMENTATION OF MAJOR FINAL OUTPUTS |
| 9. | Financial Management Service | CONTENT ON FINANCIAL REPORTS<br>• DSWD Medium-Term Expenditure Plan<br>• DSWD Fiscal Year Financial Reports | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON FINANCIAL REPORTS<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 10. | Management Information System Service | CONTENT ON INFORMATION AND COMMUNICATION TECHNOLOGY PLAN<br>• DSWD Information and Communication Technology Plan<br>• Report on implementation of the Information and Communication Technology Plan | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON INFORMATION AND COMMUNICATION TECHNOLOGY PLAN<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 11. | Legal Service | CONTENT ON LEGAL SERVICE<br>• Report on legal advice provided and service on policy, planning and program development<br>• Report on critical cases managed | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON LEGAL SERVICE<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 12. | Internal Audit Service | CONTENT ON INTERNAL AUDIT<br>• Audit Reports and Systems Reviews | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON INTERNAL AUDIT<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 13. | Administrative Service | CONTENT ON ADMINISTRATIVE SUPPORT<br>• Property Management and General Services Plan<br>• Report on implementation of the plan | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON ADMINISTRATIVE SUPPORT<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 14. | Procurement Service | CONTENT ON PROCUREMENT<br>• Procurement and Supply Plan<br>• Report on implementation of the plan<br>• Report on Bids and Awards | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON PROCUREMENT<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER |

| | | KNOWLEDGE PRODUCERS AND USERS |
|---|---|---|
| 15. Human Resource Management and Development Service | CONTENT ON HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT<br>• DSWD Employee and Awards Plan<br>• DSWD Career Development and Capacity Building Plan<br>• Report on DSWD Performance Management System implementation | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 16. Social Marketing Service | CONTENT ON SOCIAL MARKETING<br>• DSWD Annual Social Marketing and Advocacy Plan and Implementation Report | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON SOCIAL MARKETING<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 17. Local Government Units | CONTENT ON PRACTICES AND LESSONS<br>• Feedback Report on D SWD services<br>• Explicit or tacit report on experiences or practices in Social Protection<br>• Research studies on Social Protection | • ACCESSIBLE, CODIFIED KNOWLEDGE PRODUCTS ON LESSONS, PRACTICES, AND PROCEDURES<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 18. Partner Organizations | CONTENT ON ISSUES<br>• Descriptions of Partner Organization programs and issues related to Social Protection | • ACCESSIBLE, CODIFIED AND SELECTED INFORMATION AND KNOWLEDGE PRODUCTS<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |
| 19. Beneficiaries | CONTENT ON FIRST-HAND NEEDS AND LESSONS<br>• Feedback on first hand experiences, needs, and lessons on services | • ACCESSIBLE, CODIFIED AND SELECTED INFORMATION<br>• OPPORTUNITY FOR DYNAMIC DIALOGUE WITH OTHER KNOWLEDGE PRODUCERS AND USERS |