

**ADMINISTRATIVE ORDER**

No. 04

Series of 2021

**Subject :** Guidelines in Conducting the Department of Social Welfare and Development's Knowledge Sharing Sessions

**I. Rationale**

The DSWD, as the lead national agency in social welfare and development (SWD) and social protection (SP), is constantly looking for means to effectively perform its mandates as 1) technical assistance provider to its partners and stakeholders engaged in the implementation of SWD programs and services and 2) implementer of statutory laws and specialized programs and services that have not been devolved to local government units.

Notable among these efforts is the creation of its Knowledge Management (KM) Agenda and Framework in 2011. These policies laid down the groundwork for the KM system of the agency in support of its organizational goals. Mechanisms designed to capture and harness the collective knowledge and practice experience of the Department to be shared with partners and stakeholders were established. These include the Knowledge Exchange Center (KEC) and the Regional Learning Resource Centers (RLRC), Social Welfare and Development and Learning Network (SWD L-Net), Core Group of Specialists (CGS), Good Practice Documentation Guidelines, and Social Welfare and Development Forum (SWD Forum).

The SWD Forum, as a technical assistance and communication mechanism, has provided a suitable venue for SWD and SP topics to be discussed such as issues and concerns relating to SWD policy, research, legislation, and technical knowledge sharing; as well as issues and trends in national development plans and international commitments, and national projects of the DSWD. Since the issuance of its operationalization guidelines in 2008, a number of larger-scale SWD fora have been conducted at the national level by the Offices, Bureaus, and Services (OBS) but efforts at documentation and its circulation differ and are irregular. In contrast, Field Offices had been consistently holding documented SWD Forum sessions every semester as part of their regular commitments.

Similarly, it has also been observed in recent years that a variety of smaller knowledge sharing-type of activities is being employed by internal actors within the agency by their initiative, so they can do their work better by sharing practice experiences. Examples of these include so-called "brown bag sessions", "cliniqing" and "knowledge sharing sessions." It is unclear, however, how these smaller sessions, mostly occurring at the Central Office, are documented, or structured.

Given these, the following conclusions can be drawn: first, these purposeful gatherings occur because there are knowledge gaps in the agency; second, existing policy mechanisms to operationalize these gatherings may be inadequate; and third, despite such policy inadequacies, there is a strong connotation of wanting to share knowledge between and among the DSWD workforce that should be supported.

These were further validated in a study conducted by the Policy Development and Planning Bureau (PDPB) in 2018. It assessed the learning sessions/fora in DSWD in terms of determining the effectiveness, efficiency and sustainability of conducting learning sessions within the Department. The major findings were as follows: 1) there were inconsistencies and challenges particularly on the resources and processes, which were supposed to be manageable affecting the efficient implementation of activities, 2) there was no harmonization in the conduct of such activities, and thus, 3) its result is limited only at the individual level and would not have an effect on the overall organizational performance. Having a framework for the conduct of all types of learning sessions/forum to simplify the processes of determining the topic, resource person, target participants, and appropriate activity design was recommended.

With the onset of a pandemic, certain mechanisms have been considered to ensure preventive and control measures will be observed in the conduct of KSS.

To respond to these concerns, this document was developed with the aim to harmonize, structure, and document these activities so that the knowledge produced is distilled for faster retrieval and reflective evaluation.

## **II. Legal Bases**

This guideline is anchored on the following legal mandates of the DSWD:

**Administrative Order No. 10, series of 2018 or *Adopting the DSWD Strategic Plan 2018-2022, Strategic Initiative No. 16: Creating a Learning Environment Through Knowledge Sharing and Collaboration*.** The DSWD aspiring to become a learning organization focus its efforts toward creating and strengthening a learning environment through knowledge sharing and collaboration.

**Memorandum Circular No. 10, s. of 2018, or the *Guidelines on the Provision of Technical Assistance and Resource Augmentation to Local Government Units Through Local Social Welfare and Development Offices*.** Some Knowledge Sharing Sessions are utilized as a means to provide technical assistance to DSWD intermediaries including LSWDOs.

**Administrative Order No. 17, s. of 2011, or the *Knowledge Management Framework of the Department of Social Welfare and Development*.** The backbone of the Department's KM efforts, the AO considers collaboration mechanisms as enabling technology that can facilitate more effective decisions, project quality, and operational excellence. These mechanisms are the Core Group of Specialists (CGS), the Social Welfare and Development Learning Network (SWD-LNet), and the Social Welfare and Development Forum (SWD Forum).

**Memorandum Circular No. 11, s. 2008, or *Guidelines on the Conduct of Social Welfare and Development Forum*.** The MC establishes the SWD Forum as one of many mechanisms that the DSWD will use to fulfill its legal mandate as a technical assistance provider and lead agency for SWD. Through the SWD Forum, the agency now has a venue to discuss SWD-related topics with its partners and stakeholders.

## **III. Objectives**

This guide aims to harmonize the different knowledge sharing activities held within the DSWD and provide mechanisms by which they can be optimized as venues for creative knowledge exchange and collaboration, and monitored and evaluated as such.

Specifically, it aims to:

- Define the term Knowledge Sharing Sessions (“KSS”) and show the various activities that fall under it;
- Incorporate the use of various KM tools into the conduct of KSS; and
- Implement a system to monitor and evaluate the conduct of all KSS in the Department.

#### **IV. Coverage and Scope**

This guideline covers all knowledge sharing activities initiated and conducted by the DSWD at the national and regional levels.

#### **V. Definition of Terms**

1. **AFTER ACTION REVIEW OR CLINIQUING** refers to the end-of-day or post-activity meeting among the learning management team to assess the good areas and the areas for improvement of the activity and the members of the team.
2. **BROWN BAG SESSIONS** refers to structured social gathering during an organizational lunchtime period, which is used specifically to transfer knowledge, building trust, establishing social or networking links, social learning, problem-solving or brainstorming.
3. **CASE CONFERENCE** refers to a meeting at which all the parties involved in a medical, legal, or social work case come together to discuss it.
4. **DATA** refers to a set of facts, concepts or statistics that can be analyzed to produce information.
5. **INFORMATION** refers to the data that have been processed into a form that has structure and meaning.
6. **KNOWLEDGE** refers to a fluid mixture of experiences, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information.
7. **KNOWLEDGE MANAGEMENT (KM)** refers to the creation of 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 policymakers, program managers, and service providers in creating, sharing, and using knowledge.
8. **KNOWLEDGE MANAGEMENT (KM) TOOLS** refers to techniques or strategies that will allow for better generation, capture, and circulation of knowledge in a given organizational situation. They can be information technology (IT)- or non-IT based.
9. **KNOWLEDGE SHARING** refers to an activity wherein individuals share information, skills, or expertise with other people so they could jointly create new knowledge. Within the context of the DSWD, knowledge sharing occurs when employees of the DSWD share their

knowledge on SWD and SP with their co-workers inside the agency, clients, and other external partners and stakeholders.

10. **KNOWLEDGE SHARING SESSIONS (KSS)** refers to the general term covering all types of activities held within the agency where knowledge sharing takes place. These events include conferences, fora, seminars, meetings, or brown-bag sessions. There are two types of KSS within the DSWD: those that deal with *big groups*, and those that deal with *small groups*.
11. **KSS PROCESS MANAGEMENT CHECKLIST** refers to the monitoring tool that will help organizers keep track of the implementation of their KSS. It will also allow them to note any deviations or modifications they have made.
12. **COLLABORATION TOOLS** refers to tools that facilitate people to collaborate to be able to support a group of two or more individuals to accomplish a common goal or objective.
13. **PRODUCTIVITY TOOLS** refers to the software that people use to create and produce documents, presentations, databases, charts and graphs.
14. **LESSONS LEARNED MEETINGS OR SESSIONS** refers to meetings or discussions whose main objective is for the attendees to discuss and collectively identify lessons learned during closure of a project or one of its phases so that those lessons or insights could be applied to future projects. The intended outcome of such discussions is for those insights to be recognized and documented, so that future project efforts could use what proved to be successful and avoid those that were not.
15. **LIVE-STREAMING** refers to transmitting or receiving live video and audio coverage of (an event) over the Internet. Live-streaming can be done through YouTube and Facebook Live which broadcast are automatically stored for later on-demand viewing.
16. **OCDAC 5-STAGE INTERACTIONAL MODEL** refers to a model of conversation recommended to be applied in the conduct of small group knowledge sharing sessions to attain a productive outcome.
17. **SOCIAL WELFARE AND DEVELOPMENT FORUM (SWD FORUM)** refers to an activity that provides a venue for discussion of SWD-related matters such as policy issues and concerns, research studies, SWD legislations, technical sharing, issues and trends on national development plans and international commitments and orientation on national projects of the DSWD.
18. **SOCIAL WELFARE INSTITUTIONAL DEVELOPMENT BUREAU (SWIDB) TECHNICAL ASSISTANCE PORTAL** refers to SWIDB's monitoring and reporting system for the CO and its regional counterparts' KM and institutional development and capability building (IDCB) initiatives, such as the KSS. An online portal with reporting features, TA discussion forums, directories, and policy compilations, it was designed to streamline and facilitate data collection and information exchange between the SWIDB, Offices/Bureaus/Services of the Central Office (CO OBS) and the Field Offices (FOs) on matters KM and IDCB matters.

19. **TRAINING** refers to organizationally directed experiences that are systematically designed to increase the knowledge, attitude, skills and habits of personnel for the purpose of improving individual performance for the benefit of the organization.
20. **WORLD CAFÉ CONVERSATION** refers to a method is a large group dialogue format that allows participants to have collaborative conversations around questions and issues that matter to them.

## VI. Implementing Mechanism

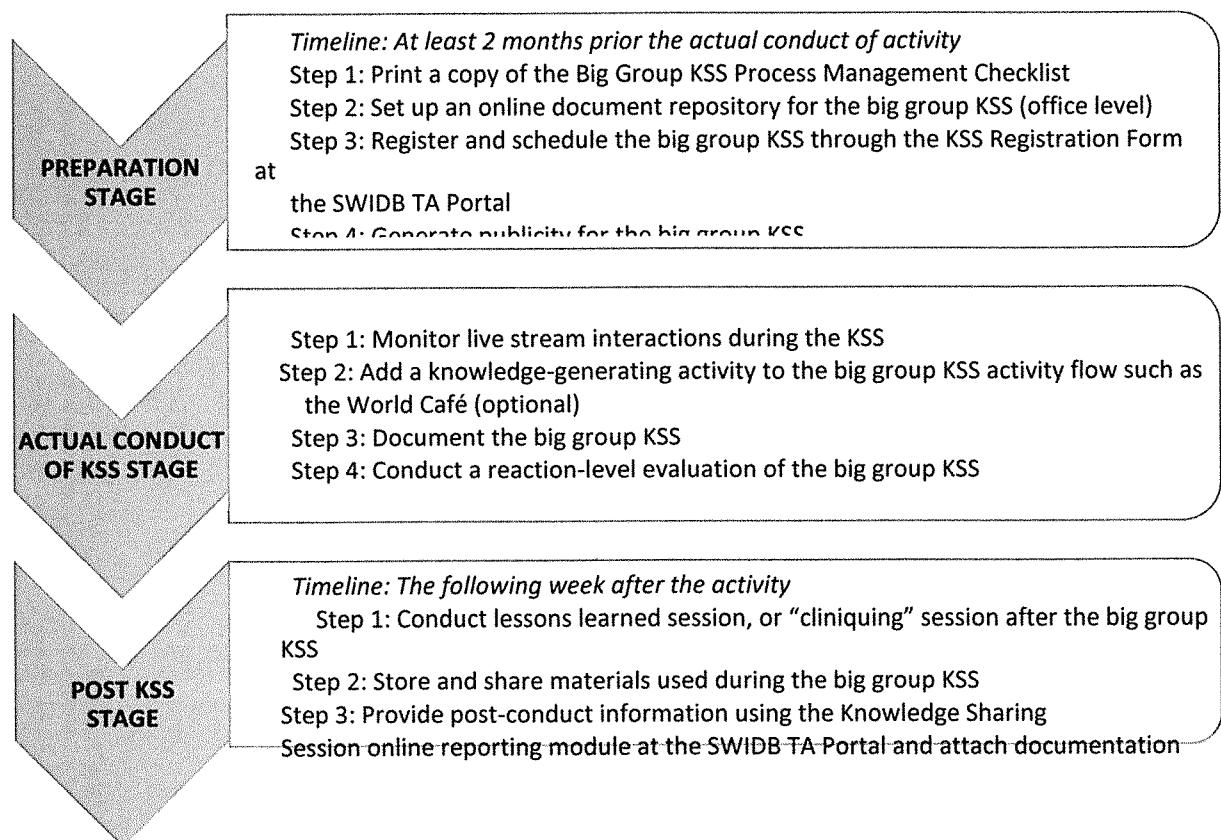
This section outlines instructions that will help optimize the different KSS held within the Department regardless of their type. The steps employ various KM Tools, both IT- and non-IT based, to ensure that knowledge is generated and captured systematically during the interactions. See **Annexes A and B** for the overview of these processes.

### A. Big Group KSS

The following are examples of big group KSS:

- All variants of the Social Welfare and Development Forum (SWD Forum) per MC No. 11, s. 2008
- Program review and evaluation workshops (to follow process and requirements as per Administrative Order No. 9, series of 2019 copy furnish SWIDB)
- Other fora-, conference-, or summit-type activities not covered by the SWD Forum guidelines excluding trainings

The following are the stages of implementation of big group KSS:

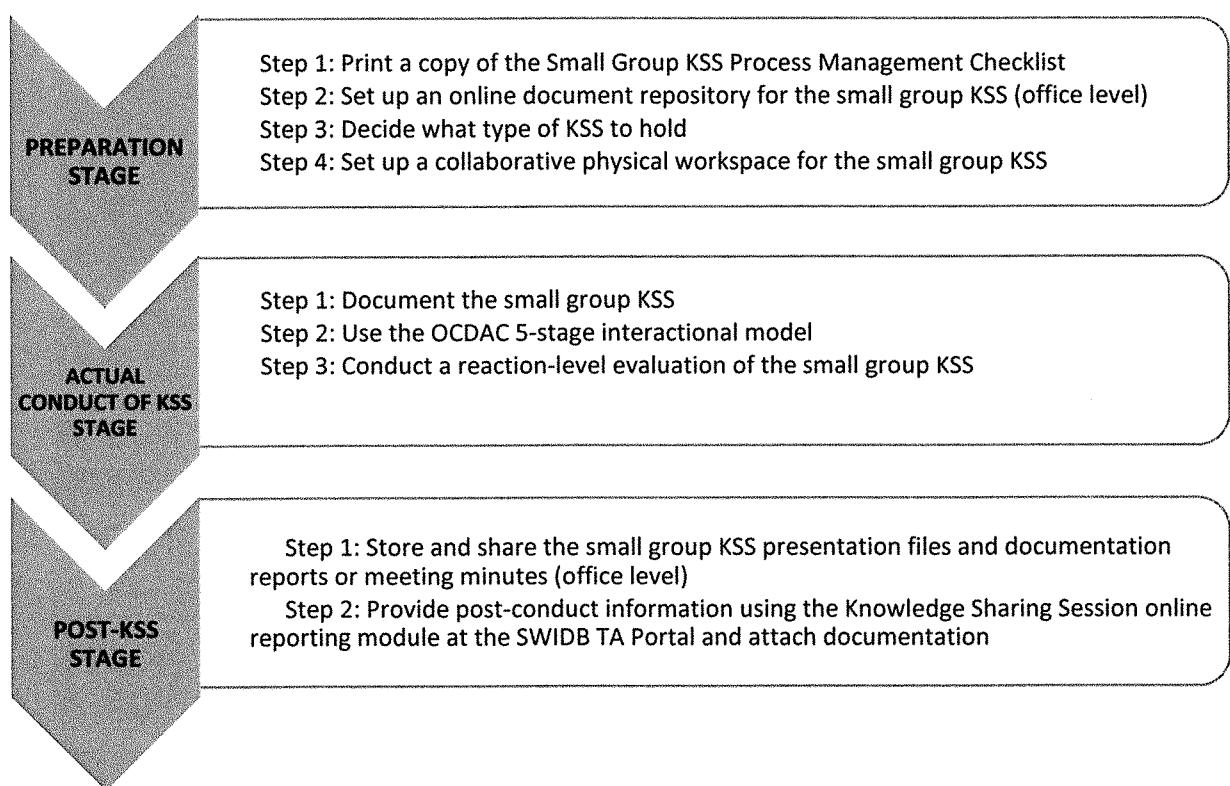


## B. Small Group KSS

The small group KSS held in the Department are as follows:

- Meetings
- Brown bag sessions
- Lessons learned meetings or sessions (e.g. cliniquing)
- Case conferences
- Group mentoring/coaching sessions
- Other similar small-group activities not mentioned above

The process steps below ensure that knowledge generation and capture occurs in every stage of implementation.



## VII. Institutional Arrangements

### *At the Central Office*

#### **1. Social Welfare Institutional Development Bureau (SWIDB)**

- Monitor the conduct of KSS held at the CO and regional levels
- Develop semestral report in the conduct of KSS
- Provide technical assistance to CO OBS in designing their KSS
- Provide resource augmentation to FOs in the conduct of KSS
- Provide technical assistance to CO OBS and FOs in the use of the SWIDB TA Portal
- Manage and update the SWIDB TA Portal

## **2. Social Marketing Service (SMS)**

- Provide technical assistance to CO OBS in live streaming of KSS being conducted

## **3. Information and Communication Technology Management Service (ICTMS)**

- Provide technical assistance to CO OBS in setting up/accessing a document repository such as Google Drive or any digital storage solution as well as in conducting live streams of KSS conducted

## **4. Other Offices/Bureaus/Services**

- Design and conduct KSS
- Prepare report of KSS conducted
- Submit information (KSS Process Management Checklist) about their planned KSS to SWIDB thru the SWIDB TA Portal
- Set up and maintain an online document repository for KSS conducted
- Store documents relative to the KSS conducted
- Submit KSS report to SWIDB TA Portal

### *At the Regional Office*

## **1. Capacity /Capability Building Section/Unit /Social Welfare Institutional Development Section (CBS/U/SWIDS)**

- Monitor the conduct of KSS held at the regional level
- Conduct KSS at the regional level
- Provide technical assistance to Field Office sections and regional residential care facilities/centers in designing their KSS
- Endorse regional reports on KSS conducted to the SWIDB TA Portal

## **2. Social Marketing Unit (SMU)**

- Provide technical assistance to Field Office sections and regional residential care facilities/centers in conducting live streams of KSS conducted

## **3. Regional Information and Communication Technology Management Unit (RICTMU)**

- Provide technical assistance to Field Office sections and regional residential care facilities/centers in setting up/accessing a document repository such as Google Drive or any digital storage solution as well as in live streaming of KSS being conducted

## **4. Other Sections/Residential Care Facilities/Centers**

- Design and conduct KSS
- Prepare report of KSS conducted
- Submit information (KSS Process Management Checklist) about their planned KSS to CBS/SWIDS

- Store documents relative to the KSS conducted
- Submit report to CBS/SWIDS on KSS conducted

### **VIII. Budget/Funding**

The OBS/FOs should allocate a portion of their budget stated in the Annual Work and Financial Plan (AWFP) to fund their planned KSS every year.

The SWIDB annually provides funds to Field Offices needing augmentation in the conduct of their KSS.

### **IX. Monitoring and Evaluation**

Monitoring and evaluation are critical to the overall operationalization of the KSS to: 1) ensure systematic tracking of its implementation and outputs and determine whether or not they were designed as venues for creative knowledge exchange and collaboration relative to SWD by organizers and 2) identify areas of implementation that need modification, as well as those that are successful and replicable.

At the national or the FO level, all KSS of the Department will be monitored and evaluated procedurally, output-wise, and as a KM mechanism.

At the national level, the organizers of the KSS to monitor and evaluate their activities using the tools described in this guideline while monitoring of the regional KSS conducted is the responsibility of the CBS/SWIDS. Documentation report of KSS conducted by both CO OBS and FOs shall be submitted to SWIDB through the SWIDB TA Portal. Cut-off of submission is every 10th day of the last month of the quarter.

The SWIDB will be in charge of monitoring and evaluating the KSS implementation. A semestral status report with analysis and recommendations will be submitted every end of the first month of the succeeding semester to the Standards and Capacity Building Cluster Head. Concerned OBS and FOs needing follow through action/s will be copy furnished of the report.

### **X. Effectivity Clause**

This guideline shall take effect immediately and shall continue to take effect unless rescinded. Previous issuances or office orders inconsistent herewith are hereby revoked.

In case any provision hereof or any part thereof be declared void or unenforceable by competent authorities, such provisions will be subjected to amendments, only after a year of implementation, and the unaffected provisions shall remain valid and binding among the parties, their successors and assigns.

Issued this 23<sup>rd</sup> day of MARCH, 2021, Quezon City, Philippines.

Certified True Copy:

125 MAR 2021

HORACIO SAMSON, JR

ROLANDO JOSELITO D. BAUTISTA

Secretary