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MEMORANDUM CIRCULAR No. ___05___
Series of 2014

TITLE: GUIDELINES ON THE DSWD EARLY WINS INITIATIVE

I.   RATIONALE

The adoption of the Performance Governance System-Balanced Scorecard (PGS-BSc) by the Department of Social Welfare and Development (DSWD) in 2011 set the requirements that the Department has to undertake to achieve its long-term vision of becoming the world's standard for a coordinated delivery of social services and social protection for poverty reduction by 2030. The pursuit of the DSWD Reform Agenda is at the core of adopting the tenets and discipline of the balanced scorecard technology since it is a tool to concretize the transformation the agency needed to embark on. In accelerating the achievement of the reform agenda through the PGS, "out-of-the-box," and innovative practices from different levels were called for in order to push the strategic initiatives forward.

Recognition of the individual and OBSUs' contribution to the organization's strategic goals is essential to keep the interest and motivation of all entities at every level to excel in performing their distinctive roles. They should be able to see their impact to the overall execution of set plans through a culture of innovation, convergence and exchange.

The DSWD Early Wins Initiative aims to identify whose performance among the DSWD Employees, Heads and Office, Bureaus, Service and Units (OBSUs) shows breakthrough results in gaining early wins in their performance targets. It seeks to serve as a venue of recognizing and exchanging best and innovative practices in achieving the Strategic Goals (SGs) of the Department by 2016.

In 2006, peer participation from mostly volunteers has made many organizations produce better products at low cost that TIME Magazine declared the online collaborator as their Person of the Year. This has been made possible by the internet which became a tool for people to bring in their own contributions and make them matter.[1] This created a shift from focusing only on managing knowledge from among employees within an organization to harnessing knowledge outside an organization, which is definitely far broader and varied.

The Early Wins initiatives would like to leverage on such available platforms of participation to initially engage internal stakeholders across all levels, solicit their contributions to move our strategies in the same way and eventually achieve our commitments by 2016.

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[1] Grosman, Lev. *"You—Yes, You—Are the TIME's Person of the Year"* TIME Magazine 25 December 2006 http://content.time.com/time/magazine/article/0,9171,1570810,00.html accessed 27 September 2013.

II. LEGAL BASIS

Administrative Order No. 06 series of 2011 entitled "Adoption of the Performance Governance System Strategy Map and Enterprise Scorecard" whereby the description of the Department's strategy to achieve our Vision for 2030 is detailed and the key indicators to measure the success of our endeavors to achieve our vision is presented.

Memorandum Circular No. 10 Series of 2012 entitled "Establishment of the Office of Strategy Management" specifies the functions of the Office of Strategy Management (OSM). In particular, Scorecard Monitoring, wherein the OSM oversees at the enterprise level the process by which data are collected and reported. Likewise, the OSM ensures that knowledge management focuses on sharing of good practices that are critical for strategy execution. The OSM shall closely coordinate with the Capacity Building Bureau (CBB) on this endeavor. Transfer of knowledge and good practices in line with strategies must permeate the whole of the organization to multiply results.

Memorandum Circular No. 3 Series of 2003 entitled "Program on Awards and Incentives for Service Excellence (PRAISE)" states that the DSWD shall continuously search, screen and reward deserving employees to motivate them to improve the quality of their performance and instill excellence in public service. Thus, the achievement of one's breakthrough which contributes to the achievement of the Department's strategic goals will also be recognized, both individually and as a team.

Administrative Order No. 17 Series of 2011 entitled "Knowledge Management (KM) Framework of the Department of Social Welfare and Development (DSWD) explains that 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. The DSWD may also entail Knowledge Production activities, particularly data and information gathering activities and formulation of new knowledge claims.

III. OBJECTIVES

Objectives of the Early Wins Initiatives are as follows:

- Document and share ideas or practices per annum, those of which will either contribute to the achievement of the Department's strategic goals and Key Result Areas (KRAs) including ideas or practices that can move an individual, unit or organization to perform better.
- Inspire the whole organization to improve, introduce, invest in or install initiatives that will drive results for DSWD's scorecard measures and identify innovative ideas or good practices that will be replicated in the Department's operations.
- Institutionalize a recognition and incentive system for officials and employees for moving their Scoreboards.

IV. DEFINITION OF TERMS

Practices - are the techniques, methodologies, procedures, and processes that are implemented or used to achieve performance targets. Good practices are those practices that have fostered improved results and continue to enable the organization to improve.[2] It may also show to have implications for practice elsewhere within or outside the organization.[3]

Ideas - are concepts, frameworks, systems or structures that are yet to be proven. They may or may not be verbalized or recorded. They are not yet substantiated by data, but may be based on the person's knowledge.[4]

Storytelling is the skilled delivery of stories used to present anecdotal evidence, clarify a point, support a point of view and crystallize ideas. A story can present material that research data cannot. Stories use verbal pictures to spark interest, add variety, and change the pace of a discussion. It connects data and reality as it shares a "truth" that data cannot. It also could be the result of integrating information. [5]

Discussion Forum is an in-person or electronic forum for staff or individuals to exchange ideas, post questions, offer answers, or offer help on relevant subjects. Electronic forums also provide ways of archiving (or storing) and searching for previous exchanges.

Early wins/Quick wins – these are initial tangible, observable successes achieved by an OBS or FO, essentially supportive of or contributory to the shared goals and values of the Department.

Trailblazer Seal – a stamp awarded to units and individuals recognizing their pioneering efforts resulting to breakthrough organizational or personal work performance.

Annual Governance Forum – yearly national gathering of focal persons on strategy and performance management discussing updates and challenges pertaining to strategy execution and performance alignment.

Online Performance Management System (OPMS) - a web-based automated system that provides mechanisms to a) assist in the cascading of strategies; b) set targets and budgets; and c) receive, monitor and track scoreboard performance accruing to targets set in the enterprise scorecard, particularly the Department's strategic goals.

Strategy Map – the document that details the strategy of the Department—the foundation of our vision, how DSWD seeks to attain the vision it aspires for through the objectives it sets for itself and how these objectives relate with each other creating a domino effect leading to our vision.

Strategic Initiatives – these are the projects and programs that bridge identified performance gaps. They usually are discretionary, typically cross-functional and inter-office/bureau that help accomplish strategic objectives.

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[2] Stuhlman, Daniel. *Knowledge Management Terms.* Stuhlman Management Consultants. URL: http://home.earthlink.net/~ddstuhlman/defin1.htm accessed 12 September 2013.

[3] Serrat, Oliver. *Identifying and Sharing Good Practices.* ADB Knowledge Solutions. November 2008.

[4] Op. cit. Stuhlman, Daniel.

[5] Ibid.

Strategic Objectives – these are specific goals, results or ideals that are deemed necessary for the vision to be achieved and are supported by one or more measures.

Strategy Review – top management level meeting that examines the key strategic issues related to the rationale, relevance, effectiveness, impact and viability of strategies in order to fine-tune the strategy and make midcourse adaptions as necessary. Discussions concentrate on whether the strategy execution is on track, trace the sources and causes of implementation problems, recommend corrective actions, and assigns responsibility for achieving the targeted performance[6]

Unit – the sections that make up the Department and subdivided according to its functions—from Cluster level to the smallest team within the OBS/FOs. Inter-office or cross-functional groupings, such as a technical working group (TWG) or a task force (TF) may also be referred to as units.

Perspectives – the five (5) viewpoints that the Department considers in developing strategies and eventually in assessing its progression towards its vision. These are process excellence, resource stewardship, organizational excellence, stakeholder empowerment and social impact.

Process Excellence - refers to the internal business processes of the Department i.e. how the Department is running and whether programs and services suits clients.

Organizational Excellence – pertains to both individual and corporate self-improvement recognizing people as a main source of knowledge; hence, this includes learning and leadership, capability building, competencies and attitudes.

Resource Stewardship – denotes all financial concerns and aspect of the Department including financial transparency and accountability.

Stakeholder Empowerment – encompasses the external networks and partnerships built and sustained by the Department including the leverage and responsibility it holds therein to better serve its clients or beneficiaries.

Social Impact – signifies the higher level outcomes of the Department in terms of poverty reduction and social protection.

V.   COMPONENTS

To gather and recognize innovative ideas and practices from the DSWD Staff, Heads and OBSU's on strategy execution for others of similar interest and/or condition to adopt or replicate according to their situation. Avenues to be created for sharing, convergence and exchange are as follows:

A. Sprint Champ

Sprint Champ is an activity that recognizes the OBSU's initial accomplishments. It will be conducted once a month during the Department's Flag Ceremony. Results from the monitoring

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[6] Kaplan, R.S. and David Norton. "Integrating Strategy Planning and Operational Execution: A Six-Stage System". *Balanced Scorecard Report*. May-June 2008. p.5

of unit scoreboards shall be the basis for the OSM to identify and recommend OBSUs who were able to record quick team-effort wins in the scoreboards.

Due to the extent of the operations at the FOs, Field Offices are mainly encouraged to conduct a similar activity for rewarding early wins from their respective division scoreboards.

B. SIZE Matters

The *Savvy Innovations, Zesty Exchange (SIZE) Matters*[7] is aimed at reinventing the things we do and way we do things. It is initially intended to gather ideas that will move a scoreboard but has morphed into sharing ideas that can move anyone and everyone to do and be better not only for the way we work but the way we live. There will be two (2) opportunities for participation, the (a) SIZE Matters Conference and the (b) SIZE Matters Website.

The SIZE Matters Conference is open to all Department employees[8] across all levels and units of both the Central Office and the Field Offices. It is an annual event held during the first semester of the year that shall bring together DSWD's creative thinkers and movers to impart their most innovative or inspiring schemes in a creative and casual setting. Each proponent is encouraged to share their knowledge, skill or experience through storytelling or other creative means rather than doing a formal presentation. Each presentation shall be recorded live and uploaded to the SIZE Matters Website.

A SIZE Matters Website will be launched and serve as a platform where one can discuss and develop progressive proposals and practices. By doing so, it is deemed that the tempo of embedding a culture of innovation, convergence and exchange will accelerate through peer participation. Once established, the site itself can evolve for the long-term into an open platform for mass collaboration to tap knowledge from outside to find solutions to current and emerging demands and challenges of the Department, particularly on good governance and social protection.[9]

a. SIZE Matters Conference Implementation Guidelines

The *SIZE Matters Conference*

1. The event will be held during the first semester of the year.
2. Topics may include but not limited to: work-related process improvement, culture change, interesting hobbies, civic or socio-political involvement, volunteer work, new research breakthrough, significant personal change or discovery, etc.
3. Submission must be written in full in the form of *storytelling* in Cambria Font 11, single-space emailed to osm@dswd.gov.ph with the Subject Heading: SIZE MATTERS CONFERENCE SUBMISSION – TITLE OF SUBMISSION
4. Each speaker for this event will be given only 20 minutes or less to present their story.

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[7] Acknowledgement is given to Ms. Jennifer Joy Dumaraos of PDPB for helping us craft the title for this initiative
[8] Employees mean all staff and officials rendering services to the DSWD whether through a regular payroll, contract, cost of service or outsourcing.
[9] This then can be used as a first attempt at if not a primary platform for our own brand of open governance.

5. Each presentation shall be documented through video and uploaded on the SIZE Matters Website as well as the OSM Facebook Page.

6. The OSM reserves the right to edit, seek opinion to check on the validity and relevance depending on the subject matter.

7. Recognition will be given to each proponent with accepted entries during the Annual Governance Forum.

b. SIZE Matters Website Submission Guidelines:

These are the steps in submitting innovative ideas or practices to the virtual laboratory of SIZE Matters. This endeavor pushes for an outcome driven innovation wherein the strategic goals define the organization's overall performance gap and the clienteles' needs that the Department has to meet and define our focal points for value creation.

By submitting any material to the site, the contributor acknowledges and agrees to adhere to following procedures:

1. The website will be accepting ideas or practices in the specified submission windows.

2. Entries submitted outside specified time periods will be accepted for the next wave of submissions.

3. Content must consist of ideas or practices that either DSWD individuals, OBSU's and Heads can use in their day-to-day, personal and/or professional endeavor.

4. Content must explain how the ideas or practices can contribute to the achievement of the Department's strategic goals.

5. Submissions are categorized in two: a) _Fresh Tweaks_ – caters to proposed ideas that has not yet been tested but is found to be logical and practical; and b) _Good Practices_ – garners tested solutions or practices that produces desired results.

6. Indicate which OBSU and who the proponent or recommended idea/s is owned by (if applicable) in the subject line.

7. Indicate whether the ideas or practices are aimed at DSWD individuals, OBSUs, Heads, or a mix thereof.

8. Multiple submissions from the same proponent are accepted, but limited to a range of 1-3 ideas or practices per time period.

9. There will be two (2) waves of submission per year: 1st wave: November to March and 2nd wave: May-September

10. The months in between these periods (i.e. April and October) shall be used for validation and initial screening of entries.

11. The subject line of the email should tell us how many ideas or practices the email/form contains.

12. Account of ideas or practices should be embedded in the email and not submitted as attachments.

13. Description of each idea or practice should not be more than 200 words.

14. An auto-reply from the system will be sent confirming the receipt of the submission.

15. A follow-up email from a member of the staff will notify about the decision regarding the submission.

16. Multiple ideas or practices in a single email/form will be replied to at once.
17. Multiple emails/forms will be replied to one at a time.
18. Ideas or practices submitted beyond the due date will be accepted but will be part of the next activity.
19. A discussion forum will form part of the online submission entry to encourage exchanges and feedback from external stakeholders or other interested entities.

Initial submission online may be sent even without the approval of their respective principal. Once approved, a username and password will be given to the contributor to log on the site and detail the full proposal online. Posting of full proposal to the site would mean a presentation, documentation and sharing of such on the website and should be endorsed by the principal/Head of Office. Based on the relevance of the material submitted, it may also qualify for either to the SIZE Matters Conference or the Scorecard Summit.

There is no required format for the submission of a full proposal. Nevertheless, the necessary elements for these proposals are detailed in Annex 1 and Annex 2 for ideas and practices, respectively.[10]

C. DSWD Scorecard Summit

The *Scorecard Summit* is a *revalida* on strategic innovations that focuses on how the DSWD Staff and Heads were able to significantly produce results in contributing to the Enterprise Scorecard. This is the formal presentation of the *Good Practices* on strategy execution submitted to the SIZE Matters website. The Scorecard Summit is held during the latter part of the year.

Presenters of the Summit will be featured provided that they have passed the given criteria for selection on how notably the Office, Bureau, Service and Unit (OBSU) or an individual was able to achieve or surpass their own contribution to the DSWD SGs.

C. 1 Levels of Conferral

The event will be done at two (2) levels:

a. **Unit level**
   - Consists of all CO and FO Division/Unit Heads and staff
   - This is a one-day (1) activity during the Annual Governance Forum.

b. **Management level**
   - Consists of all Assistant Directors and up to the EXECOM level
   - A one (1) day activity to be done during the National Management and Development Conference (NMDC).

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[10] This outline of presentation was taken from the Management Innovation eXchange (MIX) http://www.managementexchange.com/ which is an open platform that essentially aims to tweak management itself by posting management innovation challenges for any interested party to contribute to.

- Recognition of the best office (Central Office and Field Offices) to gain early wins in their Scoreboards will be done according to the Online Performance Management System (OPMS) which will monitor the movement of actual accomplishments.

The presentation should include updates on the implementation of the Department's strategies and their relevance to the overall agenda of the government and social protection sector. Each presentation will be documented live and automatically uploaded to the SIZE Matters website as part of proven and tested practices contributing to the body of knowledge addressing the critical challenges and core mission of the Department for sharing and replication.

C.2 Rating Mechanics

Each presentation will be rated by a panel of appraisers based on the set criteria using a rating scale of 1 to 10, with 10 being the highest score. Panelists shall assess the progress of the unit's innovation or initiative using such rating and is applicable to any level of conferral. Panelists are furnished with copies of the unit's report so that they can formulate substantial questions and recommendations. There is no pass or fail for a performance report.

Moreover, the passing score for the revalida is 7.5. If the score reaches 8.5 and above, a Trailblazer Seal is awarded.

Each panelist shall rate the proponent on each of the four (4) T.E.A.M. elements outlined below. Final rating shall be the average points earned on these elements by the proponent.

C. 3 Criteria for Rating

Initial selection shall be done by the Office of Strategy Management (OSM) based on the scoreboard targets met or exceeded by the OBS or unit.

The rating is averaged according to these four (4) T.E.A.M. elements:[11]

Taking Up the Challenge

The unit is able to exhibit its commitment to and ownership of the change required to meet desired goals. The unit's strategic direction is based on a clear appreciation of good governance in relation to the challenges faced by the unit and the Department as a whole. The strategy can bring the Department to its envisioned end state.

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[11] Some of the elements are based on the Public Governance Forum Reporting Criteria of ISA

Effecting Change

The unit is able to demonstrate the use of scoreboard technology as a tool for implementing reform and has shown breakthrough results through quantifiable and verifiable means. It is candid about the challenges it has encountered but resolute to adapt to current realities in order to keep going.

Adopting Solutions

The unit is able to show progress in terms of crafting and implementing strategies as viewed in their scoreboard results, gaining some quick wins from their implementation, programs, activities and projects look promising for the success of the whole Department.

Moving Forward

The unit has presented clear and well-laid out plans on how to move forward in leveraging on its initial successes and governance practices in the organization. It has also shown commitments to sustain momentum of endeavors created for the succeeding years.

C.5 Creating Theme Challenges

The DSWD 2016 Strategy Map contains twelve (12) strategic objectives that build upon each other in a cause-and-effect relationship with the three (3) strategic goals as its highest level objectives and the bottom perspective as its foundation, which is on organizational excellence. This means that to perform and deliver on the strategic goals, strengthening individual and organizational competencies and upholding our own brand of governance culture is very fundamental. The said strategic objectives shall then make up for the outcomes or end-results challenges that each and every employee may contribute some solutions to.

During the strategy review, a list of key organizational issues is requested from among the leadership team. These issues may pertain to what was or was not achieved and why including recommendations for its resolution. Depending on the scope of the problem and urgency of need, the OSM may recommend these issues as challenges for the whole Department from across units and levels to collaborate and come up with solutions via the SIZE Matters website submission.

C.6 Selection of Panelists

The panel of judges for each of the level of conferral identified (i.e. unit and management level) shall comprise of the following:

a) One (1) colleague of same rank from a different unit
b) One (1) member of the DSWD Multi-Sectoral Governance Coalition
c) One (1) superior of the proponent

d) One (1) stakeholder from civil society organizations[12]

e) One (1) stakeholder from another NGA

VI. SUSTAINABILITY MECHANISMS

The main aim of providing these venues for collaboration and celebration is to drive the achievement of the SGs at the micro-level and contributing to the overall agenda of the President at the macro-level. Internally, apart from the core values and mission of the Department, attaining organizational excellence is the foundational premise that the SGs hinge on as shown in the current strategy map where fostering a culture of innovation and convergence is key.

At the onset, the strategic objectives as laid out in Enterprise Map and Scorecard shall be used as the primary guide in developing innovations whether for program development or service delivery itself or in terms of management, leadership, participation, empowerment, innovation, and client satisfaction. Needless to say, challenges in these aspects abound in the organization and it is but apt to gather our collective experiences to learn from, inspire action and improve performance.

Based on the performance of the whole organization, a focus on overcoming certain challenges shall be made into a theme for the next wave of submissions (See Part V C. 5). This challenge will be deliberated upon during the strategy reviews which are essentially composed of the EXECOM. Thus, in analyzing the performance of each unit and eventually the enterprise scorecard itself, root causes of performance or non-performance, and not solely on metrics, is imperative.

For each strategy refresh where the strategic goals of the Department is significantly reworked to consider emerging issues, priorities or opportunities, changes in either internal or external environment (social, political, economic, administrative, legal, technological, etc.), a new set of strategic objectives/priorities may logically follow. These new strategic objectives will then form the parameters that would steer the submission of entries for the succeeding years until the next refresh schedule.

VII. INSTITUTIONAL ARRANGEMENTS

Office	Role/Contribution to the Project
Human Resource and Development Bureau (HRDB)	Alignment of rewards and the Department's incentives (e.g. PRAISE) to performance management.

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[12] Civil society organizations includes the informal sector, private sector, people's organization and non-government organization

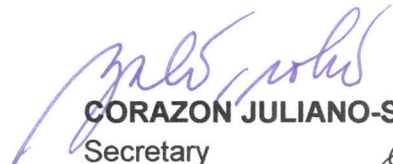| Office	Role/Contribution to the Project
Capacity Building Bureau (CBB)	Provision of technical inputs regarding selection and criteria for good practices/proposals; tap Knowledge Management (KM) focal persons as co-agents of the initiative; and alignment with KM initiatives.
KM Focal Persons	Conduct of initial screening of ideas, practices, or experience submitted for the SIZE Matters Website and Conference.
Information Communication and Technology Management Service (ICTMS)	Provision of server space and technical inputs as to ICT requirements (SIZE Matters Website).
Social Marketing Service (SMS)	Provision of media coverage during the SIZE Matters Conference and Scorecard Summit including technical assistance along information dissemination on the Early Wins components.
Field Office – Regional Information Office	Popularize and disseminate the Early Wins Initiatives stated herein at the Field Office level to ensure education and participation of all staff.
Policy Development and Planning Bureau (PDPB)	Alignment of OBSU's breakthrough performance to the organization's Overall Results Framework (ORF).
Financial Management Service (FMS)	To assist in securing funds in case budget of OSM is over the ceiling for this initiative.
Office of Strategy Management (OSM)	Provide overall orchestration, coordination and oversight to institutionalize the initiative and its activities in the Department including conduct of orientation to all OBSUs and FOs regarding implementation of this initiative prior to full implementation.

VIII.   **FUNDING**

The Office of Strategy Management's Work and Financial Plan (WFP) will cover the expenses for the implementation of this initiative.

IX.   EFFECTIVITY

This Memorandum Circular shall immediately take effect upon approval.

Signed this __March__ day of ___14th___ 2014.

CORAZON JULIANO-SOLIMAN
Secretary

ANNEX 1: OUTLINE FOR *FRESH TWEAKS*

I. The Overview

A. *Heading* – Infuse some character in the title. Make it attractive, thought-provoking and witty in communicating the substance of the innovation. It must reflect the importance and core of the idea being promoted or implemented.

B. *Summary* - Describe the idea in 50 words or less, emphasizing the key feature(s) that make this case distinctive or noteworthy. Catch the interest of readers by being bold and direct.

C. *Tags* – Identify useful labels pertaining to the subject matter being described. Separate each tag by a comma.

D. *Problem* – Describe the dilemma or difficulty this idea seeks to overcome. Specify the importance of addressing this problem.

II. The Game Plan

A. *Solution* - Define the key components of the solution and describe how they are interrelated. Specify and explain what exactly is being proposed and changes it entails to improve current processes or practices. Provide as much detail and narrative here as possible.

B. *Expected Results* – Describe how the solution or idea might work in practice. Detail how it would change attitudes, actions and outcomes. In other words, how would it actually address the problem outlined above.

C. *Challenges* - Identify practical problems that an individual, unit or the Department may face in implementing this solution. Recommend suggestions, if any, on how to overcome these challenges. Be thorough and resolute in depicting these problems and their solutions.

D. *Opening Moves* – Illustrate the initial action steps that an individual, unit or an agency ought to take to test this idea.

III. Endnotes

A. *Credits* – Provide necessary acknowledgment to recognize the authors of this idea.

B. *Materials* – Give any other resources that might give more information about this innovation— whether presentations, blog posts, articles, books, or videos. If so, please provide relevant URLs or documents such as experts' contact details, names and contact details of the good practice proponent, workbooks, video clips, articles, transcripts of review meeting, pertinent documents, compendium of activities, photos etc..

ANNEX 2: OUTLINE FOR _GOOD PRACTICES_

I. **The Overview**

  A. _Heading_ – Infuse some character in the title. Make it attractive, thought-provoking and witty in communicating the substance of the innovation. It must reflect the importance and core of the idea being promoted or implemented.

  B. _Summary_ - Describe the idea in 50 words or less, emphasizing the key feature(s) that make this case distinctive or noteworthy. Catch the interest of readers by being bold and direct.

  C. _Tags_ – Identify useful labels pertaining to the subject matter being described. Separate each tag by a comma.

  D. _Breakthroughs_ - Indicate at most three (3) objectives or goals that the idea seeks to address coming from either the strategic objectives of the enterprise strategy map, the breakthrough goals of a particular unit or a personal breakthrough.

  E. _Co-Authors_ - Enumerate the roster of members involved in the conceptualization or implementation of this proposal, if any.

  F. _Background (of Unit/Individual)_ – Provide some basic facts and figures about the entity that pioneered the innovation. Provide its context. State how the unit or individual figure in the larger picture. Explain its role, reputation, strengths and constraints.

  G. _Triggers_ - Describe the beginnings of the innovation. Specify the issues or events that prompted this innovation. State the current situation/context (e.g. political, security, socio-economic, environmental factors, financial constraints, human resource, urgency etc.) to which the practice emerged. Cite real world problems or opportunities that elicited this initiative or experiment. Explain where the sense of urgency came from which pushed the innovation into its fulfillment. Name key characters, if any. It is important to communicate the details, emotional tone and connection to specific sectoral, organizational or personal issue or concern.

II. **The Game Plan**

  A. _Key Innovations and Timeline_ – Describe the change that was made to the unit/organization's practices or processes. Be as specific as possible. Detail how the changes were introduced and sequenced. Provide a timeline, if possible. Tell the story of the innovation journey. Describe the workings of the initiatives in as much detail as possible. Share how does the new tool/process/approach actually work. Present key players involved. Convey how funding/permission to implement this scheme were secured. Describe the process of roll out and how did this affect the working life of real people in the organization.

  B. _Challenges and Solutions_ - Specify key implementation concerns (technological, legal, organization, etc.) that had to be overcome in implementing these changes. Portray how these obstacles were transcended. In describing the process of implementation, relate them to distinct issues encountered such as assumptions, structures, systems, politics, human nature. Offer as many details that bring both the challenges and their accompanying solutions to life.

  C. _Benefits and Metrics_ – Detail the specific benefits that this innovation produces and how these benefits were measured (if any). Try to give a before and after picture.

Identify any unintended effects, if any. If so, please describe them. Be as specific as possible. Link the benefits to the progress gained in organizational, unit or individual performance and especially in achieving the breakthroughs.

D. *Lessons* - Describe the most important lessons that other organizations should learn from this innovation. Identify possible areas for replication of the practice or who might benefit in learning from this experience. Give suggestions for possible replication of this innovation in their own unit. Suggest parallel projects, activities or processes to which the practice could be applied. Share both insights specific to this innovation and general lessons for all other readers.

III. Endnotes

A. *Credits* – Provide necessary acknowledgment to recognize the authors of this idea
B. *Materials* – Give any other resources that might give more information about this innovation—whether presentations, blog posts, articles, books, or videos. If so, please provide relevant URLs or documents such as experts' contact details, names and contact details of the good practice proponent, workbooks, video clips, articles, transcripts of review meeting, pertinent documents, compendium of activities, photos etc.

ANNEX 3: INTERFACING WITH CBB PROCESS ON GOOD PRACTICE APPROVAL

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                                  │              │
  ┌─────────────────────┐    ◇ About ◇   YES   ┌──────────┐
  │ Initial screening of │──▶ strategy ──────▶ │ OSM 2nd  │
  │ GPs thru KM Focal    │    execution         │ screening│
  │ Persons              │         │            └──────────┘
  └─────────────────────┘         │ NO              │
          │                       │            ◇ Has     ◇  NO
          ▼                       ▼            ◇ results? ◇──┐
  ┌─────────────────┐             │                │        │
  │ CBB 2nd         │◀────────────┘           YES  ▼        │
  │ screening       │                    ┌──────────────┐   │
  └─────────────────┘                    │ OSG Asec     │   │
          │                              │ approval     │   │
          ▼                              └──────────────┘   │
  ┌─────────────────┐                          │            │
  │ IDG Asec        │                          ▼            │
  │ approval        │                    ┌──────────────┐   │
  └─────────────────┘                    │ SIZE Matters │   │
          │                              │ Website      │   │
          ▼                              └──────────────┘   │
  ┌─────────────────┐                          │            │
  │ IDG Usec        │                          ▼            │
  │ approval        │                    ┌──────────────┐   │
  └─────────────────┘                    │ Scorecard    │   │
          │                              │ Summit       │   │
          ▼                              └──────────────┘   │
  ┌─────────────────┐                          │            │
  │ KEC Portal      │◀─────────────────────────┘            │
  │ Sharing         │                                       │
  └─────────────────┘                                       │
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Flowchart elements:
- Initial screening of GPs thru KM Focal Persons
- About strategy execution (decision)
- OSM 2nd screening (YES)
- Has results? (decision)
- OSG Asec approval (YES)
- SIZE Matters Website
- Scorecard Summit
- CBB 2nd screening (NO)
- IDG Asec approval
- IDG Usec approval
- KEC Portal Sharing