



Republic of the Philippines
Department of Education
REGION III
SCHOOLS DIVISION OF BULACAN

September 14, 2023

DIVISION MEMORANDUM

No. 397, s. 2023

**REITERATION OF REGIONAL MEMORANDUM NO. 408, S. 2023
ENTITLED IMPLEMENTATION GUIDELINES ON INNOVATION
MANAGEMENT**

To: Assistant Schools Division Superintendents
Division Chiefs
Education Program Supervisors
Public Schools District Supervisors
Elementary and Secondary School Teachers
All Others Concerned

1. Anent to Regional Memorandum No. 408, s. 2023 entitled Implementation Guidelines on Innovation Management, this Office reiterates the implementation said policy effective September, 2023.

2. For clarifications, the following are given emphasis:

- Composition of Schools Division Innovation Committee (SDIC)

Position	Elementary Level	Secondary Level
Chairperson	Cecilia E. Valderama, PhD Assistant Schools Division Superintendent	Zurex T. Bacay, PhD Assistant Schools Division Superintendent
Co-Chairs	Gregorio C. Quinto Jr., EdD CID Chief ES	Cecilia S. Custodio, PhD SGOD Chief ES
Members	<ul style="list-style-type: none">• CID Representative based on the requirement for evaluation (Education Program Supervisor/Public Schools District Supervisors	<ul style="list-style-type: none">• CID Representative based on the requirement for evaluation (Education Program Supervisor/Public Schools District Supervisors



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	<ul style="list-style-type: none"> Focal Concerned unit/section (EPS SGOD, SEPS, others) 	<ul style="list-style-type: none"> Focal Person Concerned unit/section (EPS SGOD, SEPS, others)
Secretariat		
Lead	Jay-Arr C. Tayao, DBA – ITSM SGOD – EPS	
Members	Marilene G. Ramos SEPS HRD	Maribel S. Perez SEPS Planning and Research
	Ma. Bella S. Fajardo EPS II – HRD	Cecille E. Cruz EPS II - SMME

- Division Schedule of Innovation Cycle

Activities	Schedule
Call for Innovation Proposals	Last week of September
Submission of Innovation Project Proposals	Last week of October
Initial Screening	Last week of November
Committee Evaluation	Last week of December
Notification of Results to the Proponents	Last week of January

3. Attached is a copy of the Regional Memorandum No. 408, s. 2023 for reference.

4. Immediate and wide dissemination of this Memorandum is desired.


NORMA P. ESTEBAN, EdD, CESO V
 Schools Division Superintendent



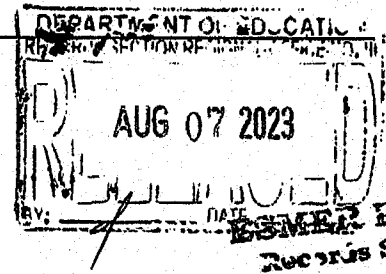
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REGIONAL MEMORANDUM

No. 408, s. 2023

IMPLEMENTATION GUIDELINES ON INNOVATION MANAGEMENT

To: Assistant Regional Director
Schools Division Superintendents
Regional Functional Division Chief Education Supervisors
All Others Concerned

1. This Office issues the enclosed **Implementation Guidelines on Innovation Management** to provide directions in managing innovation projects at the regional, schools division, and school levels.
2. These guidelines developed on the gains in evidence-based decision-making shall promote a culture of innovation to invigorate futures thinking and foresight, knowledge creation and dissemination, innovation management and align innovation projects with MATATAG agenda, BEDP 2030, REDP, DEDPs, and SIPs.
3. Immediate dissemination of and strict compliance with this Regional Memorandum is directed.

M
MAY B. ECLAR, PhD, CESO III
Regional Director

Encl.: As stated
Reference: RA 11293; RA 9155;
DO 24, s, 2022; DO 29, s. 2022
To be indicated in the Perpetual Index
under the following subjects:

**INNOVATION MANAGEMENT
RESEARCH**

PPRD1/pprd2
August 1, 2023



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Enclosure to Regional Memorandum No. _____ s. 2023

IMPLEMENTATION GUIDELINES ON INNOVATION MANAGEMENT

I. Rationale

The Philippine Innovation Act (RA 11293) declares the policy of the State to foster innovation as a vital component of national development and sustainable economic growth. Under the law, education is one of the priority areas of innovation that effectively drive innovation across all areas of government policy, a “whole of government” approach shall be adopted, which means that pertinent government agencies such as the Department of Education (DepEd), shall develop innovation policies and strategies, and mechanisms to mobilize Filipino citizens to innovate and engage.

Correspondingly, the Governance of Basic Education Act of 2001 (RA 9155) mandates the Department of Education to enact mechanisms and guidelines through which the delivery of quality basic education may be continuously improved. Section 3 (f) includes among the purposes and objectives of the Act is to encourage “*local projects for the improvement of schools and learning centers, and to provide the means by which these improvements may be achieved and sustained.*” The total development of learners is achieved through national and local programs and/or projects. Section 7 E (6) also emphasizes the significance of introducing new and innovative modes of instruction to achieve higher learning outcomes.

DepEd Order No. 24, s. 2022 provided the blueprint for DepEd in the next decade in formulating, implementing, coordinating, monitoring, evaluating, and supervising policies, plans, programs, and projects in the area of formal and nonformal basic education through the 2030 Basic Education Plan (BEDP). This policy mandated all DepEd offices and units in all governance levels to align their policies, plans, programs, and projects with the BEDP 2030. Hence, BEDP 2030 does not confine its reach within the 2030 timeframe—it looks at the future to anticipate future shocks and opportunities to better prepare the system. The Department through the Futures Program will initiate a thinking process that will allow it to anticipate educational opportunities from innovations. Goals and strategies in the BEDP shall be mainstreamed through the Regional Education Development Plan (REDP), the Division Education Development Plan (DEDP), and School Improvement Plan (SIP).

Meanwhile, innovation in education is not a goal in itself, but a means to achieve educational objectives on access, equity, quality, resiliency and well-being, and governance through policy recommendations, improved learning outcomes, increased participation rate, reduced school leavers, enhanced learning environment, improved students’ well-being, cost-effectiveness, and





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cost-efficiency, improved teachers' learning, and work and client satisfaction, etc. Measuring innovation in education is critical to see to what extent reforms (a top-down driver of innovation) and incentives for innovation are translating into actual change in classrooms and schools. This allows decision-makers to assess whether their innovation policies and other policy reforms lead to the intended changes. It also allows them to get a better understanding of current practices and think about the mechanisms through which intended changes could occur.

To determine the effectiveness of the innovation projects introduced, DepEd Order 29 s. 2022 outlined the Basic Education Monitoring and Evaluation Framework (BEMEF). It also mandated DepEd operating units to conduct monitoring of their respective programs, projects, and major activities and to conduct process evaluations. This is in accordance with the principles adopted by oversight agencies such as the National Economic Development Authority (NEDA) and Department of Budget and Management (DBM) implementing the Program Expenditure Classification (PREXC), National Evaluation Policy Framework of the Philippines (NEPFP) and the Adoption of a Results-based Monitoring and Evaluation Reporting (RbMER) Policy.

Thus, to strengthen the culture of innovation, the Region aimed to institutionalize it through its strategic plans, and flagship programs and anchor all innovation priorities with the MATATAG Agenda of the Department. The implementation of the aforementioned policies shall improve innovation management and contribute to the attainment of the goals and targets of the Department apart from addressing the issues of innovation management at the regional, division, and school levels. This harmonization intends to stimulate DepEd personnel to think of more creative and effective ways of delivering basic education and services, and to contribute to framing the Futures of Education, MATATAG Agenda of the Department, and policy recommendations. Overall, adherence to the principles of excellence, integrity, and openness shall be observed in the conduct of innovations. Outstanding accomplishments in innovation shall be awarded through the adopted Department of Education Program on Awards and Incentives for Service Excellence (PRAISE) (See Innovation Management Framework in Annex 1)

II. Scope

These innovation management guidelines shall provide guidance in the conduct and management of innovation projects at the regional, schools division, and school levels to institutionalize innovation practices and processes in basic education.



¹ UNICEF for every child, n. d.
² Redding S., Twynan, J. & Murphy, M., 2013.
³ Innovation Education and Education for Innovation, 2016



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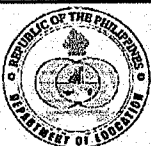
III. Definition of Terms

For purposes of this Memorandum, the following terms are defined and understood as follows:

1. **Certificate of Adoption** refers to official communication from the head of the office certifying the adoption of an innovation.
2. **Completed Innovation Project Report** refers to the document that provides the details of the implementation and accomplishment/s of the innovation project.
3. **Head of Office** refers to the highest authority within each government level, as follows:

<i>Governance</i>	<i>Head of Office</i>
Central Office	Secretary
Regional Office	Regional Director
Schools Division Office	Schools Division Superintendent

4. **Innovation** refers to the process of translating an idea, concept, or invention into an output, practice, policy, or system that creates value for the organization and its clientele, and results in workplace improvement through efficiency in operation, increased production, improved working standards, and /or savings in government spending.
5. **Innovation Managers** refer to the Regional Innovation Committee (RIC) or Schools Division Innovation Committee (SDIC) who are in charge of overseeing the effective implementation of innovation management at their respective governance levels.
6. **Innovation Proposal** refers to the document that provides the details of a proposed innovation project.
7. **Lead Proponent** refers to the individual who will directly coordinate with the secretariat on the administrative matters of the innovation.
8. **Plagiarism** refers to the unauthorized use, modification, or alteration of concepts, ideas, crafts, and the like without written permission from the author. It is taking someone else's work or ideas and passing them off as one's own.
9. **Process Innovation** refers to the development and/or introduction of a new or significantly improved production or delivery method. This may include significant changes in pedagogies, techniques, and business processes.





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10. **Product Innovation** refers to the introduction of a good or service that is new or significantly improved its features, application characteristics, or intended use.
11. **Proponent/s** refers to an individual, or group who submitted an innovation project proposal.

IV. Implementation Arrangements

A. Innovation Management Committee

1. Innovation Committees

At each level of governance, an innovation committee shall be established to provide guidance on innovation projects. The Committees shall spearhead the acceptance and evaluation of innovation project proposals. The composition, responsibilities, and roles of the committees for each level of governance are listed below.

a. Regional Innovation Committee (RIC)

The Regional Innovation Committee (RIC) shall manage innovation projects at the regional level. The RIC has the following roles and responsibilities:

- i. Provide directions on innovation projects to address priority improvement areas in the Region.
- ii. Evaluate and approve innovation project proposals from the Region.
- iii. Provide technical assistance to proponent/s on the conduct of their innovation projects.
- iv. Forge partnerships with academic and other institutions, government agencies, and other DepEd offices on innovation projects.
- v. Resolve emerging issues in the management and conduct of innovations.
- vi. Consolidate reports of Schools Division Offices on all innovation projects.
- vii. Provide feedback to the Regional Executive Committee on approved innovation projects.

The RIC shall be composed of the following:

Chair: Assistant Regional Director (ARD)
Co-Chair: Chief Education Supervisor of Policy, Planning, and Research Division (PPRD)





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Adviser: Regional Director

Members: Chief Administrative Officer of Administrative Division (AD)
Chief Education Supervisor of Curriculum and Learning Management Division (CLMD)
Chief Education Supervisor of Education Support Services Division (ESSD)
Chief Education Supervisor of Human Resource Development Division (HRRD)
Chief Education Supervisor of Quality Assurance Division (QAD)
Chief Education Supervisor of Field Technical Assistance Division (FTAD)
Chief Administrative Officer of Finance Division (FD)

By invitation Legal officer and/or a focal person of the concerned functional division/ learning area/ program/unit/section.

Secretariat: Policy, Planning, and Research Division (PPRD)

To facilitate the evaluation and approval of innovation project proposals, committee members may assign permanent alternates to participate in their place during RIC meetings, in the event that they are unable to attend.

RIC Secretariat shall deliver the following:

- (1) Organize, facilitate, and document meetings of the committee.
- (2) Conduct initial screening of submitted innovation project proposals for compliance with submission guidelines.
- (3) Aid RIC members in recommending innovation project proposals for approval as per the criteria and scoring template provided (Annex 6).
- (4) Liaise with academic institutions and other agencies in the conduct of the innovations.
- (5) Provide technical assistance to proponent/s on the conduct of their innovation projects.
- (6) Conduct periodic monitoring of innovation projects in the regional office, schools division, and schools within the region.
- (7) Review and evaluate the completed innovation project report.
- (8) Prepare periodic reports on accomplishments related to regional innovation projects.





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- (9) Prepare complete staff work in support of the Committees functions as needed.

b. Schools Division Innovation Committee (SDIC)

The Schools Division Innovation Committee (SDIC) shall assume the responsibilities of managing innovation projects within the schools division level. The SDIC shall have the following roles and responsibilities:

- i. Provide directions on innovation projects to address identified priority improvement areas in the division, schools, and Community Learning Centers (CLCs).
- ii. Evaluate and approve innovation project proposals and other related innovation projects within the schools division.
- iii. Provide technical assistance to proponent/s on the conduct of their innovation projects.
- iv. Forge partnerships with academic and other institutions, government agencies, and other DepEd offices on innovation projects.
- v. Prepare and submit reports to the RIC on all innovation projects conducted in the division.
- vi. Resolve emerging issues in the management and conduct of innovation projects.
- vii. Provide feedback to the Division Executive Committee on approved, ongoing, and completed innovation projects.

The SDIC shall be composed of the following:

- Chair:** Assistant Schools Division Superintendent (ASDS)
- Co-Chairs:** Chief Education Supervisor of School Governance and Operations Division (SGOD)
Chief Education Supervisor of Curriculum Implementation Division (CID)
- Adviser:** Schools Division Superintendent (SDS)
- Members:** Education Program Supervisor of SGOD
SEPS in Planning, and Research
CID Representative/s based on the requirement for the evaluation
A representative from Finance Unit
By invitation: Focal person of concerned division/learning area/section/program





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Secretariat: Schools Operations and Governance Division
(SGOD)

SDIC Secretariat shall deliver the following:

- (1) Organize, coordinate, and document meetings of the Committee.
- (2) Conduct initial screening of submitted innovation project proposals for compliance with submission guidelines.
- (3) Aid SDIC members in recommending innovation project proposals for approval as per the criteria and scoring template.
- (4) Liaise with academic institutions and other agencies in the conduct of the innovation projects.
- (5) Provide technical assistance to proponent/s on the conduct of their innovation projects.
- (6) Conduct periodic monitoring of innovation projects of the schools division, schools, and community learning centers (CLCs).
- (7) Review and evaluate the completed innovation project report.
- (8) Prepare periodic reports on accomplishments related to division innovation projects.
- (9) Prepare complete staff work in support of the innovation committee's functions as needed.

Large Divisions shall create elementary and secondary SDIC Secretariats and Committees. The composition shall be as follows:

SDIC Secretariat Elementary	SDIC Secretariat Secondary
Lead: SGOD Education Program Supervisor Members: SEPS in HRDD EPS II in HRDD	Lead: SGOD Chief – lead Members: SEPS in Planning and Research EPS II in M and E





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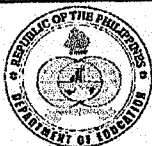
SDIC Elementary	SDIC Secondary
Chairperson: ASDS in charge of Elementary/Congressional Districts	Chairperson: ASDS in charge of Secondary/Congressional Districts
Members: CID Chief Education Supervisor CID Education Program Supervisor	Members: SGOD Chief Education Supervisor SGOD Education Program Supervisor
Adviser: SDS Elementary Secretariat	Adviser: SDS Secondary Secretariat

c. Innovation Management Cycle

i. Schedule of Innovation Management Cycle

Regional and schools division innovation committees shall adhere to the schedule. The schedule of the innovation management cycle shall be as follow:

Activity	Schedule
Call for Innovation Project Proposals	Last week of January
Submission of Innovation Project Proposals	Last week of February
Initial Screening	2 nd week of March
Committee Evaluation	3 rd week of March
Notification of Results to the Proponents	1 st week of April





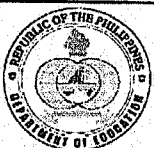
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ii Call for Innovation Project Proposals

- (1) The regional and schools division innovation committees shall spearhead the periodic call for innovation project proposals at least once a year specifically during the last week of January or **as deemed necessary by the committee.**
- (2) The secretariat for the regional and schools division levels shall conduct dissemination and capacity-building activities on the preparation of innovation project proposals.

iii Innovation Project Proposals

- (1) Proponents shall be given one month after the posting of the call for innovation project proposals to submit their innovation proposals either electronically or in print to the appropriate innovation committee secretariat.
- (2) A maximum of **three (3) members** is allowed for group proposals. The lead proponent must be identified to liaise with the secretariat on administrative matters. The roles of the other members must be specified in the innovation project proposal.
- (3) An innovation project proposal must be in line with the national, regional, schools division, and school priorities. Potential sources of innovations are **results of research conducted, Priority Improvement Areas (PIAs) based on REDP, DEDP, SIP, and evidence of urgency to modify or enrich an existing business process (problem tree, SWOT, risk assessment).** The following types of innovations may be proposed: **product, and process** innovations.
- (4) The gap/s that the innovation project proposal aims to address must be explicitly discussed in the rationale.
- (5) Proponent/s shall observe the highest ethical standards in the entire cycle of the project as stipulated in Research Management Guidelines of DepEd Order No. 16. s. 2017.
- (6) **The period of implementation must be stated in the innovation project proposal. Thus, the duration of its implementation shall depend on the method and work plan which shall be reviewed by the innovation**





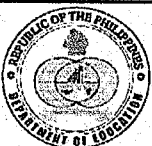
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committee. A proponent is given a maximum of one (1) Fiscal Year to implement an innovation project.

- (7) The scope of the innovation project may be at the regional, schools division, and school levels provided that the conduct shall not interfere with the regular functions of the proponent/s in their respective offices and schools.
- (8) An innovation project involving one (1) learner or a small group of learners (10-20) **shall not be considered for innovation but for action research. This excludes innovation proposals on Special Education.**
- (9) The **potential impact of an innovation project** that is implemented for a period of time shall be estimated using any of the following **but not limited to**:
 - a. Student learning assessments such as the following:
 1. Learning outcomes or exam result
 2. Teacher formative and summative
 3. Formal and informal assessments
 4. Pre-test and Post-test
 5. Student self-assessment
 - b. Comparison study between the previous data and the new data in terms of:
 1. Productivity (increase in learning outcomes/outputs produced),
 2. Time efficiency (shorter time on studying the same material/producing the outputs),
 3. Cost efficiency (less expense per student/in delivering the service) data.
 - c. Other evaluations can include the school academic data, college admissions and employment rate of school graduates, their work productivity, and career growth.

The assessment of the impact of innovation can also be based on the scale of implementation as follows:

- a. Singular/local/limited (that is, limited to one section/unit/ school)
- b. Multiple/spread/significant (involves at least two sections/units/schools); and





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c. System-wide/total (involves the whole schools division/regional office)

(10) Innovation proposals must include the following:

- 10.1 A signed endorsement from the head of the school, division, unit, or section, who will initially review the innovation project proposal;
- 10.2 Innovation Project Proposal Template (Annex 4);
- 10.3 Declaration of Anti-Plagiarism and Absence of Conflict of Interest (Annex 5).

iv. Evaluation of Proposals

(1) Initial Screening

The respective Secretariats shall conduct the initial screening of submitted innovation project proposals against the eligibility requirements. Proposals falling under the following conditions will not be further evaluated, and will immediately be returned, with technical inputs, to the proponents:

- a. Incomplete documentary requirements as prescribed during the call for proposals
- b. Conflict of interest in personal and professional aspects, which may influence the impartiality of the parties concerned, whether the proponent/s or the innovation managers
- c. Non-conformance to ethics of innovation
- d. Non-alignment of the proposal with the national and local innovation priorities
- e. Cost estimates not within the existing accounting and auditing rules and regulations

Innovation project proposals that passed the initial screening shall then be endorsed to the respective innovation committees for a more rigorous evaluation.

(2) Committee Evaluation

- a. The secretariat shall prepare the completed staff work for the innovation committee before the evaluation of the proposals.





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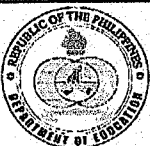
- b. The innovation committee shall evaluate the proposals using the criteria and scoring template as attached in Annex 6. At any point in the evaluation process, the committee may contact the proponent/s for clarifications through the most cost-efficient means.
- c. To qualify for approval, the proponent/s must have a minimum score of 70%. The innovation committee shall provide comments, if any, to the proposals for consideration of the proponent before the implementation of the innovation.

(3) Notification of Results

- a. Once the innovation committee has evaluated the proposal, the secretariat shall send a notification letter of the results (Annex 7) to the proponent/s.
- b. For disapproved proposal/s, proponent/s shall be encouraged to resubmit their proposal/s for consideration once they incorporate the comments from the previous evaluation. They shall be given one month to revise/integrate all the suggestions made or to complete any documents that are still lacking for re-submission.

(4) Provision for Changes and Extensions

- a. Any modification from the original and approved innovation project proposal must immediately be communicated to the secretariat. The proponent must write a letter to the relevant innovation committee detailing the changes made. The innovation committee shall evaluate the modifications for their approval. The approved innovation project proposal cannot be changed by the proponent at any point during the study. Cost implications due to changes will not be granted with additional DepEd funds unless another funding source is available for this purpose.
- b. All accepted innovation project proposals must be completed within six to twelve months. In the event, that the proponent sees the need for an extension, a letter of request for extension with justification must be submitted to the chair of the relevant innovation





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committee. Valid reasons for extension such as but not limited to, illness of the proponent, occurrence of disasters, and other extenuating circumstances will be decided by the Committee. The request for extension will be approved, provided there will be no additional cost to DepEd. The proponent shall be allowed only one request for extension. The duration of the extension shall be assessed and decided by the Innovation Committee. Granted extensions shall not exceed one (1) year.

(5) Progress Monitoring

The secretariat shall track the progress of all approved innovation project proposals based on the approved work plan, and provide technical assistance as needed (Annex 8). As innovation managers, the RIC and SDIC shall conduct random visits to the locations where the innovations are implemented and discuss with the proponent/s the status of their projects.

The immediate superior and the Education Program Supervisor in charge of ALS shall also track the progress of approved innovation projects in their respective schools and CLCs.

(6) Fund Sources

Fund sources for the approved innovation project proposals that require funding include but are not limited to, local funds and outside fund sources. Request for local funds shall be subject to the approval of the Head of Office and the availability of funds. It shall follow the usual government accounting and auditing rules and regulations. Innovation projects under local funds must be included in the Work and Financial Plan (WFP) or supplemental WFP of the division or school.

For fund sources outside the local funds, special concerns and provisions may arise depending on the stipulations in the agreement between DepEd and the funding institution.

(7) Submission and Acceptance of Completed Innovation Project Report

- a. Proponent/s shall submit a copy of the completed innovation project report to the innovation committee.
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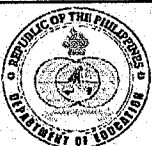


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- b. Proponent/s shall ensure that the completed innovation project report is original work and that accurate reporting and documentation were observed during its implementation.
- c. The secretariat shall conduct a technical evaluation to determine the acceptability of the final output using the template given in Annex 9.

(8) End Project Innovation Outcome and Impact Evaluation

- a. The evaluation of the outcome and impact of innovation projects **shall be done by the Innovation Committee across governance levels not involved in the implementation of the project before it can be accepted as an innovation.** This is in accordance with DepEd Order No. 29, s. 2022, Basic Education Monitoring and Evaluation Framework (BEMEF) and National Economic Development Authority (NEDA) JMC No. 2015-01 NEFP.
- b. The Innovation Committee shall serve as evaluators. Evaluators shall observe the standard of ethics in undertaking evaluation, prepare evaluation plans in accordance with best practices, undertake evaluations with due regard for impartiality, and report, disseminate, and use evaluations for possible Technical Assistance.
- c. The outcome and impact evaluation shall cover at a minimum, the following four areas:
 - i. relevance (on alignment and consistency with national priorities and policies, on responsiveness to stakeholder needs, on complementation with other programs/projects, and programmatic alternatives);
 - ii. effectiveness (on achievement of objectives, on unintended results, and on timeliness) (e.g. learning outcomes, access, equity, resiliency and well-being, governance, or client satisfaction)
 - iii. efficiency (on efficient delivery of outputs and operational alternatives); and,
 - iv. sustainability (on having a defined strategy for accomplishing long-term objectives to maintain the innovation's programs and activities)





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- d. An outcome and impact evaluation certificate shall be issued to the proponent/s upon the verification of the reported outcome and impact of the project (Annex 13).
- e. The Head of Office shall ensure that results of the evaluation are used as inputs to planning and budgeting processes and subsequent design of similar innovation projects.

(9) Dissemination and Utilization of Innovation Project Results

- a. Innovation managers shall take measures to ensure the dissemination and utilization of innovation project results in various settings across governance levels. Further, proponent/s shall disseminate and discuss their innovation project results and recommendations in the area/office/governance level where the innovation was conducted, preferably attended by the participants.
- b. Further, innovation managers may also publish innovation journals and bulletins for wider dissemination, and as a potential archival mechanism for completed innovation projects.
- c. In addition, the Regional and Schools Division Offices may utilize validated completed innovation projects to improve access, equity, learning outcomes, resiliency, and well-being of learners and governance processes in their respective areas. Evidence should be heavily used in the development of guidelines, frameworks, programs, and projects, strategic, operation, and mid-term plans, training programs, and instructional materials, to mention a few governance strategies.
- d. With the full support of school heads, teachers shall disseminate and utilize innovations through existing mechanisms such as, but not limited to the following venues:
 - d.1 Learning Action Cells (LACs). The LAC sessions may be maximized by sharing the results of completed innovation projects. These may serve as input for teachers in their respective teaching-learning strategies





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- d.2 In-Service Training (INSET). The training design may include discussions on innovation results and how these can be adopted.
- e. School Governing Council (SGC). Innovation results and proposed actions can be presented during school planning and monitoring activities.
- f. Enhance School Improvement Plan (eSIP) /Annual Implementation Plan (AIP). Innovation results may be incorporated into the eSIP. School planning activities may bring forth possible research topics. These may also be plotted as innovation projects in the eSIP and AIP.
- g. School Report Card (SRC). Innovations made as a result of research results may be included in the SRC.

(10) Archival

Innovation managers shall set up mechanisms to archive all completed innovation projects, along with other relevant documents, such as the data sets used during the implementation of the project.

B. Evaluation of Innovation for Performance Evaluation and as an Outstanding Accomplishment for a Vacant Position or Promotion

1. The Personnel Selection Board (PSB) shall consider an innovation project as an outstanding accomplishment in applying for a position or promotion **if it shows the meritorious contribution of an applicant, such as ideas, inventions, or discoveries which were duly recognized by an authorized body and it must have a direct link to the Key Result Areas (KRA) of the applicant's current or previous position.**
2. The innovation introduced must have translated an idea, concept, or invention into an output, practice, policy, or system that creates value for the organization and its clientele and results in workplace improvement through efficiency in operation, increased production, improved working standards, and/or savings in government spending.





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3. The PSB shall review documentation and MOVs of innovation introduced as indicated in the relevant hiring guidelines (DepEd Order No. 007 s. 2023) to prove that this outstanding accomplishment has led to positive results in the workplace.
 - a. Innovation project proposal duly approved by the Head of Office or the designated Innovation Committee per DO. No. 16. S. 2017
 - b. Accomplishment Report verified by the Head of Office
 - c. Certification of the utilization of the innovation, within the school/office duly signed by the Head of Office.
 - d. Certification of adoption of the innovation by another school/office duly signed by the Head Office
 - e. Proof of citation by other researchers/innovators (whose project is likewise approved by the authorized body) of the concept/s developed in the innovation

Rubrics:

MOVs Submitted	Points
A, B, C & D	4 points
A, B, C & E	4 points
Only A, B, C	3 points
Only A & B	2 points
Only A	1 point

4. In the case of promotion, only the innovation introduced since the last promotion shall be eligible to be given points.
5. For collaborative innovation, the total points shall be divided by the number of proponents/authors indicated on the copyright page.

C. Evaluating Innovating and Intervening Accomplishments of Third-Level Officials During Periodic Performance Evaluation

1. Innovating and Intervening Accomplishments (IIA) are outputs achieved beyond the third-level official mandated functions and responsibilities. **Only Division Office innovation projects shall be considered during the third-level officials' performance evaluation.** The innovation and intervening accomplishments should have contributed to the attainment of targets.





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2. Proof of completion and accomplishments based on a set time frame and achievement of outcomes/impacts as validated by the innovation committee must be submitted. It must be measured in terms of Quality, Quantity, and Timeliness.

D. Innovation Awards

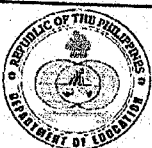
To implement the Program on Awards and Incentives for Service Excellence (PRAISE) regional and schools division innovation committees through the Human Resource Development Division (HRDD) and SGOD shall develop and initiate the search for deserving employees who introduced innovations that contributed to the achievement of the Department goals, targets, and productivity.

A. The criteria are:

- i. **Impact of Achievement (40%)**
 - The extent to which the idea has increased productivity/academic achievement and improved systems and procedures; the paradigm shift it has caused; and the number of persons (learners, personnel) that benefited from it;
- ii. **Reliability and Effectiveness (30%)**
 - The extent to which the bright ideas have effectively and efficiently addressed a pressing need and improved service delivery;
- iii. **Economy in operation (10%)**
 - The extent to which a minimum amount of resources (people, time, etc.) have been used to achieve the resultant output; and
- iv. **Relevance (20%)**
 - Addresses the improvement of working conditions or services beneficial to clientele/stakeholders

V. Monitoring and Evaluation

Apart from the progress monitoring of the innovation projects being conducted, PPRD-RO in close collaboration with the Quality Assurance Division (QAD), and the SGOD at the division level through Planning and Research Unit and School Management Monitoring and Evaluation (SMM&E) Unit shall conduct monitoring and evaluation of the entire innovation management cycle within their respective areas to continuously improve the management of innovation projects. The number of innovation projects completed and their outcome and impact on basic education shall be monitored. Feedback shall be communicated during Regional/Schools Division Management Committee meetings and Quarterly Program Implementation Review (PIR).





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VI. References

- DepEd No. 16, s. 2017, *Research Management Guidelines*
- DepEd Order No. 44, s. 2015, *Guidelines on the Enhanced School Improvement Planning (SIP) Process and the School Report Card (SRC)*
- DepEd Order No. 19, s. 2022, *The Department of Education Merit Selection Plan*
- DepEd Order No. 24 s. 2022, *Adoption of the Basic Education Development Plan 2030*
- DepEd Order 29 s. 2022, *Adoption of the Basic Education Monitoring and Evaluation Framework (BEMEF)*
- DepEd Order No. 007 s. 2023 *Guidelines on Recruitment, Selection, and Appointment in the Department of Education*
- OECD, (2005). *Oslo Manual: Guideline for Collecting and Interpreting Data 3rd Edition*
- National Evaluation Policy Framework of the Philippines (NEPFF and the Adoption of a Results-based Monitoring and Evaluation Reporting (RbMER) Policy.
- Redding, S., Twyman, J., Murphy, M. (2013). *What is an Innovation in Learning?*
- Republic Act No. 9155, *Governance of Basic Education Act of 2001*
- Republic Act No. 11293, *An Act Adopting Innovation as a Vital Component of the Country's Development Policies to Drive Inclusive Development, Promote the Growth and National Competitiveness of Micro, Small, and Medium Enterprises Appropriating Funds Therefor, and for Other Purposes*
- Sedyukov, P. (2017). *Innovation in Education: What Works, What Doesn't, and What to Do About It?*
- United Nations Development Programme. *Handbook on Planning, Monitoring, and Evaluating For Development Results*
- UNICEF for every child (n. d.). Retrieved from <https://www.unicef.org/education/strengthening-education-systems-innovation>

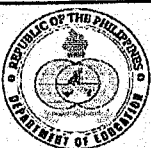
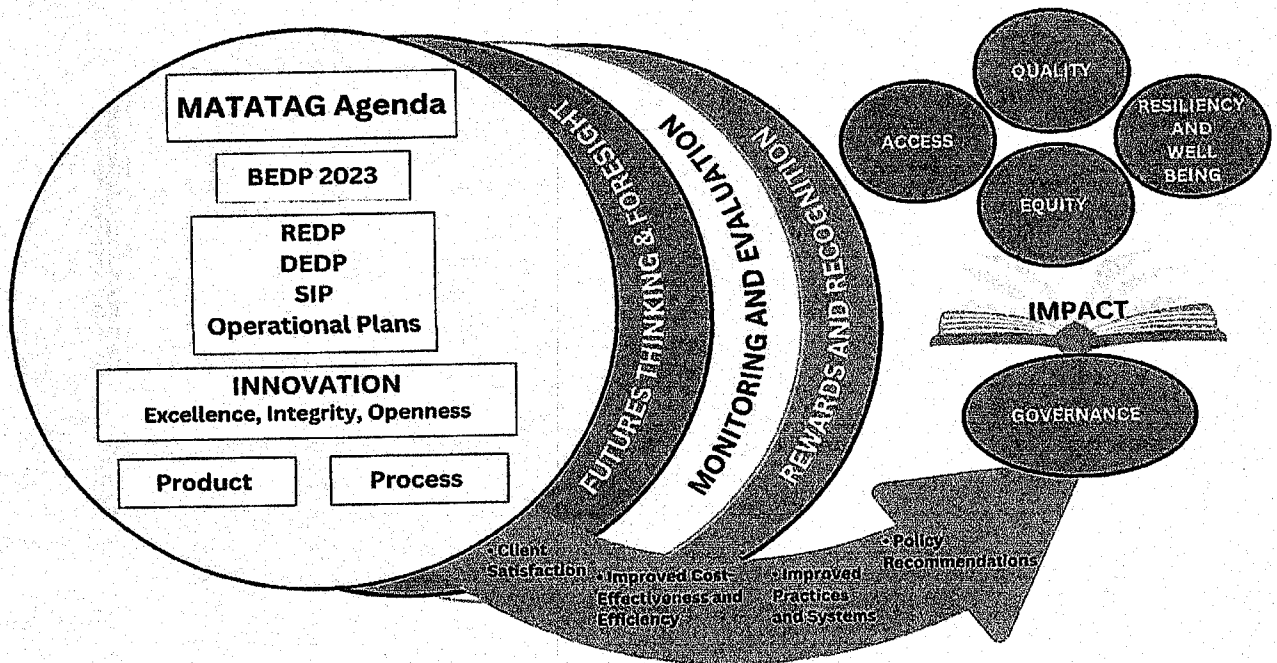




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ANNEX 1 - INNOVATION MANAGEMENT FRAMEWORK

INNOVATION MANAGEMENT FRAMEWORK





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ANNEX 2 – TECHNICAL GUIDELINES

1. All documents containing proposals for innovation projects must adhere to the following standard format:

Paper Size:	A4 size (8.27 x 11.69 inches)
Font Style and Size:	Bookman Old Style; 11
Margins:	1 inch on all sides
Spacing:	Single

2. Ensure all in-text citations and lists of references are made by APA 7th Edition guidelines.





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**ANNEX 3: REQUISITE COMPONENTS FOR AN INNOVATION PROJECT
PROPOSAL OUTLINE**

- A. Endorsement from the Head of the Office
- B. General Information
 - I. Implementing Identity (Division/Unit/Section)
 - II. Project Proposal Title
 - III. Type of Innovation
 - IV. Brief Description of the Proposal
 - V. Scope of Implementation
 - VI. Implementation Period
 - VII. Total Funding Requirement
- C. Background and Rationale
- D. Project Description
 - I. Goal
 - II. Outcome
 - III. Objectives
 - IV. Inputs
 - V. Expected Outputs
 - VI. Logical Framework
- E. Methodology
 - I. Method
 - II. Project Beneficiaries
 - III. Impact Estimation
 - IV. Work and Budget Plan
 - V. Monitoring and Evaluation Plan
 - VI. Exit Plan
- F. References





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ANNEX 4: INNOVATION PROJECT PROPOSAL TEMPLATE

I. Proponent/s

(Write the name/s of the proponent/s, positions, and brief description of roles and responsibilities in the Innovation Project)

Lead Proponent:	(Name) (Position) (Brief Description of Roles and Responsibilities in the Innovation Project)
Co-Proponent*:	(Name) (Position) (Brief Description of Roles and Responsibilities in the Innovation Project)
Co-Proponent*:	(Name) (Position) (Brief Description of Roles and Responsibilities in the Innovation Project)

*If needed.

II. Implementing Entity:

(Indicate the Functional Division/Unit/Section/School)

III. Type of Innovation

(Indicate the type of Innovation: Process or Product)

IV. Brief Description of the Proposal:

(Briefly describe the innovation in terms of its type, project target, usage or application, and its significance)

V. Scope of Implementation:

(Specify the Scope: Regional/Division/School)





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VI. Total Funding Requirement:

(Indicate the amount of funds needed for the innovation project and source)

VII. Implementation Period:

(Please specify the duration for implementing the innovation project)

VIII. Background

(Please provide the circumstances or situation that led to the proposal for the innovation project.)

IX. Rationale

(Indicate data-driven reasons why the innovation is necessary [refer to sources of innovation], and what needs to be addressed or innovated)

X. Project Description

(Provide information for the following)

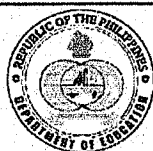
A. Goal:

B. Outcome:

C. Objectives:

D. Inputs:

E. Expected Outputs:





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F. Logical Framework (LogFrame)

(Lay out the overview process, inputs, activities, outputs, and outcome)

XI. Methodology

A. Method *(Briefly discuss the design)*

B. Target Beneficiary

C. Impact Estimation

D. Work and Budget Plan

(Action Plan reflecting specific strategies, activities, and resources)

Phase	Activity	Time Frame	Resources			Budgetary Requirement	Expected Output/s
			Human	Material	Financial		
Pre-Implementation							
Implementation							
Post-Implementation							

E. Monitoring and Evaluation Plan

No.	INDICATOR	BASELINE (What is the current value?)	TARGET (What is the target value?)	DATA SOURCE (How will it be measured?)	FREQUENCY (How often will it be measured?)	RESPONSIBLE (Who will measure it?)	REPORTING (Where will it be reported?)





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F. Exit Plan

(Exit strategy should clarify how your project will be brought to a close while sustaining its benefits)

Plan Component/Method	Action Steps	Timeline





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ANNEX 5 – DECLARATION OF ANTI-PLAGIARISM AND ABSENCE OF CONFLICT OF INTEREST

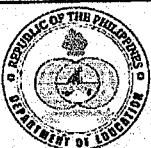
Declaration of Anti-plagiarism

1. I/We, _____, _____, _____, understand that plagiarism is the act of taking and using another's ideas and works and passing them off as one's own. This includes explicitly copying the whole work of another person and/or using some parts of their work without proper acknowledgment and referencing.
2. I/We hereby attest to the originality of this innovation project proposal and have cited properly all the references used. I/We further commit that all deliverables and the final innovation project emanating from the proposal shall be of original content. I/We shall use appropriate citations in referencing other works from various sources.
3. I/We understand that violation of this declaration and commitment shall be subjected to consequences and shall be dealt with by the Department of Education.

Signature over Proponent's Name
Date: _____

Signature over Proponent's Name
Date: _____

Signature over Proponent's Name
Date: _____





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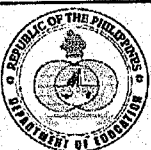
Declaration of Absence of Conflict of Interest

1. I/We, _____, _____, _____, understand that conflict of interest refers to situations in which financial or other personal considerations may compromise my judgment in implementing, evaluating, and reporting the innovation.
2. I/We declare that I/we do not have a personal conflict of interest that may arise from my application and submission of my/our innovation proposal. I/We understand that my/our innovation proposal may be returned to me/us if found out that there is a conflict of interest during the initial screening.
3. Further, in case of any form of conflict of interest (possible or actual) which may inadvertently emerge during the conduct of my/our innovation, I/we will duly report it to the innovation committee for immediate action.
4. I/We understand that I/we may be held accountable by the Department of Education for any conflict of interest which I/we intentionally concealed.

Signature over Proponent's Name
Date: _____

Signature over Proponent's Name
Date: _____

Signature over Proponent's Name
Date: _____





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ANNEX 6 - GUIDE FOR APPRAISING INNOVATION PROJECT PROPOSALS

Increasing Levels of Quality and their Descriptions



Criterion	Low	High		Score
Rationale for the Innovation (30 Points)	Not Provided (No point)	The innovation proposal presents a general description of the need for innovation. (1-10 Points)	The reason for the innovation is indicated specifically but discussed less comprehensively (11-20 Points)	The nature and extent of the concerned area are comprehensively discussed. The priority improvement area is clearly identified. Root cause analysis/ research findings/ recommendation or needs assessment is indicated to support the need for innovation. (21-30 Points)
	Not evident (No point)	The alignment innovation proposal is less evident in the rationale. (1-5 Points)	The suggested innovation's alignment with the rationale is clearly indicated. (6-10 Points)	
Feasibility of the Innovation (10 Points)	Not feasible (No point)	Scope reflects a limited understanding of feasibility. The proposed project may be too large or too small to complete in the timeframe. (1-3 Points)	The proposal includes a strategy for developing a timeline and reaching intended beneficiaries. (4-7 Points)	The proposal demonstrates consideration of the feasibility and appropriateness of the project; includes detailed work and work plans. (8-10 Points)



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Potential Impact of the Innovation to Improve the Concerned Area (30 Points)	Not clear (No point)	Assessment of the potential impact is poor, too general, or does not use any metrics. (1-15 Points)	Assessment of the potential impact of the innovation uses clear data analysis to assess improvement. The assessment has a clear reference to a baseline. (16-30 Points)	
Completeness of Innovation Proposal (20 Points)		The innovation proposal is significantly incomplete and lacks more than two requirements for the proposal. (1-6 Points)	The innovation misses at most two requirements for the proposal. (7-14 Points)	The innovation proposal is organized and contains all the requirements for the proposal. (15-20 Points)
Total				___/100
Remarks:				



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ANNEX 7 – SAMPLE LETTERS OF APPROVAL AND DISAPPROVAL

Letter of Approval

[Insert Date]

Mr./Ms. _____

Dear Mr./Ms. _____:

Greetings!

We are pleased to inform you that your innovation project proposal titled _____, which was submitted to the *[insert governance level]* and was thoroughly evaluated by the Innovation Committee based on the criteria prescribed in the Regional Implementation Guidelines on Innovation Management, has been **approved for implementation**. Please be aware that the Innovation Committee Secretariat shall monitor the progress of your innovation project throughout its implementation.

For clarifications and any concerns, kindly contact *[insert contact office, focal person, and contact details]*.

We look forward to the successful implementation of your innovation.

Congratulations!

Very truly yours,

INNOVATION COMMITTEE CHAIR





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Letter of Disapproval

[Insert Date]

Mr. /Ms. _____

Dear Mr./Ms. _____:

The Innovation Committee has carefully evaluated your innovation project proposal titled _____ based on the criteria prescribed in the Regional Implementation Guidelines on Innovation Management.

We regret to inform you that the said proposal did not pass the evaluation due to the following reasons:

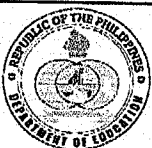
Kindly take note that you can still re-submit your innovation project proposal once all comments and recommendations are incorporated.

For clarifications and any concerns, kindly contact *[insert contact office, focal person, and contact details]*.

We look forward to future collaboration with you. Thank you very much.

Very truly yours,

INNOVATION COMMITTEE CHAIR





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ANNEX 8 - PROGRESS IMPLEMENTATION MONITORING OF INNOVATION PROJECT TEMPLATE

Title of Innovation: _____ Date of Monitoring: _____

Proponent/s: _____

Activity (Based on Workplan)	Status		Issue/s encountered	Technical Assistance Provided	Agreement
	Completed	On-going			

Prepared by: _____

NAME INNOVATION SECRETARIAT MEMBER/S



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ANNEX 9 - COMPLETED INNOVATION PROJECT REPORT TEMPLATE

- I. Cover Page
- II. Table of Contents
- III. Executive Summary
- IV. General Objective of the Innovation
- V. Description of the Innovation
- VI. Activities Undertaken during the Implementation
- VII. Highlight Accomplishments/Improvements made by the innovation in the concerned area. Indicate the impact of the innovation to be supported by statistical analysis.
- VIII. Budget Utilization (actual)
- IX. Sustainability
- X. Appendices
 - A. Approved Innovation Proposal
 - B. Certificate of Utilization
 - C. Certificate of Adoption, if adopted by another school/office
 - D. Data Analysis Report/Actual Computation of Raw Data
 - E. Pictorials
 - F. Minutes of the Meetings, if there are
 - G. Attendance logs, if necessary
 - H. Other significant/relevant supporting document





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ANNEX 10- CERTIFICATE OF UTILIZATION OF INNOVATION

Certificate of Utilization of Innovation

This is to certify that the innovation entitled _____,
introduced and implemented
by _____ (Proponent/s) _____ was fully utilized during from _____ **date** to
_____ **date** at [school/office].

Given this _____ day of _____, 20__ at [school/office].

Head of Office





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ANNEX 11 - CERTIFICATE OF ADOPTION OF THE INNOVATION PROJECT BY ANOTHER SCHOOL/OFFICE

Certificate of Adoption of the Innovation

This is to certify that the innovation project submitted and approved by this office,

Title of the Innovation:

Proponent/s:

School/Unit/Section/Division:

has been adopted and implemented by other concerned users/personnel from (date) to (date) as manifested through the attestation by the school/unit/section/division head below. This is issued for whatever legal purpose it may serve this ___ day of the month of ____ 20__.

Head of Office





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ANNEX 12- END INNOVATION PROJECT OUTCOME AND IMPACT EVALUATION TEMPLATE

Title of Innovation: _____ Date of Monitoring: _____
 Proponent/s: _____

Phase	Activity	Status		Remarks
		Achieved	Not Achieved	
A. Innovation Accomplishments				
1. Pre-Implementation				
2. Implementation				
3. Post-Implementation				
B. Outcome and Impact Evaluation				
Area		Status		
1. Relevance (on alignment and consistency with national priorities and policies, on responsiveness to stakeholder needs, on complementation with other programs/projects, and programmatic alternatives)		Fully Evident (FE)	Partially Evident (PE)	Not Evident (NE)





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2. Effectiveness (on achievement of objectives, on unintended results, and on timeliness such as learning outcomes, access, equity, or client satisfaction)			
3. Efficiency (on efficient delivery of outputs and operational alternatives)			
4. Sustainability (on having a defined strategy for accomplishing long-term objectives to maintain the innovation's programs and activities)			

Evaluated by:

Assistant Regional Director/Assistant Schools Superintendent

Member

Member

Member

Member

Member

Member





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ANNEX 13 - OUTCOME AND IMPACT VALIDATION CERTIFICATE TEMPLATE

Certificate of Outcome and Impact Validation of Innovation

This is to certify that the outcome and impact of the innovation titled _____, introduced and implemented by _____ (Proponent/s) was validated by the Innovation Committee based on the End Project Impact and Outcome Evaluation criteria prescribed in the Region's Implementation Guidelines on Innovation Management.

Given this ____ day of _____, 20__ at *[school/office]*.

Recommending Approval:

Assistant Regional Director/Assistant Schools Division Superintendent

Approved:

Regional Director/ Schools Division Superintendent





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ANNEX 14 – CONSENT AND ASSENT LETTERS (IN CASE THE INNOVATION PROJECT INVOLVES MINORS AS PARTICIPANTS)

Consent Letter

Date: _____

Dear Parent or Guardian:

Greetings!

I/We am/are currently conducting an innovation project entitled _____ (Title of the Project) _____. The project primarily aims to _____. In line, I/we humbly request your permission for your child to participate in the project.

(Briefly state the participation of the child in the project) _____. The participation of your child will be explained in terms that your child can understand, and your child will participate only if he or she is willing to do so. At the conclusion of the project, learners' responses will be reported as group results only.

Participation in this study is voluntary. Your decision whether or not to allow your child to participate will not affect the services normally provided to your child by the school. Your child's participation in this study will not lead to the loss of any benefits to which he or she is otherwise entitled. Even if you give your permission for your child to participate, your child is free to refuse to participate. If your child agrees to participate, he or she is free to end participation at any time. You and your child are not waiving any legal claims, rights, or remedies because of your child's participation in this innovation project.

Any information that is obtained in connection with this project and that can be identified with you will remain confidential and will be disclosed only with your permission or as required by law. All data will be dealt with utmost confidentiality.





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Should you have any questions or desire further information, please call/text me at _____ or email me at _____. Keep this letter after tearing it off (if this is to be done) and complete the bottom portion and send the Reply Slip online.

Sincerely,

 Signature over Proponent's Name

Date: _____

 Signature over Proponent's Name

Date: _____

 Signature over Proponent's Name

Date: _____

 Reply Slip

Please indicate whether or not you wish to allow your child to participate in this project by checking one of the statements below, and signing your name. Sign both copies and keep one for your records.

_____ I grant permission for my child to participate in the innovation project on
 " _____ "

_____ I do not grant permission for my child to participate in the innovation project
 on " _____ "

 Printed Parent/Guardian Name

 Signature of Parent/Guardian

 Printed Name of Child

 Date





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ASSENT TO PARTICIPATE IN THE PROJECT

1. I/We am/are (Name) _____.
2. Currently, I/we am/are conducting an innovation project entitled _____ This project primarily aims to _____.
3. If you agree to be part of the project, I/we will ask you to (Specifically state the child's participation in the project).
4. Your participation in this project is voluntary. Your participation in this project will not lead to the loss of any benefits to which you are otherwise entitled. You are free to refuse to participate. If you agree to participate, you are free to end participation at any time.
5. Any information that is obtained in connection with this project and that can be identified with you will remain confidential and will be disclosed only with your permission or as required by law. All data will be dealt with utmost confidentiality.
6. Should you have any questions or desire further information, please call/text me/us at _____ or email me/us at _____.
7. Signing your name at the bottom means that you agree to be part of this project.

Signature of Participant

Printed Name of Participant

Date

The template is adapted from Michigan Tech (<https://www.mtu.edu/research/administration/research-integrity/review-boards/human-subjects/consent-forms.html>)

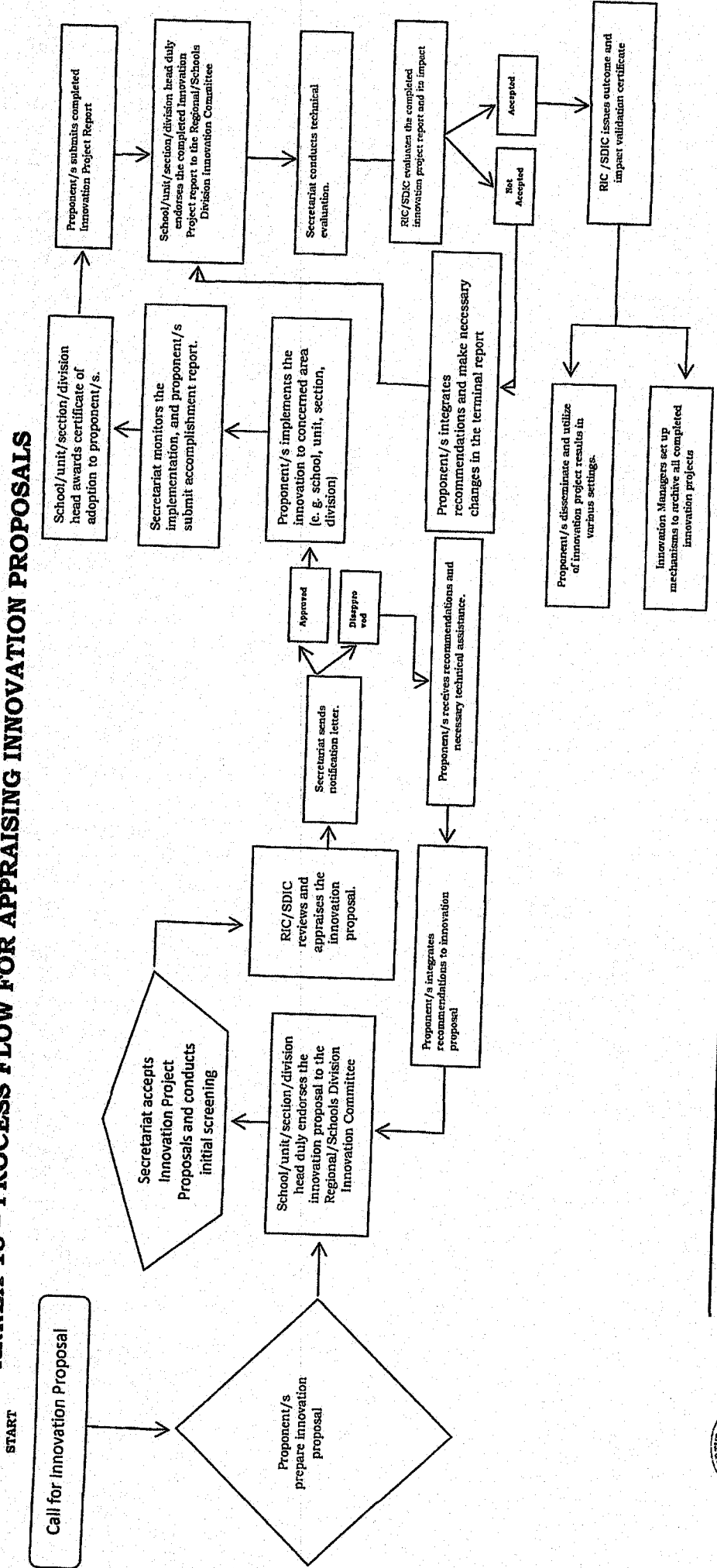


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ANNEX 15 - PROCESS FLOW FOR APPRAISING INNOVATION PROPOSALS

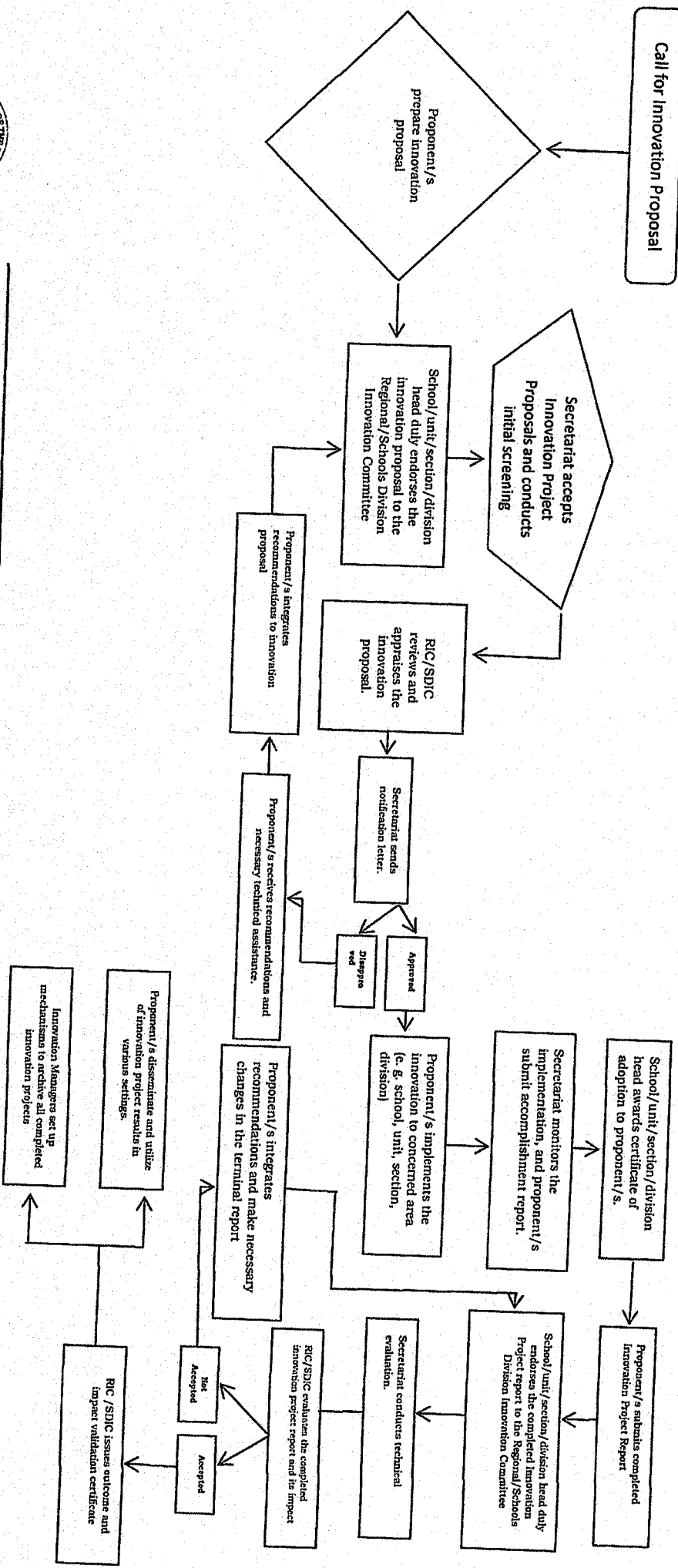


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ANNEX 15 - PROCESS FLOW FOR APPRAISING INNOVATION PROPOSALS



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