

LOCAL GOVERNANCE REGIONAL RESOURCE CENTER 1
KM Audit Report for CY 2021

April 28, 2021

I. Background

The Department of the Interior and Local Government Regional Office 1 (DILG RO 1) is a knowledge-centric organization that promotes active people participation, and strengthens the capability of local government units in effectively delivering basic services to the citizenry. The Office commits to continuously improve the capacities of its people towards enhancing the image of public service, and to ensure the quality of technical assistance provided to its clients.

Knowledge Management (KM) is a core process that will integrate DILG and the community's knowledge, tools, resources and business processes towards local governance. A KM Audit was conducted to assess the level of maturity of an organization in terms of organizational and personal behavior, processes and enabling technologies, leadership and management.

It also looks into the needs of the organization, the community it serves and the networks it has built. It helps assess the knowledge assets and resources, as well as the sources. It helps identify the gaps in knowledge and the process by which the knowledge flows around the organization. And if there are blockages to this flow, it assesses the extent by which the people, processes and technology are currently supporting or hampering the effective flow of knowledge.

II. Methodology

The KM Audit was conducted from April 12-16, 2021 using the following methods:

- Organizational Assessment Survey measures strengths and weaknesses of the following KM enablers: 1. KM Leadership, 2. Processes, 3. People, 4. Technology, 5. Knowledge Processes, 6. Learning and Innovation and KM Outcomes. Members of the LGRRRC1 together with the PLGRCs joined the reorientation of KM Audit that was conducted by the Local Government Academy. Inputs coming to their end were included in the accomplishment of this Tool.

- Knowledge Mapping describes the organization's knowledge needs, where and how these are accessed, and their quality for reuse. The members of the LGRRC1 and its PLGRCs mapped out the knowledge products that are available whether these may be explicit or tacit. Materials that are saved/compiled using the Glink or gdrive were also included in the mapping. These are categorized based on the Department's outcome areas: 1. Empowered and Accountable LGUs, 2. Disaster Resilient Local Government, 3. Safe and Conflict Free Communities, 4. Competitive and Business-Friendly Local Governments.
- Social Network Analysis determines how network attributes help or hinder communication and knowledge sharing. Through focused group discussion with LGRRC1 members, stakeholders (agencies, organizations, etc.) in which LGRRC1 has established networks were identified and determined if they are primary sources of information with the said stakeholders.
- Knowledge Capital Planning describes the knowledge gaps and the knowledge product/activity envisioned and its status to fill the knowledge gap. This was also done through FGD wherein all the members of LGRRC1 were consulted and gave inputs. A FB Group account was also created to give the members the flexibility to give inputs.

III. Results and Findings

The following are the highlights of the results and findings of the various Audit components.

A. Organizational KM Assessment Survey

DILG R1 LGRRC's level of KM Readiness is 177.75 (Refinement) or the implementation of KM is continually evaluated for continuous improvement and an improvement in the 2018 KM Audit in which LGRRC1 garnered a rating of 174.75. Below is the description per Criteria Category:

- KM Leadership** - The Management regularly reviews organizational performance and uses the results to reinforce organizational direction, improve product/service delivery.
- Process** - Systematic processes are getting to be more effective and well deployed.
- People** - Mechanisms for knowledge sharing and collaboration are regularly evaluated for continuous improvement.

- d. **Technology** - IT infrastructure is continually reviewed in the context of its alignment to the KM strategy and improved accordingly
- e. **Knowledge Processes** - Processes are regularly reviewed and benchmarked with other organizations for continuous improvement. Processes have undergone at least once a cycle of refinement.
- f. **Learning and Innovation**- Management tools such as a fact-based, systematic evaluation and improvement and organizational learning including innovation are regularly utilized. Refinement is achieved as a result of organizational-level analysis and sharing.
- g. **KM Outcomes** - Good to excellent organizational performance results and sustained trends over time. There are areas of leadership and very good relative performance against benchmarks.

Below is the Regional Summary of result in the Organizational KM Assessment Survey:

KM Assessment Criteria

Criteria Category		Average Score	Rank
1	KM Leadership	25.25	4
2	Process	26.25	3
3	People	23.25	5.5
4	Technology	27.25	2
5	Knowledge Process	23.50	5.5
6	Learning and Innovations	30.00	1
7	KM Outcomes	22.25	7
Score		177.75	
Level of KM Readiness		Refinement	

Based on the result of Tool 1, Learning and Innovations ranked 1 with an average score of 30.00, followed by Technology (27.25), Process (26.25), KM Leadership (25.25), People and Knowledge Process are ranked 5.5 with an average score of 23.50 and KM Outcomes ranked 7th with an average score of 22.25.

B. Knowledge Mapping

For the most commonly cited knowledge areas and data that are needed by LGRRC1 and its stakeholders to support sectoral objectives, these bodies of knowledge were categorized/arranged according to the current DILG Local Governance Sector Outcome Areas (Empowered and Accountable LGUs, Disaster Resilient Local Governments, Safe and Conflict Free Communities and Competitive and Business-Friendly Local Governments). These KM Products are stored at the LGRRC1 Library, intranet, Google Drive, DILG R1 website and at the different divisions, units, sections of the DILG R1 which are available to all stakeholders and those who request them. The designation of an Information Officer is seen to further enhance knowledge sharing and we are embarking on the designation of a Library Manager knowledge.

Although most of the knowledge is explicit, they are easily accessed and widely disseminated to all who need it. The management continuously endeavors to update the knowledge as the need arises.

C. Social Network Analysis

The Social Network Analysis maps out the formal and informal communication and knowledge transmitted within the organization, among stakeholders, across groups and related systems. SNA results can pinpoint knowledge and information flow efficiency, quality of collaboration among stakeholders, knowledge sharing capability, effective dissemination channels and knowledge access

LGRRC1 garnered a score of 87.18% (out of 156 possible connections, there are 136 established connections) which is considered as good and an improvement from the 2018 KM Audit which is 80.77%. Such rating indicates a high percentage of reciprocated connections.

Based on the result of the SNA Matrix, all the stakeholders get information and are connected from/with the DILG-RO, LGUs and other NGAs. Also, the CSOs, DILG CO, general public, LGA and LRI/Academe are also strongly connected with the identified stakeholders.

D. Knowledge Capital Planning

The LGRRC1 Knowledge Capital Plan of LGRRC1 was made through consultation with all the members of the Center based on the result of the KM Organizational Capability Assessment, KM Mapping Matrix and the Social Network Analysis. It provides a list of knowledge gaps, specific knowledge products, method of capture/development, sources of information, person/team assigned to deliver, timeline and status. This plan will guide LGRRC1 on what areas need to be strengthened and given specific interventions. Please see attached Knowledge Capital Plan Matrix.

III. Conclusion

The following are the key findings from the three audit activities:

1. KM Organizational Capability Assessment

- a. Designation, training and on-boarding of key personnel (information officer, library manager IT personnel) is needed.
- b. Added financial allocation in the physical improvement of the center and modernization of IT equipment.
- c. Issuance of policies (EOs, Memoranda, Resolutions to further strengthen and improve performance.
- d. Further strengthen and develop the Provincial Local Governance Resource Centers (physical and virtual set-up).
- e. More organized storing of KP for fast and easy access

2. KM Mapping Matrix

- a. Continuous updating of knowledge products and a systematic transfer and retention of tacit knowledge and critical information from employees leaving the organization.
- b. Use of modern technology in storing, compiling and accessing knowledge in the light of the advances in IT and the demand of time.
- c. Encourage the other stakeholders to contribute/share their knowledge products and engage other organizations to strengthen networks.

3. Social Network Analysis

- a. Further strengthen collaboration, synergy, linkage and partnership in local governance with networks, stakeholders, MSAC members
- b. Further expand/broaden the network of stakeholders and primary sources of knowledge to build a culture of learning and sharing.

Annexes

A-Organizational KM Assessment survey results summary

B-Knowledge Mapping Outputs

C-Social Network Analysis outputs

D-Social Knowledge Capital Plan

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