



Manual of Operations

Department of the Interior and Local Government – Region XIII
Local Governance Regional Resource Center



VERSION 2.0

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LGRRC Core Teams

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I. Introduction

As medium in building the Department of the Interior and Local Government (DILG) a knowledge-centric organization, the Local Government Academy (LGA) initiated the establishment of the Local Governance Regional Resource Center in every DILG regional office. Through the assistance of the Mindanao Basic Urban Services Sector Project (MBUSSP), the DILG-13 LGRRC was launched in November 2007 and has been operating since. It caters to LGU officials and functionaries, NGOs/CSOs and students.

The LGRC is designed to promote a culture of learning and knowledge sharing in support to DILG's role as primary catalyst for excellence in local governance. It also harnesses the role of DILG as knowledge brokers and facilitators of capacity development and to facilitate the integration of knowledge management in DILG processes and systems towards building the department as a knowledge centric organization. The LGRRC applies as key strategies knowledge management, multi-stakeholdership and convergence.

The DILG 13 - LGRRC adopted a Manual of Operation in 2008 which outlined the systems and procedures in operating the center. However, considering organizational dynamic, there is a need to update the Manual of Operation to keep pace with the changing environment.

It is in this context that an updated Manual of Operations is prepared.

Purpose

This Manual of Operations shall serve as the primary guidelines in the operation of the center. As a basic reference, this manual is developed to:

- Further define the LGRRC governance;
- Create a standard operating procedures in embedding knowledge management processes in the functions of the LGRRC
- Provide users/clients guidance in accessing the LGRRC services
- Serve as reference of LGRRC members in dealing with and delivering its services

Framework of the Manual

As operating guidelines, key elements included in this Manual of Operations cover the following:

- LGRRC Framework, Vision, Mission, Goals and Value Proposition
- Description of the LGRRC Core Services
- LGRRC Governance
- Mechanisms and processes in delivering and accessing the LGRRC services
- Sustainability mechanisms

Users of the Manual

This Manual of Operations is intended to be used primarily by the LGRRC facility administrators composed of the Librarian and IT Specialist. They man the physical library and ensure that walk-in and on-line clients are responded to accordingly. This manual serves as guide in responding to clients based on the nature of their needs and in keeping and maintaining the LGRRC equipment and facility.

This manual shall likewise be used by the LGRRC Core Teams who are the center's frontline service providers. The manual serves as the blueprint of the operating procedures in carrying out the center's core services.

Lastly, the Manual of Operations likewise serves the MSAC and Sectoral Committee members as guide in carrying out its roles and responsibilities and collaborating between and among fellow members within the LGRRC.

II. The LGRRC Framework, Vision, Mission and Goals

“The basic economic resource—the means of production—is no longer capital, nor natural resources, nor labor. It is and will be knowledge.” – Peter Drucker (Author of Modern Management)

Overview of the LGRRC

As an institution catering to capacity development works, the Department of the Interior and Local Government (DILG) heavily relies on its intellectual capital to efficiently and effectively perform its mandated functions. Shifting its role as a capacity development enabler than a provider, DILG endeavors to transform itself into a knowledge-centric organization where knowledge, its behavior and systems of creation, sharing/learning and utilization are embedded in its organizational systems and processes. As a strategy to becoming a knowledge-centric organization, the department through the Local Government Academy initiated the establishment of the Local Governance Resource Centers (LGRC) in all its Regional Offices.

The LGRC is designed to promote a culture of learning and knowledge sharing, to support DILG in its role as primary catalyst for excellence in local governance, to harness the role of DILG as knowledge brokers and facilitators of capacity development and to facilitate the integration of knowledge management in DILG processes and systems towards building the department as a knowledge centric organization. It applies as key strategies knowledge management, multi-stakeholdership and convergence.

Through the assistance of the Mindanao Basic Urban Sector Services Project (MBUSSP), DILG Region 13 launched the Local Governance Regional Resource Center (LGRRC) in November 2007. Characteristically, LGRRC – 13 is a learning center which serves as an access point of knowledge on local governance, an information center that provides stakeholders with LGU data and resources, and a knowledge center on local governance with direct access on library database.

LGRRC 13 Framework

The framework describes the interaction of the five (5) elements - contribution, points of collaboration (thematic areas/sectors), knowledge management processes, core services and development partners/collaborators - in the LGRRC.

Applying multi-stakeholdership and convergence, the LGRRC shall collaborate with the different development partners: the International Non-Government Organizations (INGO), humanitarian organizations, local Non-Government Organizations, Civil Society Organizations, Academe /Research Institutes and the national government agencies. It shall leverage the center’s four (4) core services – multi-media knowledge and information, public education on good governance and citizenship development, capacity development, and linkages and networking - while employing the processes of knowledge creation, sharing, utilization and evaluation.

Adopting knowledge management processes, the development partners are expected to collaborate along the social, economic, environment, and governance and administration sectors. The point of collaboration on the social sector shall focus among others on disaster-risk reduction management

and climate change adaptation. On economic sector, it shall focus on providing technical assistance in building business-friendly and competitive LGUs, while environment sector shall focus on Alliance Building on the Agusan River Basin and natural resource management. Governance and administration sector shall focus on developing participative, accountable, transparent and responsive LGUs. All these are directed towards contributing to building effective local governance.

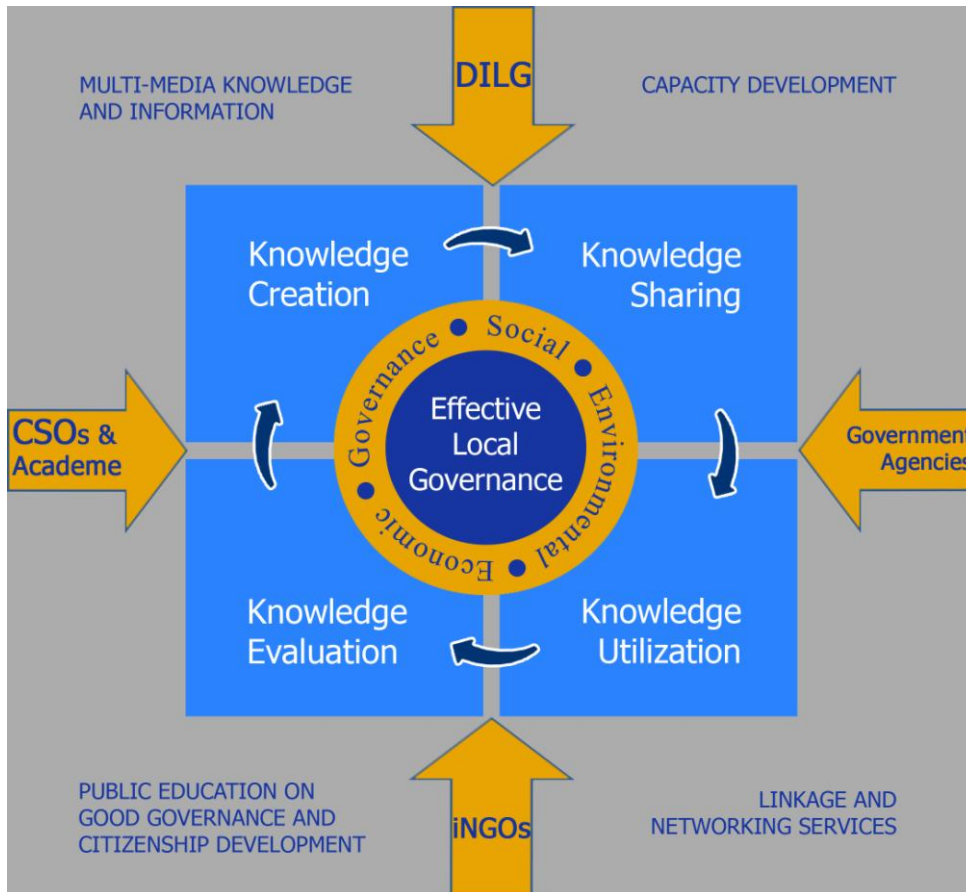


Figure 1: DILG 13 – LGRRC Framework

The LGRRC Vision

The Local Governance Regional Resource Center (LGRRC) 13 is a highly competent resource center in the region operating as a centralized knowledge builder and provider of relevant, reliable and readily available data and information and serving as linkage facilitator promoting innovative and sustainable service for effective local governance.

The LGRRC Mission

The LGRRC 13 shall be the convergent point of collaborators providing and sharing information and facilitating knowledge exchanges and utilization for the promotion and enhancement of responsive, efficient and effective local governance.

The LGRRC Goals

Ensuring attainment of the vision, the LGRRC shall:

1. Institutionalize knowledge creation, acquisition, sharing, utilization and evaluation among collaborators/partners;
2. Increase and strengthen the number of Collaborators/partners that will converge knowledge towards building effective local governance;
3. Heighten awareness through knowledge sharing of local governance best/good practices;
4. Contribute to the development/enhancement of capacities of local government units along the areas of social, economic, environmental, governance and administration.

Objectives:

To support attainment of the goals, the LGRRC's four (4) core services shall have the following objectives:

Public Education on Good Governance and Citizen Development

1. To develop partnership with quad-media, CSOs, Academe and other sectors for public education;
2. To promote tools and systems that facilitate capacity development enhancement among LGUs; and
3. To conduct citizen education, fora, trainings, dialogue, and others.

Capacity Development

1. To provide technical assistance and referral services;
2. To disseminate and promote knowledge exchange through application of appropriate communication channels and capacity development tools;
3. To develop capacity development materials and modules; and
4. To monitor and evaluate impact of knowledge shared.

Linkage and Networking

1. To establish database of service providers and knowledge products and services among collaborators and stakeholders;
2. To maintain good relationship with stakeholders;
3. To decentralize and share different learning areas; and
4. To provide easy access of data and knowledge to clients.

Multimedia Knowledge and Information

1. To serve as repository of data generated by various sources, i.e. knowledge centers
2. To process data into useful information;
3. To package information to knowledge products;
4. To ensure availability/accessibility of the knowledge products to varying clients;
5. To popularize/promote LGRRC products and services; and
6. To capacitate clients to use LGRRC multi-media facilities.

III. The LGRRC Four Core Services

The Local Governance Regional Resource Center under the Department of the Interior and Local Government has four major core services in its pursuit to become a leading knowledge center in the region. This section discusses the LGRRC's core services and its component services.

1. **Multimedia Knowledge and Information**

The Multimedia Knowledge and Information service serves as the knowledge epicenter of the Local Governance Regional Resource Center. It manages the accumulation of the different knowledge products of the center. The multimedia knowledge and information service also deals with data processing of its knowledge databank, distribution of knowledge products and KP production support of other services in the center.

The Multi-Media Knowledge and Information include the following component services:

- Library Services
- Data and Information Management
- Web Administration
- Knowledge Products Development
- Quad-media Publications (in coordination with Public Education on Good Governance and Citizens Development)

1.1 **Library Services**

The DILG 13 – LGRRC adopts the Integrated Library Management System (ILMS) which refers to the setting-up and management of the knowledge products in the LGRC. It includes the establishment of the physical library located within the LGRRC facility with a collection of materials on local governance, particularly along the areas of social, economic, environmental, fundamentals of governance and administrative governance. The knowledge products include references, manuals, best practice documentation, magazines, flyers and other advocacy materials. These are acquired/obtained in hard and soft copies (compact discs).

The DILG 13- LGRRC also has a web-based library system using the online public access catalog (OPAC). The online library will include list/snap shots of available knowledge products. It has online borrowing and reporting system.

General Guidelines for Library Collection:

- As a specialized library on local governance, materials coming through the library shall be categorized based on the Local Governance Performance Management System (LGPMS) governance and service areas, as follow:
 - Administrative Governance
 - Local Legislation
 - Development Planning
 - Revenue Generation

- Resource Allocation and Utilization
 - Customer Service
 - Human Resource Management and Development
 - Social Governance
 - Health Service
 - Support to Education
 - Support to Housing and Basic Utilities
 - Peace, Security and Disaster Risk Management
 - Economic governance
 - Support to Agriculture Sector
 - Support to Fishery Services
 - Entrepreneurship
 - Business and Industry Promotion
 - Environmental Governance
 - Forest Ecosystem Management
 - Freshwater Ecosystem Management
 - Coastal Ecosystem Management
 - Urban Ecosystem Management
 - Valuing Fundamentals of Governance
 - Transparency
 - Participation
 - Financial Accountability
-
- Collection of library materials shall be facilitated by the designated librarian through consultations with key stakeholders.
 - General references books/materials may be collected aside from those materials related to local governance.
 - Collection of Library materials can be in print, non-print and electronic materials. Print materials include books, manuals, toolkits, magazines, brochures, flyers and others. Non-print materials are audio-visual materials in compact discs, video cassettes and DVDs while electronic copies are soft-copy materials digitally stored in hard drives or virtually over the internet or cloud-based storage.
 - Collection of library materials shall abide to the general policies and standards on Intellectual Freedom and Censorship and Copyright.
 - Periodicals shall be stored in the library and shall be categorized as local or national circulation. It can be further categorized according to publication name.
 - Collection of library materials shall be guided by the following criteria:
 - Materials shall be relevant to the function of the library and shall be linked with the LGRRRC requirements. Hence, as specialized library, it shall focus on acquiring materials relevant to local governance.
 - Materials should be in local dialect, Filipino or English.
 - General Reference materials may include thesis, feasibility studies and other unpublished materials relevant to local governance such as LGU plans and reports and documentations of exemplary and replicable practices in local governance.
 - Materials published by related government's body shall be stored in the LGRRRC.
 - Ephemera such as program/project brochures, invitations, pamphlets, newsletter and souvenirs shall also be stored in the LGRRRC.
 - All materials purchased/procured for library use shall be stored only at the library.

- The LGRRRC library shall acquire materials through donations and gifts (if there are no restrictions placed upon acceptance) or purchase of materials. It shall use the same selection criteria.
- De-selection/weeding, as quality control, shall be done to maintain an active and relevant collection of materials. It shall follow the standard of weeding as practiced by most libraries. Guidance on de-selection/weeding shall be sought to partner academe for appropriate application before it can be carried out.
- A plan for conservation, preservation and restoration of materials shall be prepared in consultation with appropriate partners.
- The LGRRRC library shall carry out an inventory on an annual basis. The following basic procedures shall be followed:
 - Compare shelf list cards or inventory cards with books on the shelves and note which books are missing.
 - Check records of missing books with circulation and other records.
 - Search for unaccounted books.
 - Books are either replaced or their set of cards or deleted from the LGRC library's on-line database when they cannot be located.
 (Adapted: powerpoint presentation on LGRC-ILMS Collection Development. LGSP.2006)
- The following shall be followed in acknowledging and accessioning:
 - Verify if the titles of KPs are in the list provided.
 - Prepare an acknowledgement letter indicating the quantity and description of the KPs.
 - Identify the type of material of the KPs.
 - Check if the material is in good physical order, with all pages in, or that a material has all its parts.
 - Add the new KPs to the Accession Record.
 - Stamp mark both the accession number and the LGRC designed mark of ownership.
 (Adapted: powerpoint presentation on LGRC-ILMS Collection Development. LGSP.2006)

Accessing the library:

1. The physical library is open at 8:00 AM – 5:00 PM every Monday through Friday. However, interested user can access the e-library anytime, anywhere. The e-library contains a listing of all books available in the library as well as some knowledge products that are readily downloadable.
2. The LGRRRC may tie up with other libraries, specifically from partner academes for library extension services.
3. The library materials are available to anyone but borrowing is limited to MSAC members only. Non-members can access and peruse the materials in the library during open hours but are not allowed borrow or take out books from the premises.

Borrowing Books from the library:

The following guidelines will be observed for book borrowing:

1. Borrowing of books is done through the institution and not on individual basis. Only MSAC member agencies are allowed to take out books from the LGRRRC Library.
2. MSAC member institutions enter into an agreement which will include stipulations on the library access and borrowing.
3. Bona fide personnel from any MSAC member institution are free to borrow books but should make appropriate request. They may send a lend request via the LGRC website, via email to the official DILG email address, or personally process the request in the LGRC. Depending on

the agreement with the partner organization, approval for these requests shall be determined by the LGRC librarian (for on-line requests, the Multimedia Core Team will course the request to the LGRC librarian)

4. Students who may be interested to take out books from the LGRRC library may do so through their respective institutions (e.g. their own library). Partner academe must make arrangements with the LGRRC with regard to borrowing of books for their students. The partner institution and the LGRRC shall prepare and agree the terms of reference for borrowing of books in behalf of their students.
5. Books can be borrowed for a maximum of five (5) days only.
6. Penalty for late return shall be charged against the institution borrower. A penalty of P3.00 per day is charged to the institution borrower.
7. The LGRC librarian may follow-up the partner institution for items borrowed by their personnel/students that are long overdue.
8. The requesting partner institution will be held accountable for the damages or losses of materials taken out by their personnel/students.

1.2 Database and Knowledge Inventory Management

The LGRRC as a knowledge center shall make data and information management integral in its operation. As a department that develops and promotes local governance standards, DILG possesses several types of data generated through the different performance management tools such as the LGPMS, Seal of Good Housekeeping, Seal of Disaster Preparedness among others. These numerous number of data needs to be managed well and converted into useful information. This warrants n appropriate information management system.

Defined as the collection and management of information from one or more sources and the distribution of the information to one or more audiences, information management shall be a major component in Multi-media and information service. Information management shall follow the basic continuum:

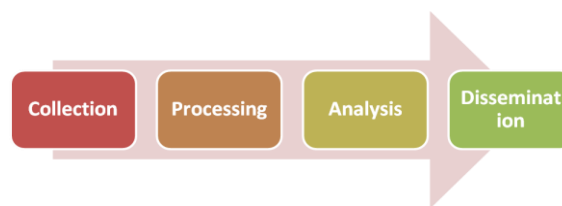


Figure 2 : Information Management Continuum
(Adapted from OCHA Information Management Handbook)

A. Collecting Data

- Sources of Data include the data capture form (DCF) of the different local governance performance measurements tools such as the LGPMS, SGH, SDP, Environmental Compliance Audits, Infrastructure Audit, and other tools that maybe developed and introduced by the DILG. Performance Audit and Compliance Tracking System (PACTS) and the regular DILG reports (accomplishment and monitoring reports) shall also be a good source of data.

- Other sources include DCFs used and shared by other government agencies such as the Health Score Card of the Department of Health and **Tourism Data Capture Form** of the Department of Tourism. This also includes other management tools used by the different local government units, if any.
- Types of Data to be collected by the LGRRC for database purposes shall include LG basic profile, performance measurement results and relevant data related to DRRM/CCA, local economic development, environmental management and social protection.
- The LGRRC shall maintain a databank of LGU Profile, LG Officials, LG Performance Management Systems Results and other relevant data.

In order to benchmark success of data collection, the following steps are recommended to be followed in building a data collection plan:

Pre data collection steps

- Clearly define the goals and objectives of the data collection to address the needs of multimedia service of the LGRC;
- Reach understanding and agreement on defining the categories of data to be collected;
- Ensure that data to be collected are available.

During Collection Step

- Digitizing. All available data collected are converted to digital format.
- Value of Digitizing:
 - enhanced intellectual control through creation of new finding aids, links to records;
 - enhanced use through improved quality of image, for example, improved legibility of faded or stained documents; and
 - creation of a "virtual collection" through the flexible integration and synthesis of a variety of formats, or of related materials scattered among many locations.

Post Data Collection

- Profiling
All digitized collected data are categorized before uploading so that available data can be easily searched according to profile.
- Uploading
All existing data are uploaded in the databank for search and retrieval.

B. Processing Data

- Data processing shall utilize I.T based systems. The DILG reports shall be processed through the On-line Reporting Management System.
- Data shall be processed and sorted according to categories and relevance to the information need using Excel or other data processing platform.

C. Data Analysis

- Data analysis shall use the basic statistical analysis tool using Excel or other available tools.
- Analysis shall depend on the information requirement. However, effort shall be given to make data analysis comprehensive.
- The Capacity Development Core Team, in coordination with the program/project anchor/focal person and the Regional cluster in-charge shall perform the data analysis.

D. Dissemination

- Processed information shall be converted as knowledge products in the form of reports. Reports on LG performance management in different areas shall be shared to key local governance stakeholders through provision of copies of reports (upon request), posting/uploading in the LGRRRC website, storing in the LGRRRC libraries.
- The LGRRRC shall likewise share reports through inter-agency meetings such as the MSAC Meetings, LGRRRC sectoral committees and the Regional Development Councils.
- Knowledge can likewise be shared through knowledge sharing sessions with internal DILG personnel and inter-agency stakeholders.
- Interested partner academe may use the information gathered by the LGRRRC for research purposes with appropriate permission/authority from the DILG Regional Management and MSAC. A pre-condition for permission to use information is the willingness of the researcher/writer to furnish the LGRRRC a copy of the final research study result.

1.3 Web Administration

The LGRRRC shall maintain its own website. It can be accessed through the web address lgrrc.caraga.dilg.gov.ph. The website shall feature the LGRRRC core services, programs/projects and activities, the LGRRRC calendar, and other relevant information.

LGRRRC XIII website is developed to provide a quick means of publishing information that is widely shared on the world wide web. This serves as a universal repository of information resources that are disseminated and shared. The Regional website also serves as a venue to market the services that the Center provides and at the same time provides links to other DILG Offices/LGRRRCs nationwide and other knowledge centers within the region.

The Information and Technology Officer is the official administrator to the website and as such has primary access to the content to be displayed as well as the incoming communications and data. Although the website is accessible by the public, the I.T. Officer controls who has access to the website in terms of adding, removing or modifying content. This is done by assigning accounts secured by passwords to DILG personnel.

Incoming communications in the form of emails are initially processed by the I.T. officer who does the routing protocol to concerned sections or personnel.

Social Media are other mediums that the LGRRRC are exploring and the official accounts of the center are managed by the Information Officer in coordination with the I.T. Officer.

1.4 Quad-media Publications (in coordination with Public Education on Good Governance and Citizens Development)

In coordination with the Public Education on Good Governance and Citizen Development Core Team, the multi-media core team shall ensure that press releases of the DILG and the LGRRRC related activities are widely disseminated through broadcast and print media. It shall likewise be uploaded and posted in the DILG XIII and LGRRRC websites.

1.5 Knowledge Products Development

As a major component in this service, the LGRRRC through the Multi-Media and Information Core Team and in partnership with other LGRRRC core teams and the program/project anchors shall develop knowledge products on good practices in local governance, DILG programs and projects, and others.

Raw data, information as well as the other references in the center become the source of knowledge-products that can be generated from the LGRRRC and package them into usable forms. This packaged knowledge can then be publicized via the production of actual tangible materials, i.e. publications, handbooks, manuals, modules, pamphlets, etc. Knowledge products can also be through video documentations. As part of the service, client (LGUs, CSOs, and others) may request the LGRRRC to develop a video documentation. A reasonable fee shall be charged for this type of engagement.

Securing copies of knowledge products developed by the LGRRRC can be accessed through the following procedures:

- Written Communication from requesting party
- Depending on the knowledge products, materials maybe charged with a fee. Pricing of knowledge products will be determined by the Multi-Media Core team with approval from the MSAC.

1.6 LGRRRC Marketing

The Multimedia Knowledge and Services also utilizes its multimedia facilities to promote and market the LGRRRC to clients and partners. The same facilities that can be used to develop and produce knowledge products may also be used to develop and produce marketing collaterals for the center in the implementation of its marketing plan and strategies.

1.7 Multimedia Support Services

1.7.1 Computer System Preventive Maintenance

The lifespan of LGRC facility and its equipment can be prolonged to a certain extent and can be made available to prospective clients in real time. As such, the implementation of the maintenance policy and observance of the defined protocol is therefore necessary. These are explained in this section of the manual.

Troubleshooting/repair attempts shall be done by the authorized IT personnel. The IT personnel shall render its findings and recommendations to the LGRC coordinator if the trouble can no longer be addressed by the former. The attention of the IT personnel shall be called immediately whenever unusual electrical trouble may be noticed. This will help in preventing further damage of equipment and prevent incidence of fire. Clients or other users shall refrain from using the equipment unless authorized or assisted by the IT personnel.

Maintenance Precautionary Measures

1. The LGRC Core services are for free except for photocopying and burning or digitizing a knowledge product at non-commercial rates.
2. The center strictly adheres to the protocol of scanning any storage device prior to the start of data transfer.
3. Downloading of data shall be done by the IT personnel. Absolutely no clients are allowed to insert flashdiscs or other media other than the IT personnel.
4. Scanning of removable device inserted in any USB terminals before anything else shall be strictly observed by the computer operator.
5. Clients are allowed to surf the net for research but with the assistance of the IT personnel.
6. Disclosure of client's identity is a must. This is to facilitate proper recording/documentation of transactions for future reference. Unidentified clients/users shall not be entertained.
7. Computers and other IT devices are sensitive to dirt, dust, moisture, sparks/surge. Hence, it is imperative that food, beverages shall not be served or eaten within the equipment room. Foods and beverages may attract rodents and insects like ants. Fecal matters of these animals may eventually cause short circuit in computers.
8. Dust shall be frequently removed by the use of a vacuum cleaner. Periodic check up will ensure that wall sidings near the equipment are in good condition to prevent the entry of rainwater and moisture.
9. Power fluctuation will cause power line to generate surge current and may damage computer devices. IT personnel shall periodically check and ensure that the automatic voltage regulator or the Uninterrupted Power Supply (UPS) device is still working. Otherwise, they shall be replaced with new ones immediately.
10. During brown-outs or sudden power interruptions, systems unit or CPU will be at stake. The use of UPS is a must in order to preserve the life of CPUs in computer system.
11. During center activity, proper lighting condition shall be provided to provide comfort in reading activity among client and researchers. The IT personnel or the librarian will recommend measures to install or maintain appropriate lighting conditions.

2. Public Education on Good Governance and Citizen Development Services

The Public Education on Good Governance and Citizen Development promotes good local governance practices by providing an avenue for dialogue on current issues and concerns, presentation of exemplary practices, providing cases, tools, and processes in good local governance and showcasing of thesis and dissertations related to good governance and citizen development. It builds citizen's awareness through partnership with media, the academe and the private sector.

Specifically, Public Education on Good Governance and Citizen Development provides the following component services:

- Information, Education and Communication Materials and Module Development
- Technical assistance on Communication Planning
- Event organizing services (e.g. Governance Forum, conventions, Talakayan and others)
- Knowledge Sharing through quad media, CSOs and Academe

2.1. Information, Education and Communication Materials and Module Development

As facilitator for knowledge sharing and exchanges, information dissemination becomes the primary function of the Public Education and Citizen Development Core Team. Information dissemination can be taken in different forms. Hence, for this particular service, the Core Team shall provide assistance in the preparation of information, education and communication materials of different programs, projects and activities of the LGRRRC. It shall likewise mainstream / integrate programs in Local Governance Manual. It shall likewise assist in the preparation of advocacy modules to any requesting partner institution.

2.2. Technical assistance on Communication Planning

Communication planning shall be an important component for the Public Education services and a must for the LGRRRC. Knowledge in preparing a communication plan shall likewise be shared to the partners and clients. As such, technical assistance on the preparation of a communication plan shall be delivered by the LGRRRC through the Public Education Core Team.

2.3. Event organizing services

Public Education Core Team shall take the lead in undertaking any fora, convention or any other big events of the LGRRRC. As part of the assistance package, the LGRRRC shall also provide event organizing services for activities such as the Conduct of Exposition or Summit collaborated or sponsored by any MSAC sectoral committees. Such service can be accessed through an appropriate request from partner agency.

2.4. Knowledge Sharing through quad media, CSOs and Academe

Through the Public Education Core Team, the LGRRRC shall organize knowledge sharing activities in partnership with the quad media. Such activities may include, simple dissemination of LGRRRC activities in radio and television stations through interviews of the MSAC Chairperson, LGRRRC Core Teams and other MSAC members.

Knowledge sharing can likewise be done through feature writing for publication in the DILG Timon or any local newspaper which DILG has subscriptions.

3. Capacity Development Services

The Capacity Development Service promotes quality, strategic and responsive capacity development interventions. Capacity development initiatives are focused on social, economic, environmental, governance and administration sectors.

In carrying this service, the LGRRRC shall be guided by the Capacity Development Process illustrated in figure 3. The services of the Center shall revolve along the capdev process. As such, Capacity development service includes the following component services:

- Capacity Development Agenda Preparation
- Training Needs Assessment Tool Development and Designing
- Training Program Designing
- Training Manual/Module and Material Development Services
- Referral Services
- Technical Assistance services through in-center and on-site coaching and knowledge sharing on participatory approaches and tools, project development and management, replication of best practices among others
- Training Services along local governance

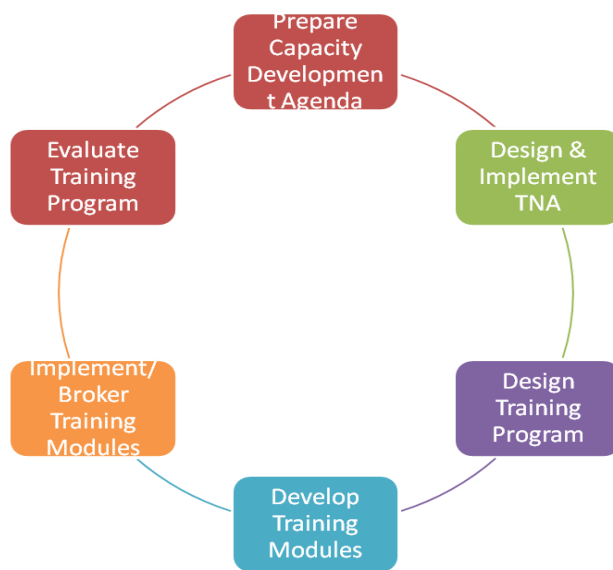


Figure 3: LGRRRC Capacity Development Process

3.1 Capacity Development Agenda Preparation

To ensure quality and responsive capacity development intervention, the LGRRRC through the Capacity Development Core Team shall take the lead in preparing an annual capacity development agenda for the LGRRRC based on the LGPMS result, ARTA-Report Card Survey, Seal of Disaster Preparedness Report, Seal of Good Housekeeping Report and other performance assessment tools available. The capacity development agenda shall be the basis for the training program of the LGRRRC. Implementation of the capdev agenda may be done through collaboration with other MSAC members/sectoral committees.

The LGRRRC may initiate conduct of a particular training program or may refer a training program to the LGRRRC partners. Through the Core Team, capacity development programs maybe brokered with other capdev service providers.

The capdev agenda shall be posted at the LGRRRC website for reference of all MSAC members.

3.2 Training Needs Assessment Tool Development and Designing

Based on the capacity development agenda and to determine the level of capacity of the target beneficiaries of a training program, the LGRRRC through the capacity development core team shall devise training needs assessment tools in areas relevant to local governance.

- The training need assessment shall be subject specific and is aimed at determining the level of knowledge and skills of target participants.
- The Multi-Media Core Team shall assist the Capdev Core Team in preparing an online TNA tool.
- Administration of the TNA maybe done by the LGRRRC or through the Municipal Local Government Operations Officers (MLGOOs). It can be done on-line or manual. For online administration, the respondents/participants may directly input their response in the URL to be provided by the LGRRRC. On the other hand, for manual administration, the MLGOOs may directly input the participant's response directly to the TNA URL which will be provided by the LGRRRC or may submit the same to the provincial office for encoding.
- Processing and analysis of the TNA shall be carried out by the CapDev Core Team.
- Result of the TNA shall be the basis for designing a training program. It shall be shared with the MSAC Members. It shall also be uploaded/posted at the LGRRRC Website.
- Member agency, in availing the service, may course through the LGRRRC administration of TNA prepared or designed by its respective office, provided that appropriate arrangement is made with the LGRRRC. Subject area should be within the ambit of building capacity in local governance. However, processing and analysis shall be done by the proponent agency. The LGRRRC shall be provided with copy of the TNA result for storing and sharing purposes.

All TNA tools and results shall be stored at the LGRRRC website and library for reference.

3.3 Training Program Designing

The Capdev Core Team shall be responsible in designing the training program using the training need assessment result and the LGU capacity development agenda as primary reference. The team can collaborate with appropriate member agency (MSAC) in designing the training program.

Training programs offered by partner agencies may be promoted/marketed through the LGRRRC. Member agencies which may request promotion of their training programs are requested to furnish the LGRRRC copy of the training program design. It can likewise furnish the LGRRRC any promotional collateral relative to the program. This shall be integrated in the on-line capdev system developed by LGA. The agency will be considered as capacity development service provider.

The training program shall be responsive to the areas of social, economic, environmental and governance sectors.

3.4 Training Manual/Module and Materials Development Services

As a policy, all capacity development activities to be undertaken particularly by the DILG Regional Office and LGRRC shall have corresponding training manuals of modules. The capdev core team, in collaboration with program anchor, shall endeavor to develop training modules corresponding to a specific training program. These modules shall be the primary guide of the training team in undertaking a training activity.

The capdev core team may devise a training module template as reference for preparing the training module. All modules developed by the DILG and the LGRRC shall be stored in the library and the databank in the center.

3.5 Technical Assistance services through in-center and on-site coaching and knowledge sharing

Through the availability of the physical facility, the LGRRC shall cater to request of clients for in-center coaching and knowledge sharing. Use of the LGRRC for in-center coaching shall be booked in advance through a letter request. Availability of organic specialists shall be determined first before approval of any request. The regional director as MSAC chairperson shall approve any request upon endorsement/recommendation of the LGRRC Manager.

On the other hand, request for on-site coaching may also be entertained by the LGRRC with prior approval from the regional director and availability of specialists from the LGRRC. Any request may be likewise referred to concerned DILG provincial office or partner agency/institution for appropriate action.

3.6 Training Services along local governance

With capacity development as a major service, the LGRRC shall render training services along local governance. It may collaborate/engage with partner institutions in undertaking training activities relative to themes/sectors supported by the LGRRC.

4. Linkage and Networking

The essence of the putting the MSAC as the advisory body of the LGRRC is the establishment of wide linkage and vast networks of technical service providers on Local Governance. The DILG recognizes that no individual organization, lest the department, holds monopoly of knowledge needed to effect positive changes in local governments. In addition, the creation of LGRRC is very emphatic on the importance of these linkages and network to fully complement the needs of local government units in harnessing manpower potentials and widen various capacities of the LGUs, as an institution.

Linkage and networking is essential component of LGRRC because it provides synergies for the interventions to build upon from a point of advantage and from a point of strength. Linkage and

networking is defined as forming a formal or informal partnership and ties with other organizations in different areas of mutual benefits and interest. For LGRRRC, the convergence area is transforming LGUs to become effective in Local Governance. As part of its function, the following shall be the component services of Linkage and networking:

- Brokering Services
- Referral Services
- Partnership and Linkages Services
- Partnership Agreements Assistance

4.1 Brokering Services

Acknowledging the existence and expertise of other local governance actors, the DILG through the LGRRRC performing the role as capacity development enabler, provides brokering services to its clients and partners.

The brokering services can be availed by both the clients and the partners. The client needs only to send request via the LGRRRC on a particular intervention. The LGRRRC shall then broker such request to appropriate partner or collaborators.

To aid the LGRRRC in performing this function, the LGRRRC through the Linkage and Networking Core Team shall establish and maintain a *directory of collaborators*.

Collaborators of LGRRRC and MSAC members are multifarious organizations that share the common vision and values for social, economic, environmental and administrative governance. Each of these organizations has different level of strengths and expertise in the aforementioned areas; hence, the need to catalog organizational profile detailing its core services offered, capacities of staff, knowledge resource and other capabilities to share.

It is also important to note that partnership could increase presence of LGRRRC, easier facilitation of technology transfer among member organizations, aid in scaling up ideas and concepts and avoid spending for the same activities.

The collaborators of LGRRRC are enumerated in the previous chapter (Chapter 5). However, any organization that is interested to forge partnership with LGRRRC is most welcome. The LGRRRC may also invite an organization to be part of the network of collaborators.

An interested organization will have to write a letter of intent to convey their interest in becoming a partner of the LGRRRC network of collaborators. The MSAC full council will decide acceptance or rejection of such request. The MSAC chair may call a special full council meeting for this purpose.

On the other hand, brokering services can be availed by partners through wide dissemination of partners' programs and projects to prospective or target beneficiaries. Partners may avail the service

through official request. For appropriate action, partners should detail the specifics of their request, such as actions needed from the LGRRRC and target beneficiaries among others.

4.2 Referral Services

The LGRRRC shall have two-way referral services. First, admitting that not all knowledge is catered by the LGRRRC, walk-in or requesting clients not served by the LGRRRC shall be referred to appropriate partner agency or institutions.

For walk-in clients, the LGRRRC shall give clients a referral slip (annex ____) which the latter may give to the partner agency. The LGRRRC through the facility administrator or the librarian shall inform the partner agency that a particular referral is given to a client. Walk-in clients shall follow the steps as described in Section _____ : Transaction/Process Flow.

If request is done through writing, the LGRRRC shall officially endorse in writing the request of the clients to the appropriate agency or partner. The requesting party shall be informed of the action made/referral by the LGRRRC.

Second, the LGRRRC shall likewise serve clients referred with by partner agency. The LGRRRC shall be informed in advance of such referral to prepare concerned staff/specialist or knowledge product as the case maybe. If knowledge product is needed, the policy on library access shall be adhered to.

IV. Organization and Governance

The organization and management of the Local Government Regional Resource Center (LGRRC) Region 13, though composed of several independent organizations is simple. The organizational structure placed the Multi-Stakeholder Advisory Council (MSAC) at the top, the LGRRC management in the middle and the LGRRC administrator and Core teams at the bottom. The MSAC only served as advisory council because the operational affairs of the center is embedded under the LGRRC management.

Inherent in the organizational character of LGRRC, is membership of several government and civil society organizations, who are key players in the social governance, economic governance, environmental governance and the fundamentals of local governance. These organizations shared similar interest on transforming tacit and explicit skills and knowledge into concrete application through transfer of knowledge and technology to beneficiaries or clients. Creating excellent and empowered local governments is the convergence point.

The operation of the LGRRC is governed by mutual trust and shared responsibility. It means that the member organizations have the responsibility on veracity of information deposited and shared in the facility. It is also characterized by transparency. Transparency is achieved by providing members with periodic update and reports in the activities of the facility vis-à-vis the indicators measuring the outputs. The member agencies and organizations have responsibilities in referring client to the agencies that can address their needs and concerns more appropriately.

4. 1. Organizational Structure

Basically, the center operates within the principles of partnership or joint venture. Partnership is defined as an arrangement where parties agree to cooperate to advance their mutual interests. Each member is equally responsible and liable of the organization's operations and outcomes. Therefore, harnessing of capacities and pooling of human, infrastructure and financial resources are strategic in meeting the goals of this convergence.

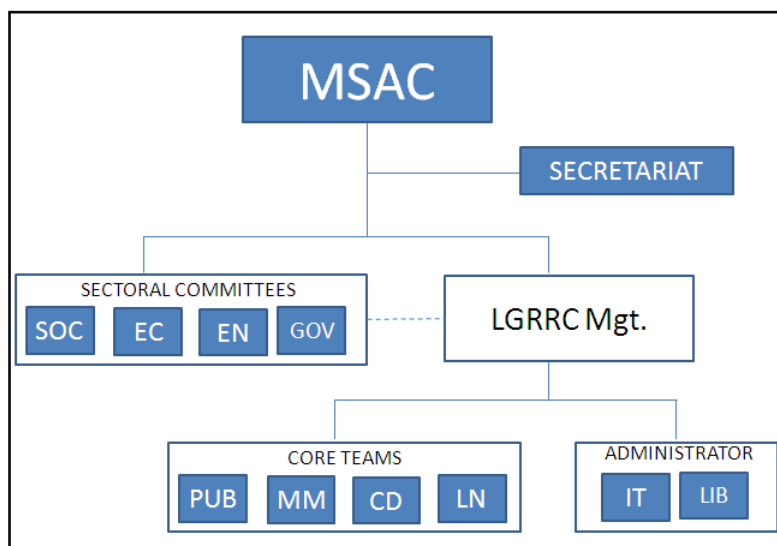


Figure 4: LGRRC Structure

Primarily, the Multi-Stakeholder Advisory Council (MSAC) composed of agency principals and sectoral members sets the overall direction of the center. The sectoral members are separate individuals within the MSAC but their participation is specialized in terms of looking into the operations of their

sector. These committee members may also served as technical working group for the MSAC, when issues raised concern their sector. Hence, decision-making affecting their sectors are lodge at them. A secretariat is assigned to the MSAC.

The individual organization's interests, mandates and advocacies are represented through their membership in the sectoral committees. If an organization is an advocate of environmental protection, the organization would become member of the environmental governance sector. Therefore, provision of technical assistance is within the bounds of an organization's field of expertise.

The management of LGRRRC as facility is lodge under its Management Team. The Management carries out the plans and programs of the LGRRRC with the concurrence of the MSAC. With this, the center's management enjoys freedom in formulating policies, identifying interventions, and monitoring the results of LGRRRC operation. The management team assigns a facility administrator which is responsible for the daily operations of the center and coordinates to the sectoral committee as well. Providing administrative support to the administrator are the IT support staff and librarian. The LGRRRC management reports to the MSAC periodically.

For technical support, four teams are formed representing the four major core services, the facility offers. The core teams are responsible in creating knowledge products and sharing and providing these products to collaborators and clients.

4.2. Composition / Membership

Chaired by the DILG Regional Directors, members of the MSAC are the Regional Directors of National Government Agencies, Executive Directors of Non-Government Organizations/ Humanitarian Organizations and President of Academics institutions.

- Department of Environment and Natural Resources (DENR);
- Department of Trade and Industry (DTI);
- Department of Social Welfare and Development (DSWD);
- Department of Agrarian Reform (DAR);
- Department of Science and Technology (DOST);
- Department of Education (DepEd);
- Department of Budget and Management (DBM);
- National Economic and Development Authority (NEDA);
- Department of Health (DOH);
- Technical Skills and Development Administration (TESDA);
- Office of the Civil Defense (OCD);
- Philippine Normal University (PNU);
- Saint Joseph Institute of Technology (SJIT);
- Father Saturnino Urios University (FSUU);
- Surigao del Sur State University (SDSSU);

- St. Paul University (SPU);
- Caraga State University;
- EDCADS;
- Alterdev;
- SIKAP;
- Balay Mindanaw; and,
- Propegemus

4.3 Roles and Responsibilities

Embodied in the principles of partnership, each member has respective sets of duties, responsibilities and functions. This will guide the council members, LGRRRC members and staff in functioning accordingly to effectively and efficiently delivers the services that the center offers.

A. Multi-Stakeholder Advisory Council

This body is composed of agency heads as principal members. They may be represented during meetings by their duly appointed representatives or alternates. The body will meet at least twice a year or as frequently when needs arises. The DILG regional director heads the council and assigns a secretariat staff within a department (DILG). The secretariat membership may include members from other organization, upon the concurrence of their principals. The roles of the MSAC are but not limited to the following:

- provide general directions and guidance to the LGRC-13 programs and plans;
- formulate policies and guidelines in the operationalization of the LGRC-13
- make accessible/available to the LGUs and other secondary users their respective organization’s LG knowledge products and experts
- initiate steps towards building their respective organizations as Knowledge-Centric Organization (KCO) and to influence the shaping of a knowledge sharing culture and culture of learning within respective organizations;
- mobilize resources (fund, materials, human) to support knowledge Management (KM) programs and plans in their own organizations
- contribute to the development of good practices in local governance and its replication
- identify and propose areas for convergence so as integrate and harmonize the various programs of different stakeholders

a.1 MSAC Secretariat

The duties of a secretariat involve multiple individuals executing daily administrative tasks for MSAC. It includes maintaining database for meeting, conferences, directory and other information pertaining to the activities of the council. The duties of the secretariat include.

- Coordinates with other council members/ organization
- Tracks of council activities;
- Informs MSAC chair and members on the updates of the LGRRRC operation;
- Coordinates with the LGRRRC management on the daily operation of the facility.

- Undertakes research works and performs data gathering and materials collection when necessary;
- Organizes meetings and prepares necessary requirements in conducting conferences;
- During meetings, records the minutes, and prepares resolutions, memoranda, and other pertinent documents when applicable;
- Relays messages to concerned personnel and gives timely feedbacks on actions taken;
- Maintains files or records of important telephone numbers;
- Other doable tasks as required and requested.

B. Sectoral Committee Members

The sectoral committee members may be viewed as technical working group for the member-organizations. The committee is organized to refrain calling the entire body when an issue or concern concerning a particular sector needs to be resolved. In this case, the sectoral committee will meet, resolve the issue or concern and make recommendations for the approval of the full council. This committee is expected to be hands-on in ensuring the functionality of the center. The roles and functions of the committee members are:

- Serve as Technical Working Group for the MSAC on the sector they represented
- Provide available resources (materials, facilities) to support Knowledge Management
- Identify specific roles of the pool of experts
- Coordinate with LGRRRC administrator (referral system) for availability of resources.

C. LGRRRC Management

The DILG Assistant Regional Director heads the LGRRRC Management Team with the technical Division Chiefs as members (LGCCDD and LGMED). Generally, they oversee the overall LGRRRC operations as laid out in the Annual Work and Financial Plan. However, all activities lodge under the LGRRRC and funded under DILG should be approved by the DILG Regional Director.

A general definition would be that management is the process of coordinating work activities, working with human, financial, and physical resources, so that they are completed efficiently and effectively to achieve organizational objectives (Robbins et al, 2006 p.9). **As such, the LGRRRC management implements the directions set by the MSAC.**

- **Plan** - planning the operation by drawing a management plan that spells out the facilities specific goals and outputs for a certain period;
- **Organize and Implement** - **organizing** the networks (and the LGRRRC administrator and core team), providing training, and resources necessary, in a way that accomplishes the desired and required outcomes to meet the goals.
- **Direct** - providing the facility staff and their resources with enough guidance, direction, leadership, and support necessary to ensure that they are able to accomplish their goals.
- **Monitor** - following up to ensure that the plan to achieve the goals is being carried out in such a way that its accomplishment is assured.
- **Evaluate** - reviewing and assessing the success of the goal, the plan, and the allocation of the staff and their resources.

Specific responsibilities of the Management team are:

- Set mechanisms/ strategies on the implementation of the LGRRC Core Services;
- Ensure that the services are operationalized by the core team members;
- Coordinate with the Core Teams in the implementation of LGRRC plans and strategies;
- Prepare the LGRRC status/ assessment for the Regional's information and policy direction.

D. Facility Administrator

The facility administrator presides over the daily operations of the facility. It is the facility administrator's job is to oversee all functions related to managing a business. Managerial functions include planning, controlling, organizing, staffing and directing the operations of the business. Under the administrator are the Information Technology Specialist and Librarian.

- Works closely with the LGRRC management and core teams as well;
- Connects with other professionals outside the Knowledge Management network;
- Coordinates with the service providers;
- Keeps records on the operations of the LGRRC;
- Prepares reports to share with the MSAC, sectoral committee members, LGRRC management and core team members.
- Recognizes new opportunities and secure resources to take advantage of these opportunities;
- Represents the facility in professional setting and in networking events to promote the business and establish new partnerships and widen connections.

D.1. Information Technology Specialist

The Information technology (IT) specialist generally design, operate or maintain technology products. The IT specialist provides similar services related to software, hardware, databases, Web resources, networks and enterprise systems.

- **Network management**, software development and database administration.
- **Technical Support** - Provides technical support LGRRC staff and train non-technical staff on the business's information systems
- **Designs systems** and assess the effectiveness of technology resources already in use or new systems that are being implemented
- **Determines the practicality of changes** and modification of systems.
- **Works with external partners**, including consultants, agencies and vendors, to arrive at the most appropriate system or integration of multiple systems.

D.2. The Librarian

The general duty of a librarian is to keep current on resources and literature and select publications for the library's collection. Job activities include:

- **Getting Information** – Observing, receiving, and otherwise obtaining information from all relevant sources.
- **Updating and Using Relevant Knowledge** – Keeping up-to-date technically and applying knowledge.
- **Communicating with Supervisors and peers** – Providing information to MSAC members, sectoral committee members, LGRRRC management and administrator and peers by telephone, in written form, email, or in person.
- **Training and teaching others** – Identifying the education needs of others, development training program and teaching or instructing others.
- **Processing Information** -- Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
- **Interpreting the Meaning of Information for Others** -- Translating or explaining what information means and how it can be used.
- **Analyzing Data or Information** -- Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts
- **Communicating with Persons Outside Organization** -- Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail
- **Documenting/Recording Information** -- Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

E. Core Team Members

The core team is the training arm of the LGRRRC. They are responsible in determining the available and needed resources in carrying out different intervention and trainings in consonance to the four core activities of the facility. Each core team must prepare and submit reports or updates on a quarterly basis on the LGRRRC management team through the LGRRRC administrator. The reports/ updates shall be the basis for policy decision of the Regional Director and the Multi-stakeholder Advisory Committee (MSAC). Generally, the function of the core teams are along the following:

- Develop ways and means in acquiring and creating knowledge;
- Appropriate utilization of information and knowledge products in decisions, actions and policies;
- Promote tools and systems that facilitate citizens’ feedback on local governance;
- Foster community relationships and builds a culture of multi-stakeholder participation and partnership building
- Deliver core services/ training

Specifically, the four core teams have the following responsibilities:

E.1 Multimedia knowledge and Information

- Package replicable/ best practices documented by the technical staff from the operating units/ field offices
- Coordinate with public education on good governance, development and citizenship services core team on the preparation and implementation of the communications plan for DILG programs and LGRRRC operation;
- Assist in maintaining IT facilities based on established policies and procedures;
- Ensure that the DILG and LGRRRC products, services, and programs are integrated in the DILG 13 website.

E.2 Capacity Development

- Manage technical assistance and referral services in coordination with the division/ units and field operating units;
- Develop capacity development materials and modules in coordination with the regional anchor staff/ coaches;
- Disseminate and promote knowledge exchange/ sharing; and,
- Monitor and evaluate capacity development interventions.

E.3 Linkage

- Facilitate network building with CSO partner, LRIs, foreign donors and other institution;
- Develop directory of experts/ local resource institutes;
- Link with MSAC members/ partners agencies on LGRRRC activities;
- Lead in brokering programs/ projects with appropriate concerned agencies;

E.4 Public Education on Good Governance, Development and Citizenship

- Establish partnership with Media for public education;
- Develop tools and system that enhances capacity development among provinces, cities, municipalities and barangays;
- Promote and facilitate citizen education and advocacy on best practices on local governance administration;
- Prepare communication;
- Prepare update and reproduce information materials like flyers, gazette, publication and others on DILG 13 PPAs along local governance on a regular basis in coordination with the division/ units and field operating units.

4.4. Channel of Communication

Communication is the single most important aspect of an organization to continue its partnership and effectively implement its activities. Communication is essential in all stages of business cycle – from inception to dissolution. The MSAC is open to all channels of communication as an important factor in effecting positive environment in the course of the LGRRRC operation. With this communication protocol is established.

A. Communication Protocols for MSAC.

- The chair is the one to initiate council meetings. However, any MSAC members may request the chair to audience with the full council. Meeting advisory will be issued by the MSAC chair
- The MSAC secretariat will facilitate communication to and from the Chair, members and the LGRRRC management.
- The secretariat will maintain the database of communication.
- The MSAC members, the sectoral committee members, the LGRRRC Management and administrator may also communicate directly to each other; provided, however, that their agreement will be formally communicated if implemented.

B. Communication Protocols for LGRRRC Operations.

- The core team and the administrator directly report to the LGRRRC management.
- The core team and the administrator communicate with each other especially on the arrangement of services extended to clients.
- The official email account of the LGRRRC will be used in official communications. This account will be managed and primarily access by the Administrator and Librarian.
- When using personal email account pertaining to communication concerning LGRRRC communication, it is advised that the LGRRRC administrator will be copy furnished.
- The LGRRRC administrator (including the IT specialist and Librarian) may receive communication and facilitate the same to proper person for action.
- The LGRRRC Management reports to the DILG Regional Director and to the MSAC as well.

4.5 Meetings and Quorum

The full Multi-stakeholder advisory council will have a meeting at a minimum of twice a year preferably every semester. However, the council chair may call a meeting on top of the semestral meeting as the need arises. The secretariat will facilitate the information and provide administrative support during these meetings. The sectoral committee may hold sectoral meetings as often as necessary. They will just inform the MSAC chair about the conduct of the activity and may request the MSAC secretariat to facilitate their meeting.

A quorum is constituted when the attending members (agencies/ organization) reached at least 50% plus one based on the total council membership. When a quorum is reached, the meeting will take place as usual. In all decision making, majority rule applies.

When quorum is not reached during meeting, the chair may or may not continue the meeting. If the chair, decided to continue the meeting, the usual process of discussing the business of day will be followed. However, matters that need decision by majority cannot be decided.

Except for emergencies or when pressing concerns arises, the LGRRC management should conduct monthly meeting/ conferences to discuss current status and activities of the center. In attendance would be the members of the core teams and administrator (together with the librarian and the IT specialist). Sectoral committee members may also be invited when situation necessitates.

V. Operating Procedures

5.1 Availing the LGRRRC Core Services

The LGRRRC Client is a stakeholder of local governance. It refers to the receiver or beneficiary of services that the LCRC programs.

The type of client may vary for as long they want to avail of the services related to governance. Mostly they are local officials who aspire to improve delivery of services to their constituents, students and researchers, personnel from other NGAs, LGRCs in other regions and other stakeholders. Clients, in other words, can be anyone or anything in need of certain knowledge products and services that is available in the LGRRRC. These range from reference materials, to referrals, to capacity development activities, etc.

Clients may avail of the LGRRRC Core service either through walk-in, by request, on-line, invitational or referral.

Walk-in clients are basically clients who come in the LGRRRC and request to be serviced either on the spot, or some future date (i.e. schedule or set appointment).

“By request” clients send letters beforehand or made a call to request and schedule for LGRRRC services.

On-line are clients that are serviced primarily through (but not limited to) the internet. These are clients who generally saw LGRRRC services through the DILG web portal and obtain knowledge products from or request for other knowledge products or services to the LGRRRC via the email protocol, or other internet channels (e.g. social media, etc).

There are certain instances that the LGRRRC package and roll-out trainings or other capacity development activities for the clients. These services can be offered to them via invitations. Hence, “invitational clients” are those clients who have been invited beforehand by the DILG and have signified or expressed interest to avail of the Knowledge Products or services of the LGRRRC. Clients who participate in programatized capacity development activities fall into this category.

Finally, there are instances that clients have come from other agencies or institutions in search for a particular knowledge product or service but that primary institution was not able to address. These clients may be referred to the LGRRRC if the center is capable of or in possession of the product or service they need. These clients are considered clients from “referrals”.

These are the types of clients and how they come to seek or request the LGRRRC products or services. How each of them are dealt with is discussed in the subsequent section.

5.2 Client Transactions / Process Flow

5.2. A. Walk-in Client

The usual LGRC clients are walk –in. They are received at the LGRC site by the Facility Administrator (FA). Initial consultation is conducted to determine the nature of assistance the clients need. These are recorded in the client service log. After which, the FA assesses the needs based on the menu of available knowledge products and services.

If the client needs a particular knowledge product available in the menu, the FA directs the client to the librarian who will retrieve the particular knowledge product from the center’s shelves to be handed to client according to borrowing policies and protocol. Client may also duplicate portions thereof using the center’s reproduction facilities, for a fee.

If the client needs particular data or information accessible through the center’s databases, the FA directs the client to the I.T. officer who will retrieve the particular data or information and package into appropriate format. Client may obtain a copy of the files following saving protocol of the center, or through data storage devices of the client. Digital copies may also be burned into DVDs or printed for the client, for a fee.

If the client is looking for services offered in the center’s menu of services, the FA directs the client to the particular core team leader or representative (i.e. Public Education on Good Governance and Citizenship Development; Capacity Development; Linkage; or Multimedia Knowledge and Information). The respective Core Team representative will cater to the needs of the client.

If the client is looking for services contained in the menu but is offered or possessed by an LGRRRC partner organization or collaborator, the FA will issue a referral slip with directions to approach the appropriate agency, as well as request for said agency to facilitate the client’s request.

Ideally, clients are served on spot, within the day of the request. However, any section that receives the client but assess more time will notify the client accordingly. Client may be asked to come back; requested KP to be delivered via courier; or center personnel to come to them to render the service on a later agreed or targeted date, as the case may be.

Serviced, pending, or otherwise, the FA will make corresponding notations in the client service log.

5.2. B. By Request

Clients may communicate with LGRRRC on their needs via hand-delivered, couriered or faxed communication. These are received and initially processed by the FA, logged, and routed to the appropriate sections of the LGRRRC similar to that of the walk-in routing. Receiving sections will provide feedback to the FA which could contact the client via the contact information provided by the client in the request.

Generally, at least one week is needed to process and assess the request. Feedback to such request may be given within 3-5 days upon receipt of the LGRRRC. Requests for KPs services that fall in less than one week may not be catered due to time constraint.

5.2.C. Online Client

Clients are also catered using the internet via the official website of DILG Caraga Region caraga.dilg.gov.ph, the LGRC website, lgrc.caraga.dilg.gov.ph, or through the official LGRRRC or DILG email accounts or social networking sites (Facebook, Twitter, etc) . The DILG Information Officer shall create and maintain an account with Social Networking Sites. I.T. officer serves as web portal administrator. Both will retrieve web requests and is consolidated by the I.T. officer who will initially process inquiries, and route to the same channels as the Walk-in or request clients. Feedback from the affected section will be routed back to the I.T. officer to contact the client via the contact information or provided or the account used upon making the request or inquiry.

Data or information in soft copy or digital copies as requested may attached in the online response. Otherwise, they may be rendered in digital media (e.g. CDs or DVDs) or printed, for pick up by the client.

Requests for knowledge products or other services shall warrant feedback to the client as to how (or instructions) they will be able to avail or access them. KPs might necessitate for them to come to the center to pick them up (following borrowing or reproduction protocol and policies) while services might result to more discussions (call for meeting, arrange for a phone call, etc.) to spell out the details of the engagement.

Similar to letter requests, at least one week is needed to process and assess on-line requests. Feedback to such request or data requested itself, may be sent within 3-5 days upon receipt of the LGRRRC I.T. Officer or Information Officer. Requests for KPs services that fall in less than one week may not be catered due to time constraint.

Again, serviced, pending, or otherwise, the FA will make corresponding notations in the client service log.

5.2.D. Invited Clients

Each core team has programs that are to be implemented in a particular timeframe. These programs may entail capacity development activities or other engagements that needs the participation of LGUs or other clients. These can be facilitated through the LGRRRC by having core teams drafting and sending out invitations to target clients detailing offers of the center's products and services. The invited clients who opted to avail of the offer are treated as invited clients. Their feedback to the invitation comes in via fax, courier, or other channels, and are received and logged by the FA. They are then routed back to the respective core team that issued them so that the servicing may commence or be scheduled for implementation, subject to further arrangements (if ever) with the client.

5.2.E. Referred Clients

Clients that have approached other line agencies or organizations that are part of the LGRRRC network may be referred to the center. They will be issued referral slips which the clients may present to the LGRRRC when they come to visit. Referral slips act as a by-pass to the initial processing that is done at the level of the FA upon receiving clients. Referral slips already contain particulars of the KP or service needed by the clients with possible notations from the issuing agency on how to handle the client. FA will course the referred client to as per notation, reconciled with the center's own menu of knowledge products and services. They then go to similar processes as that of the walk-in clients.

V.2.F. Call inquiries

Calls from clients regarding inquiries on the center and its services are also handled by the FA who will provide the initial consultation as is done in the first stage for walk-ins. Clients may then be advised on the next steps they could do to access their needed products or services (e.g. they may be given the option to write the formal request as is done in V.2.X; make an on-line request like in V.2.X; or come in person to the center as in V.2.A.)

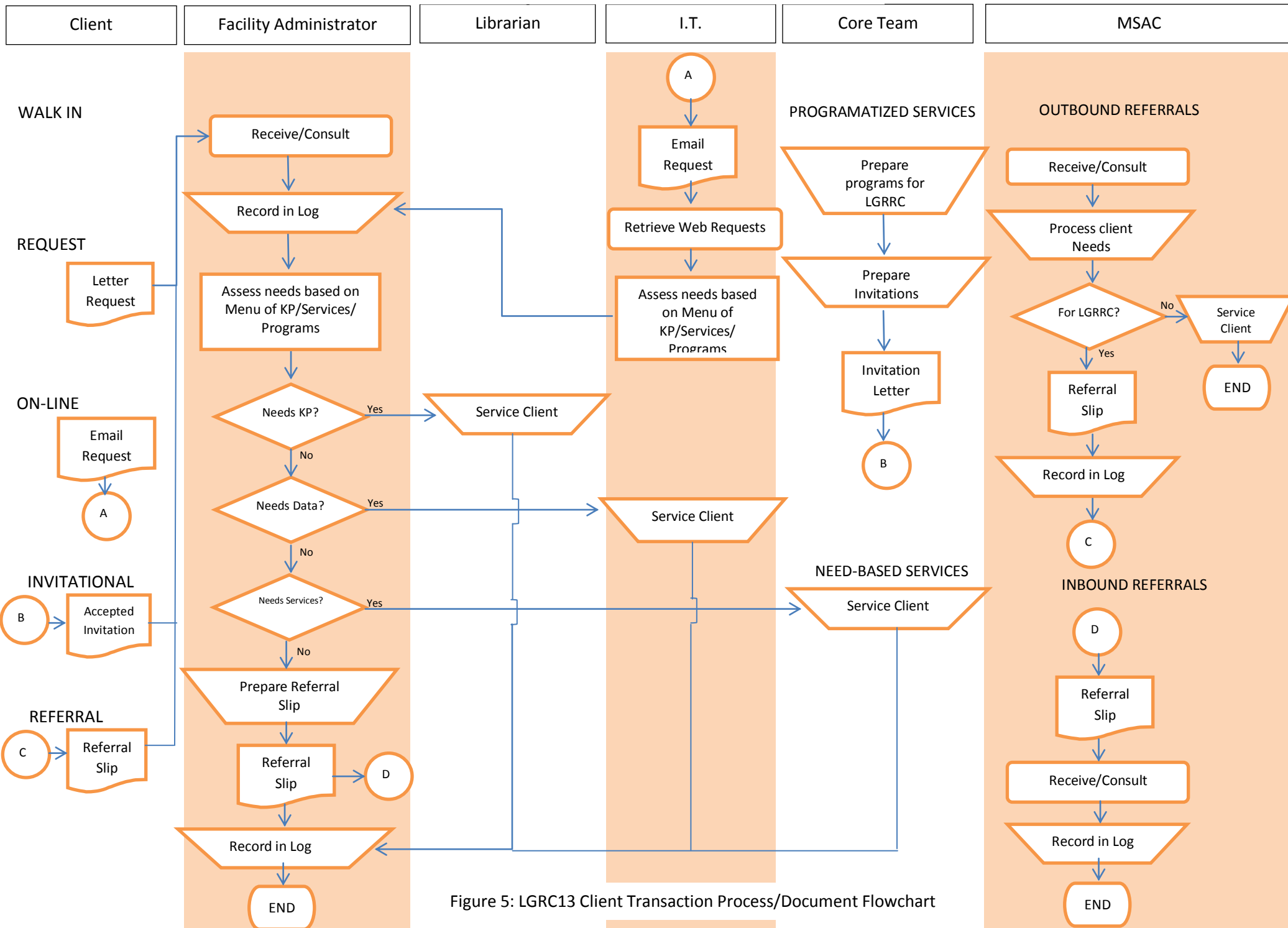


Figure 5: LGRC13 Client Transaction Process/Document Flowchart

5.3 Revenue Generation, Expenditures and Fund Management

A. Revenue Generation

The operation of the Local Government Regional Resources Center (LGRRC) is funded under the regular fund of the DILG. It also gets funding support from the Local Government Academy (LGA). Since its inception in 2007, the department thru the LGA has allocated funds for the facility to procure multimedia equipment, computers, books and reference materials in the library. Operating costs such as electricity and internet connection are charged to the regular maintenance and operation expenditure of the DILG Regional Office. Manning the LGRRC facility in its daily operations are: the LGRRC administrator, Information Technology Officer, Librarian, Core team members. These are organic personnel of the DILG Regional Office and as such, salaries and wages are attached to DILG.

The existence of LGRRC is primarily devoted to improve capacities of Local Government Units in achieving effective local governance. However, the drive of the LGRRC is to increase agency membership, expand and improve its services, and support financial viability by abolishing the limits of the facility in accessing other financial sources to support its operation. With the current set-up, recouping of operational expenses as well as sourcing of funds from other sources are imperative to sustain and improve the LGRRC.

Possible Fund Source

- 1. Agency Funds.** The LGRRC has a wide array of fund sources to access. Foremost is from the member agencies particularly, the DILG. The office allocates annual budget for the facility to defray usual office expenditures, capitalization and some training programs.
- 2. LGA Funds.** The LGA has also annual allotment for activities of the center.
- 3. Grants and Donations.** Local and International donor agencies may channel funds for program/project implementation through the LGRRC.
- 4. Training Fee.** The center may charge training fee or professional fee for every training module or for any capability assistance demanded.
- 5. User's Fee or Facility Charges.** The center may charge minimal charge for using its facilities and equipment.
- 6. Sales of Products or Services.** The center may produce knowledge products and collaterals and render services for a particular fee. It may likewise agree on a counter parting arrangement with the client.
- 7. Sharing of Trainer's Fees.** The center may impose a percentage share in professional fees from LGRRC referred trainers with prior approval.
- 8. Fund Raising Activities.** The center can also implement fund raising activities such as the hosting of events with registration fees, and others.

The funds generated will be used for the effective and efficient operation of the center. Being a non-profit entity, all funds downloaded to the center will be spent during the year for capacity building and other knowledge management related activities, with the exception on restricted endowments (i.e. grants or donations) which may require special accounting treatment. Generally, all other funds generated or recouped (unrestricted) can be maintained under a trust fund of the LGRRRC - DILG 13, subject to normal disbursing, accounting and audit protocol.

B. Disbursements

The projected expenditures of the center range from capital outlay to operational expenditures, as outlined below:

Expenditure Items	Description
Books and Reference Materials	Books or manual to be procured and stored in the library. To include programs and other computer software.
Equipment and Multimedia Facilities	Computer, printers, pho copiers, scanners, LCD projector, TV set, etc.
Office furniture and Fixtures	Tables, chairs, cabinet, boards, air-condition sets, etc.
Training Development Materials	Materials and supplies to include but not limited to office supplies, DVD, USB
Maintenance	Repair and maintenance of office and its furniture and fixture
Utilities: Telephone, Internet Connection, Web Hosting	Expenses for communication facilities
Capacity Development	Training of LGRRRC staff. Includes meetings, workshop and other capacity development activities
Professional Fees	Professional fees of consultants and resource persons
Travel and Per Diems	Travelling expenses of LGRRRC staff and members.

C. Funds Management

The LGRRRC 13 shall work out with the Local Government Academy for deputization for it to be able to use its receipts and eventually collect appropriate fees. Fund management will generally follow the usual accounting and auditing rules and regulations.

The LGRRRC 13, upon deputization by LGA, shall open a trust fund account where all funds intended for the LGRRRC coming from different and authorized sources, will be deposited.

The LGRRRC funds will be managed by the LGRRRC administrator. Processing of papers and other supporting documents will be lodged under the Administrative and Finance Division of the DILG. Procurements and disbursements will be based on a Work and Financial Plan for the year.

All activities of the center should be supported with an activity design prepared by the proponent and reviewed by the Administrator. The Budget officer and Accountant will also certify the fund availability. The LGRRRC manager will recommend to the DILG Regional Director for approval.

Periodic financial reports (Balance sheet and income statement) will be presented during the MSAC meeting.

5.4 Knowledge Management Process

This section outlines the guidelines in ensuring that knowledge management systems and processes are embedded in the operations of the center. Knowledge management process shall be guided by the flow diagram presented in figure 6 :

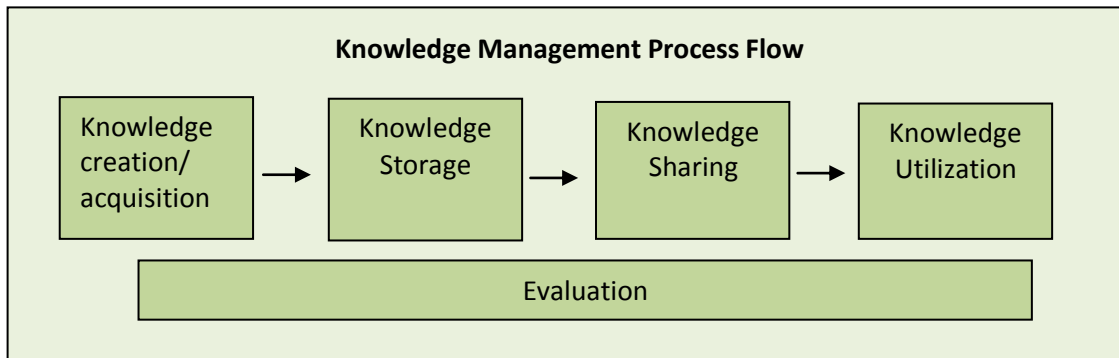


Figure 6: KM Process Flow Diagram

Knowledge Creation/Acquisition:

The LGRRRC shall endeavor to create and acquire both explicit and tacit knowledge. The following shall guide in creating and acquiring knowledge:

1. The LGRRRC Librarian shall conduct and maintain inventory of knowledge products.
2. KP inventories may not be limited to the DILG-13 LGRRRC library but also include other DILG Operating Offices. The inventory shall likewise include KPs of collaborators/partners for referral purposes.
3. The KP inventory result shall be used as reference in knowledge capital planning.
4. The LGRRRC shall accept donations of knowledge products from partners/collaborators.
5. The LGRRRC through the Library shall acquire the following types of knowledge products (KPs):
 - a. How to Manuals (such as Development Planning, Formulating ELA and CapDev Plans and others)
 - b. Training Modules (relevant to local governance)
 - c. Laws/Policies/Guidelines on Local Governance
 - d. Local Plans such as CDP, ELA, DRRM Plans
 - e. Diagnostics Tools on Local Governance (such as LGPMS, Gerl Ka Ba?, CBMS, SCALOG, Training Need Assessments and others)
 - f. Systems and Procedures Manual (Operations Manual)
 - g. LGU Profiles
 - h. Local Governance Awards Systems
 - i. Other LG relevant data/information

Knowledge Products can be in hard copy (such as books, magazines, flyers and others) or in soft copy (for e-library).

6. The LGRRRC, through the Multi-Media and Information Core Team, in coordination with other Core Teams shall create knowledge such as local governance best practice documentation (written and video), DILG program/project advocacy materials, comics and others.
7. The LGRRRC shall serve as repository of knowledge products obtained from trainings or seminars of DILG employees. As such, all DILG employees, particularly the regional office personnel shall turn-over to the LGRRRC librarian all knowledge products in whatever forms for deposit at the LGRRRC. The documents shall form part as LGRRRC Collection for reference purposes.
8. The LGRRRC shall, if possible, enter into agreement with other institutions, partners or collaborators who are willing to share their resources either physical or on-line. The LGRRRC shall establish web link with available e-libraries from partners/collaborators. The web links shall be governed by appropriate legal instrument, if and when necessary. The Linkage and Networking Core Team shall identify possible partners and in coordination with the IT Specialist set the terms for web links.

Knowledge Storing:

To ensure that knowledge will be accessible to all users/clients, knowledge storage in the LGRRC shall be guided by the following:

1. The LGRRC shall maintain a physical library. It shall likewise establish a databank to store knowledge. A database will also be available to access processed information. The LGRRC database will primarily store DILG reports.
2. Knowledge products such as assessment tools and results, LGU Profiles, Training Modules, How-to Manuals, Plans and DILG reports shall be stored in the appropriate databank.
3. An Integrated Library Management System (ILMS) shall be established in the LGRRC e-Library. The ILMS refers to the setting-up and management of the knowledge products in the LGRRC. The librarian in coordination with the IT specialist shall facilitate the establishment of the ILMS. They may seek assistance from the MSAC members (coming from the academe) or outside professionals in establishing the library system.
4. All KPs both hard and soft copies (on and off line) shall be categorized by themes.

Knowledge Sharing/Exchange:

To facilitate knowledge sharing and exchanges, the following guidelines are set:

1. The LGRRC shall promote knowledge sharing and exchanges between partners and collaborators. Knowledge sharing can be done on-line and on-site. On-line sharing can be through web links (e-libraries), chats or forums. On-site knowledge sharing can be done through coaching and discussion with appropriate in-house DILG specialist or program/project in-charge.
2. All knowledge products including processed data and information can be shared to partners or clients. However, confidentiality of the information should be given due consideration, when necessary.
3. Depending on the type of clients and knowledge products to be shared, the LGRRC may share knowledge for a fee or for free.
4. For purposes of sharing, a list of available KPs from partners/collaborators maybe posted in the LGRRC website. Interested partners/collaborators who wish to publish the listing of their available KPs may provide the LGRRC through the IT Specialist the list of KPs.

Knowledge Utilization

Generally, knowledge contained in the LGRRC is utilized for services, expertise and institutional improvement. As recipient and users of the knowledge in the center, the LGRRC will utilize knowledge based on the following guidelines:

1. Knowledge products can be accessed by the experts in the rendering of services to clients, e.g. conduct of trainings, workshops, etc.
2. Knowledge products can also be accessed by the LGRRC for the capacity development of DILG staff or personnel by implementing staff development activities, etc.
3. Knowledge products are also free and available for use by the DILG personnel and/or LGRRC partners
4. Internal knowledge sharing, e.g. issue advocacy, educational fora, case analyses, etc are also encouraged within the DILG and the knowledge shared are to be openly discussed or tackled.
5. Knowledge in the center can be considered for use and/or adaptation in the DILG 13's own practices, systems, processes of the organizations.
6. Experts in the LGRRC network will also generate or produce knowledge products (i.e. modules, hand-outs) to facilitate the delivery of the LGRCC services;
7. The LGRRC engagements/activities also draw out other forms of learning which can be packaged into new knowledge products.
8. Performance assessment results can be packaged into a knowledge product for utilization by interested partners and the DILG.

Knowledge Evaluation

To measure LGRRC effectiveness, it will be open to client feedback. These client feedbacks will be used along with the LGRRC's own assessment of the operations in the conduct of the evaluation. Such will also be processed with MSAC members through regular meetings, periodic evaluations, coordination meetings, and consultations.

VI. Popularizing the LGRRC

LGRRC is basically a network or collaboration of knowledge centers servicing a wide market of clients. LGRRC shall be made popular or marketed to both groups: the clients and collaborators (or potential partners).

In terms of clients, the LGRRC shall be marketed to personal and organizational clients, from school-aged individuals to professionals to organizations of varying sectoral classification. They can be anybody or any group who are in need of knowledge and/or expertise especially pertaining to the field of governance. These are clients served by LGRRC as well as its collaborators in the knowledge market.

In terms of collaborators/partners, the LGRRC shall continue venturing into partnership exploration for potential new centers by way of network mapping or other means. Simultaneously, it shall also continue to strengthen and improve its currently existing partners via regular meetings and collaborative engagements.

Client Management

Clients can be reached via quad-media including ICT (websites), immersions, advertising/IEC campaign, consultation visits, letters of invitation/offering, partnership with media, and through referral system by existing partners.

Strategic entry points are also considered such as during the CapDev activity for NEO; during activities of the RDC activities and other policy making bodies.

Once clients come in, they are accommodated by the LGRRC according to its resources available. If they are best served by others, they are referred to them. Referral slips and feedback mechanisms serve to track how well the center aggregately serviced the clients.

Partnership Management

Collaborators can be reached via communication, social networks and e-groups, advocacies, and provision of support for knowledge products development.

Once collaborators come in, they can enter into contracts or MOA/U and participate or jointly conduct fora and round table discussions and focused group discussions. They can also implement convergent programs and therein consolidate expertise as well as resources. The LGRRC will maintain a directory of collaborators.

Marketing Strategy

The marketing strategy aims to increase awareness among the local governance actors and clients on the presence of the LGRRC in the region and the core services it provides.

The following promotional strategies shall be applied to popularize the LGRRC regionwide:

- **Quad-Media engagement.** This includes preparation and distribution of press releases and announcements relating to LGRRC programs, projects and activities to the print media, radio and television networks. This likewise involves posting of press releases and announcement at the LGRRC/DILG websites.
- **Advocacy Activities.** Advocacy activities are carried out through attendance to meetings of different local leagues, professional organizations gathering, Regional Development Council sub-committee meetings among others to discuss the LGRRC services, programs, projects and activities.
- **Websites.** A dedicated LGRRC website is developed which will publish the different programs and services of the center. It will also publish the knowledge products available in the center and hosts the LGRRC e-library. Through appropriate legal instrument, the LGRRC website shall be linked to the websites of interested partners.
- **Social Network.** Promoting the LGRRC services can also be done using the social network, particularly facebook. The DILG has created and maintained a facebook page accessed by most DILG personnel and is opened to the general public.
- **Advertisement.** Print advertisement may be explored to announce the LGRRC services, programs and activities. However, the LGRRC advertisement shall always be included in the Quarterly Publication (i.e. Timon Newsletter) of DILG 13.
- **Promotional Collaterals.** To further promote the LGRRC, promotional collaterals such as flyers, brochures will be prepared by the Multimedia and information services. The same shall be distributed to the DILG provincial offices and LGRRC partners. Copies will likewise be retained at the LGRRC facility.