

# Knowledge Management Practices of Mindanao Development Authority (MinDA), Philippines: A Reflective Analysis

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**ABSTRACT:** Mindanao Development Authority (MinDA) as the leading government agency in the development coordinated and integrated approach in the formulation and implementation of various Mindanao-wide inter-regional development plans, programs, and projects, is needed to maximize the role and importance of Knowledge Management. The knowledge management practices of MinDA were presented using reflective analysis. Through reflective analysis, the researchers were able to discuss some issues and challenges in the MinDA and critically identify some recommendations to improve the existing MinDA Knowledge Management Practices. It is also noted that MinDA had had some acclaimed KM practices such as Database and Content Management and Processing, KM Systems Development and Maintenance through ICT tools KM-related Products and Services for Clients. MinDA also underwent a digital innovation program under the Knowledge Management (KM) division. However, MinDA also encountered difficulties such as the challenge of sharing knowledge effectively within the organization and in the community. With that, several opportunities for improvement were identified. These are knowledge sharing, knowledge products, and services of (MinDA), the need for the Mindanao development authority to be known in the community, optimization of the digital platform of MinDA, seeking the expertise and role of the academe for round table discussion, and giving importance to the role of socio-economic opportunities for Indigenous People in Mindanao.

**KEYWORDS:** Knowledge Management Practices, Mindanao Development Plan, Knowledge

## I. INTRODUCTION

Knowledge management (KM) is the process of capturing, synthesizing, sharing, and effectively using individual and institutional knowledge. A key element of knowledge management is turning tacit knowledge – information that is often subconscious, internalized, and difficult to transfer from one individual or institution to another – into explicit knowledge – information that is conscious, readily transferable, and able to be codified (USAID, 2018).

As explained by Valamis (2022), knowledge management is important because it boosts the efficiency of an organization's decision-making ability. By making sure that all employees have access to the overall expertise held within the organization, a smarter workforce is built that is more able to make quick, informed decisions, benefiting the entire company. Added by starmind (2022), Knowledge management gives your teams access to the information and resources they need to do their jobs effectively.

All businesses inherently store, access and deliver knowledge in some specific manners. Knowledge is required in other to enjoy an outstanding competitive advantage. Proper knowledge management improves the performance of organizations whether it is public or private. They also emphasized that the retention and proper training of employees not only improve their skills but also build up confidence in them (Awan and Jabbar, 2015, Ahmed and Mohamed, 2017).

By virtue of Republic Act No. 9996 known as the “Mindanao Development Authority Act of 2010” dated February 17, 2010, Mindanao Development Authority (MinDA) was created, The former Mindanao Economic Development Council (MEDCo) created under Executive Order No. 512 (s. 1992) and as amended by the issuance of Executive Order No. 244 (s. 2000), Executive Order No. 354 (s. 2004), Executive Order No. 357 (2. 2004) and Executive Order No. 757 (2. 2008) was abolished.

Its mandate is to promote, coordinate and facilitate the active and extensive participation of all sectors to effect the socioeconomic development of Mindanao. The Authority shall cover all provinces and cities of Regions IX, X, XI, XII, Caraga and BARMM, provided, the Province of Palawan shall be included in its coverage only as it pertains to its involvement in the BIMP-EAGA. The State shall undertake efforts to promote the active participation of Mindanao and Palawan in the Brunei-Darussalam-Indonesia-Malaysia-the Philippines-East Asia Growth Area (BIMP-EAGA) (RA 9996).

As the policy of the State to accelerate the socio-economic growth of Mindanao, increasing its trade, tourism, and investments, encouraging private enterprise and advancing efforts towards peace and development. MinDA was established to address the need for a coordinated and integrated approach in the formulation and implementation of various Mindanao-wide inter-regional development plans, programs and projects. According to Philippine Institute for Development Studies (2020), MinDA is envisioned to be the vanguard institution that provides strategic leadership in pursuing a peaceful, integrated, and globally competitive Mindanao, and ensures that the benefits of sustainable development in the region are equitably shared and enjoyed by culturally diverse, empowered, and united Mindanawons

To attain such mandate, knowledge management was seen as important factors of success. Knowledge is the insight, understanding and practical know-how that we all possess. It is the fundamental resource that allows us to function intelligently (Odiri, 2014). Knowledge is an invisible or intangible asset. Its acquisition involves complex cognitive processes of perception, learning, communication, association and reasoning. Knowledge and information are fundamental to development because indigenous knowledge can contribute to development, competitiveness, and productivity, and expands choices for disadvantaged individuals and communities (Akinyemi, 2017).

MinDA’s Knowledge Management defines it as a systematic process for acquiring, synthesizing, creating, storing, retrieving, sharing and use of data, information, insights and experiences to achieve organizational goals. It allows people to find the right information; when and where they need it; and connect those who know with those who need to know. Moreover, MinDA’s KM Framework is a guide on leveraging knowledge for Mindanao’s peace and development. It is integrated with MinDA’s vision, mission, goals, objectives and strategies for improving organizational efficiency, productivity, learning and enhancing service delivery to its development partners and stakeholders.

MinDA has a Knowledge Management Division (KMD) under the Policy, Planning and Project Development Office. The Policy, Planning and Project Development Office manages the Knowledge Management Strategic Framework Plans and Programs and Information Systems by facilitating the acquisition and generation of data and effective use of information. Moreover, the same Office is assigned in establishing a comprehensive and integrated database in Mindanao and BIMP-EAGA which is needed for planning and decision-making. Currently, MinDA’s KM database contains the Mindanao Development Statistics (DEVSTAT). It is a compilation of socio-economic data on various sectors from regional up to province level-macro, sectoral, area-specific and time series data. It also contains economic profiles of LGUs in Mindanao, Mindanao programs and projects database for monitoring, environment and power sector database, and the BIMP-EAGA related information and statistics.

Furthermore, one of MinDA’s KM guiding principles is to promote an environment conducive to knowledge creation and sharing, allowing continuous improvement and innovation, and adhering to the guiding principles on Integrated Peace and Development Framework (IPDF). These guiding principles of IPDF were used in the formulation of the Mindanao 2020 Peace and Development Framework Plan or M2020, The M2020 was launched in 2012, but the framework is currently being reviewed and updated since MinDA is having organizational changes in light of every change in administration. Thus this paper will present the knowledge management practices of MinDa using reflective analysis.

## II. RESULTS AND DISCUSSIONS

### 1. Current Knowledge Management Practices

Presented below are the existing MinDa knowledge management practices:

**A. Database and Content Management and Processing.** Database and content management are crucial components for the Mindanao Development Authority (MinDA) in the Philippines. They enable effective storage, organization, processing, and retrieval of information and resources. Here are some recommendations for MinDA regarding database and content management:

A.1. Centralized Database System: Implement a centralized database system to store and manage various types of data and content. This database should be designed to accommodate different formats, such as text documents, spreadsheets, multimedia files, and geospatial data. It should also ensure data security, accessibility, and scalability to support the growing needs of MinDA.

A.2. Data Classification and Standardization: Establish a systematic approach to classify and standardize data and content. Develop a data classification framework that categorizes information based on its type, source, relevance, and sensitivity. Define standardized data formats, naming conventions, and metadata standards to ensure consistency and facilitate data integration and retrieval.

A.3. Content Management System (CMS): Implement a content management system that enables efficient creation, organization, publishing, and updating of digital content. A CMS simplifies content management workflows, allows multiple users to collaborate, and supports version control. It should also provide features for content approval, archiving, and search functionality to facilitate easy retrieval.

A.4. Metadata and Indexing: Develop a robust metadata framework and indexing system to enhance searchability and discoverability of information. Metadata should include relevant details such as document titles, authors, dates, keywords, and descriptions. Implement indexing mechanisms to enable quick and accurate retrieval of information based on specific criteria.

A.5. Document Versioning and Tracking: Implement version control mechanisms to track changes and maintain a history of document revisions. This ensures that previous versions of documents can be accessed if needed and allows for better document management and collaboration among MinDA staff and stakeholders.

A.6. Collaboration and Workflow Tools: Employ collaboration and workflow tools that facilitate seamless communication, task assignment, and

progress tracking. These tools enable efficient collaboration among MinDA staff and stakeholders, ensuring timely completion of tasks, smooth coordination, and effective content management processes.

A.7. Data Backup and Recovery: Implement a robust backup and recovery system to protect against data loss or corruption. Regularly back up data and content stored in the database to secure offsite locations or cloud storage. Conduct periodic tests to ensure data can be restored successfully in the event of an unforeseen incident.

A.8. User Access and Security: Establish user access controls and security measures to protect sensitive information. Grant appropriate levels of access rights based on user roles and responsibilities. Implement authentication mechanisms, encryption protocols, and regular security audits to safeguard the integrity and confidentiality of MinDA's data and content.

A.9. Data Governance and Compliance: Develop data governance policies and procedures that outline data management best practices, data ownership, data quality standards, and compliance with relevant laws and regulations. Ensure compliance with data privacy regulations, such as the Data Privacy Act of the Philippines, to protect personal data and maintain public trust.

A.10. Regular Monitoring and Evaluation: Continuously monitor and evaluate the effectiveness of the database and content management systems. Seek feedback from users, conduct periodic assessments, and analyze system performance to identify areas for improvement. Regularly update and enhance the systems to meet evolving needs and technological advancements.

By implementing these recommendations, MinDA can effectively manage its databases and content, ensuring easy access, efficient collaboration, and secure storage of information. These systems and practices contribute to improved decision-making processes, streamlined operations, and enhanced data-driven initiatives for the development of Mindanao.

### B. KM Systems Development and Maintenance through ICT tools.

KM Systems Development and Maintenance through ICT tools of Mindanao Development Authority of the Philippines. Developing and maintaining knowledge management (KM) systems through information and communication technology (ICT) tools can greatly benefit the Mindanao Development Authority (MinDA) in the Philippines. Here are some recommendations for

MinDA regarding the development and maintenance of KM systems using ICT tools:

B.1. Assess KM Needs: Conduct a comprehensive assessment of MinDA's KM needs, including identifying knowledge gaps, areas requiring improvement, and specific knowledge requirements for effective decision-making and planning. This assessment will guide the development of ICT tools that align with MinDA's KM objectives.

B.2. Select Appropriate KM Tools: Identify and select ICT tools that are suitable for MinDA's KM requirements. These tools may include document management systems, knowledge repositories, collaboration platforms, intranets, project management software, and data analytics tools. Consider factors such as usability, scalability, compatibility, security, and cost-effectiveness when choosing the tools.

B.3. Establish a KM Framework: Develop a KM framework that outlines the processes, roles, responsibilities, and guidelines for managing knowledge within MinDA. This framework should define how ICT tools will be used to capture, store, organize, share, and disseminate knowledge effectively. It should also promote a culture of knowledge sharing and collaboration among MinDA staff.

B.4. Implement a Document Management System: Deploy a document management system that enables centralized storage, version control, and easy retrieval of documents. This system should support document categorization, metadata tagging, search functionalities, and access controls to ensure efficient document management and retrieval processes.

B.5. Create a Knowledge Repository: Establish a centralized knowledge repository where MinDA staff can contribute and access relevant knowledge resources. This repository can include best practices, lessons learned, research papers, reports, case studies, and other relevant documents. Utilize appropriate ICT tools, such as content management systems or knowledge bases, to ensure organized and easily accessible knowledge resources.

B.6. Foster Collaboration Platforms: Implement collaboration platforms, such as online forums, discussion boards, or social intranets, to facilitate knowledge sharing, exchange of ideas, and collaborative problem-solving among MinDA staff. These platforms can promote active participation, enable virtual teamwork, and foster a culture of continuous learning and knowledge sharing.

B.7. Encourage Knowledge Capture and Documentation: Promote the capture and documentation of tacit knowledge within MinDA by providing tools and templates for knowledge

sharing. Encourage staff to share their expertise, experiences, and insights through blogs, wikis, or storytelling platforms. Facilitate knowledge capture from external stakeholders, including experts, partners, and local communities, to enrich the knowledge base.

B.8. Conduct Training and Capacity Building: Provide training and capacity-building programs to familiarize MinDA staff with the ICT tools and KM processes. Offer workshops on knowledge sharing, information management, document handling, and effective use of the ICT tools. Continuous learning opportunities will enhance staff competencies and ensure optimal utilization of the KM systems.

B.9. Regular Maintenance and Upgrades: Regularly maintain and update the ICT tools and KM systems to ensure their optimal performance, security, and relevance. Implement regular backups, system checks, and security audits to safeguard the integrity of data and knowledge resources. Keep track of technological advancements and incorporate upgrades or new tools as needed.

B.10. Monitor and Evaluate: Establish metrics and key performance indicators to monitor the effectiveness of the KM systems and ICT tools. Collect feedback from users, conduct surveys, and analyze usage patterns to identify areas for improvement. Regularly evaluate the impact of the KM systems on decision-making, collaboration, and overall organizational performance.

By adopting these recommendations, MinDA can develop and maintain robust KM systems through the effective use of ICT tools. These systems will facilitate knowledge sharing, enhance collaboration, and contribute to informed decision-making, ultimately supporting the sustainable development of Mindanao.

**C. KM-related Products and Services for Clients.** The Mindanao Development Authority (MinDA) can offer various knowledge management (KM)-related products and services to its clients. These products and services aim to facilitate the sharing, dissemination, and utilization of knowledge for the sustainable development of Mindanao. Here are some examples:

C.1. Knowledge Sharing Platforms: MinDA can establish online platforms, such as a dedicated website or an online portal, to serve as a central hub for sharing KM-related publications, resources, and information. These platforms can include:

C.2. KM Publications: Publish and disseminate research papers, policy briefs, reports, and studies related to the development of Mindanao. These publications can cover various sectors, such as



agriculture, tourism, infrastructure, environment, and peace and security.

**D. 3. Case Studies and Best Practices:** Compile and share case studies and best practices that highlight successful projects, initiatives, and interventions in Mindanao. These examples can serve as valuable references for other stakeholders and inspire innovative approaches to development challenges.

**C.4. Knowledge Repository:** Maintain a comprehensive knowledge repository that houses a collection of relevant documents, articles, guidelines, and toolkits. This repository can be organized by topic or sector to enable easy access and retrieval of information.

**C.5. Information Services:** MinDA can provide information services to its clients, including:

**C.6. Newsletters and Bulletins:** Produce regular newsletters or bulletins that update clients on the latest developments, initiatives, and opportunities in Mindanao. These publications can feature success stories, upcoming events, funding opportunities, and relevant news.

**C.7. Events and Workshops:** Organize knowledge-sharing events, workshops, seminars, and conferences that bring together stakeholders from various sectors. These events can provide a platform for networking, exchanging ideas, and disseminating knowledge on specific topics related to Mindanao's development.

**C.8. Capacity Building Programs:** Offer capacity-building programs and training sessions on KM-related topics. These programs can focus on enhancing skills in areas such as data analysis, research methods, project management, and knowledge sharing techniques.

**C.9. Consultancy Services:** MinDA can provide consultancy services to clients seeking expertise and guidance on KM-related matters. This can include:

**C.10. Knowledge Management Strategy Development:** Assist clients in developing KM strategies, frameworks, and action plans tailored to their specific needs. This may involve conducting assessments, facilitating workshops, and providing guidance on KM implementation.

**C.11. Knowledge Audit and Assessment:** Conduct knowledge audits to identify knowledge gaps, assess knowledge management practices, and provide recommendations for improvement. This can help clients identify areas where KM efforts can be strengthened and optimized.

**C.12. Knowledge Sharing Workshops:** Facilitate workshops and training sessions on knowledge sharing techniques, tools, and methodologies. These workshops can help clients develop effective

knowledge sharing practices within their organizations.

**C.13. Collaboration and Networking Opportunities:** Facilitate collaboration and networking among clients and stakeholders by organizing forums, communities of practice, or online discussion platforms. These platforms can foster knowledge exchange, promote partnerships, and encourage the sharing of experiences and expertise.

**C.14. Research and Analysis:** Undertake research and analysis on specific topics or sectors relevant to Mindanao's development. This can involve conducting studies, surveys, and data analysis to generate insights and evidence-based recommendations for policy-making and planning. By offering these KM-related products and services, MinDA can effectively support its clients in accessing and utilizing knowledge for informed decision-making, capacity building, and promoting sustainable development in Mindanao.

Through this program, MinDA's Knowledge Management System will be upgraded to achieve real-time data input, integrated information systems, smart analysis, and reporting platforms, and efficient data collection, processing and reporting. The realization of this program including the ongoing review of current set up to fully digitized system shall be around one to two (1-2) years.

#### **D. Government Information System: The MinDA Digital Innovation Program through Knowledge Management Division**

The IT infrastructure, security and support (Information System) is ineffective as it is not integrated, and data is in "silos" or diverse formats, hence affecting the overall processing and reporting. In order to address the aforementioned challenges, the agency has created a project called The MinDA Digital Innovation Program under the Knowledge Management Division. It is composed of an IT consultant, programmers, and IT specialists. This newly created project focuses on the overall digital transformation of the agency's database and information systems for both internal and external stakeholders.

Government information is considered to be essential for any organization's business transactions, decision-making, or information rendering to citizens. However, the public sector lacks information units based on the advanced information tools and standards needed to facilitate efficient information management, flow, and exchange. Furthermore, government information is fragmented and dispersed due to (a) legislative and administrative diversity, (b) a complicated

administrative hierarchy, and discrepancies in policy implementation regarding the accession and exploitation of information at central, regional, and local levels. (Prokopiadou, G, 2004) Establishing a geospatial information system (GIS) that integrates relevant spatial data from various agencies is one of the needs of MINDA. A GIS can provide a comprehensive view of the region's resources, infrastructure, and development projects. It facilitates informed decision-making, spatial analysis, and collaborative planning among participating agencies.

A proposed GIS digital library of MINDA architecture which is capable of providing user-friendly, high-quality, and efficient retrieval of the available government information according to international standards and formats would significantly help the agency to deliver its function. The proposed architecture aims to code the administrative, geographic, and thematic hierarchy of the public sector by creating and using advanced knowledge management tools. These tools enrich the semantics of the metadata structure and facilitate the information flow within multifaceted administrative channels. (Prokopiadou, G, 2004)

MINDA should have cybersecurity measures to protect sensitive data and ensure the integrity and privacy of information shared among participating agencies. Also, implement robust security protocols, conduct regular vulnerability assessments, and provide training to staff on cybersecurity best practices. This instills confidence in information sharing and protects against potential threats. This would also protect from data privacy laws.

The Study of Knowledge Management cybersecurity among organizations revealed that the model of KM for cybersecurity in organizations has three important concepts to embrace: First, KM for cybersecurity in organizations has its specialized organizational structure. Unlike KM in the traditional KM models, KM for cybersecurity in organizations must establish specialized KM groups that share knowledge with external organizations across the organization boundaries. This contributes to the growing KM literature by adding the across-organizational dimension to KM which is significantly different from the traditional KM practices applied within the organization boundary. Second, the knowledge flows of KM for cybersecurity in organizations emphasize explicit, declarative, and specific knowledge. Third, KM for cybersecurity has clear assessment measures that the outcomes of KM are measured by the extent of development and implementation of metrics and KPI of cybersecurity in the organization. For

management teams, working with the government and industrial organizations to establish procedures and policies for cybersecurity and continuously assessing cybersecurity performance are new tasks for KM beyond ordinary business operations. For IT teams, working with vendors and professional organizations to use new techniques for cybersecurity, training employees, and monitoring information systems become their routine activities. For knowledge workers, the key players of KM for cybersecurity, knowledge of cybersecurity are required. They must understand their responsibilities for cybersecurity (Wang, 2019).

To prevent cybersecurity, there should be data sharing agreements and protocols a month for the agency and its participating agencies to establish clear guidelines for sharing information while respecting data privacy and confidentiality. These agreements define the scope of data sharing, data protection measures, and data usage policies, ensuring compliance with relevant laws and regulations. Conduct training programs and capacity-building initiatives to enhance IT skills and digital literacy among staff members from participating agencies. This ensures that person has the necessary technical competencies to effectively utilize IT tools and platforms for collaboration and data sharing.

MINDA engagement of Interagency IT Working Groups committees to share experiences, best practices, and lessons learned with other agencies. This facilitates knowledge exchange, promotes standardization, and fosters a culture of collaboration in the IT domain. In this way, there is a continuous evaluation and improvement of the effectiveness of IT linkages and collaboration efforts with participating agencies. It will help in seeking feedback from stakeholders and identify areas for improvement. This would also foster and embrace emerging technologies and innovative solutions to enhance information-sharing processes continually.

As MINDA countermeasures its Information Technology, Borgoff (1998) categorizes policies and practices of KM and IT with caution on mistakes in its system. One is Information Security. Second is the Disaster Recovery & Backups. Third is the IT Strategy Regarding Information security. An organization has to recognize that organization has confidential data regarding employees, clients, donors, board members, and volunteers. It also has files and photos, intellectual property, bank account data, credit card numbers, passwords, and confidential emails that criminals would like to access. Since

people are your biggest risk (and the biggest growth in data loss or theft is from compromises in insider accounts – commonly due to how many of an organization’s employees who have unnecessary access to sensitive or confidential data), it is essential to limit Information Technology and Knowledge Management information so that only those who need to know to have access to confidential data and there is a “group policy” configuration to enforce that limit.

## 2. Opportunities for Improvement

Several issues and challenges have emerge with the existing MinDA’s Knowledge Management practices. Te following discussions are the opportunities for improvement the KM system.

**A. Knowledge Sharing, Knowledge Products, and Services Of Mindanao Development Authority (MinDA).** One of the primary challenges in knowledge management is capturing knowledge from various sources within and outside the organization. MinDA needs to establish mechanisms to systematically capture knowledge, whether it is from its staff, stakeholders, research institutions, or other relevant sources. This can be a challenge due to the sheer volume and diversity of knowledge available.

Knowledge transfer is crucial for continuity and sustainability within an organization. MinDA may face challenges in transferring knowledge from experienced employees to new hires or successors. Establishing mentorship programs, conducting knowledge-sharing sessions, and documenting best practices can help mitigate this challenge. Mindanao is a diverse region with various ethnic groups and languages. MinDA may face challenges in managing and sharing knowledge across these diverse cultural and linguistic contexts. It is important for the organization to adopt inclusive practices that respect and value different cultural perspectives and languages while ensuring effective communication and knowledge sharing.

MinDA may deal with sensitive information, intellectual property, or data that requires protection and security. Ensuring the security of knowledge assets and implementing measures to prevent unauthorized access, loss, or theft of valuable knowledge is crucial. This may involve implementing appropriate information security policies, protocols, and technologies.

Knowledge management is an ongoing process that requires a commitment to continuous learning and improvement. MinDA needs to foster a learning culture where employees are encouraged

to acquire new knowledge and skills, adapt to changing circumstances, and contribute to the improvement of knowledge management practices within the organization. MinDA to allocate resources, establish clear policies and guidelines, provide training and capacity-building opportunities, and foster a supportive organizational culture that values knowledge sharing and collaboration. It may also be beneficial for MinDA to collaborate with external partners, research institutions, and knowledge networks to leverage their expertise and experiences in knowledge management.

**B. The Need for the Mindanao Development Authority to be Known in the Community.** The role of MINDA plays an essential role to be known in the community for knowledge management to communicate its objectives, initiatives, and programs to the public. By making its activities known, MinDA can raise awareness about the development efforts in Mindanao and engage the public in supporting and participating in these initiatives. Public knowledge about MinDA's work helps build trust, credibility, and understanding of its mandate and the importance of sustainable development in Mindanao.

Mindanao's development requires the involvement and collaboration of various stakeholders, including government agencies, local communities, civil society organizations, and the private sector. By being known to the public, MinDA can actively engage these stakeholders and foster partnerships and cooperation to address the region's development challenges. By being an advocate for Mindanao's development needs at the national level. By being known to the public, MinDA can effectively communicate the priorities and concerns of the region to policymakers, legislators, and other relevant stakeholders. Public support and awareness of MinDA's advocacy efforts can help influence policies, resource allocation, and decision-making processes that impact Mindanao's development. When the public is aware of MinDA's activities, they can hold the organization accountable for its actions, ensuring that it operates in the best interests of the region and its people. Public scrutiny can help minimize corruption, promote ethical practices, and encourage good governance within MinDA.

MinDA is responsible for disseminating information related to Mindanao's development, including economic opportunities, investment prospects, and relevant data. By being known to the public, MinDA can effectively disseminate this information to potential investors, businesses,

researchers, and individuals interested in Mindanao's development. This promotes economic growth, attracts investments, and creates opportunities for the region.

**C. Optimization of the Digital Platform of MinDA.** Digital transformation and the high level of offline and online competition have a significant impact on the organization (Alona, 2020). Optimization of digital platform recommendation involves improving the algorithms and processes used to recommend relevant content, products, or services to users on a digital platform. A well-optimized digital platform enables the organization to streamline its operations, automate processes, and enhance service delivery. The efficient service delivery of government services translates into improved government performance, such as faster processing of applications, reduced bureaucratic bottlenecks, and quicker response times to citizen inquiries or requests.

The digital optimization movement isn't just about getting critical business insights, though. Digital optimization fuels product-led growth: a company culture in which teams have democratized access to data and the support of leadership to take quick action based on insights. In practice, this movement operates like a series of growth loops: each team that impacts the digital experience surfaces insights to inform actions that produce outcomes. As long as company leadership empowers teams with the technology, processes, and metrics to engage these methods, the product-led growth cycle continues (Amplitude, 2023).

Optimization can lead to cost savings for the organization, which can indirectly benefit the government. By leveraging digital technologies and automating manual tasks, the organization can reduce operational expenses, eliminate redundant processes, and minimize paperwork. This can result in cost savings for the government and potentially free up resources for other initiatives. Digital platforms can gather vast amounts of data about citizen interactions, transactions, and preferences. Optimizing the platform allows for better data collection, organization, and analysis. The government can leverage this data to gain insights into citizen behavior, identify patterns or trends, and make data-driven decisions for policy-making, resource allocation, or service improvements.

The platform for Information Dissemination such as Social media platforms like Facebook, Twitter, Instagram, LinkedIn, and YouTube provides an excellent channel to share information about MinDA's initiatives, projects,

and events. Social Media research related to Knowledge Management has flourished gradually over the last decade (Noor, 2020).

In this sense, MinDA can use these platforms to regularly post updates, news articles, success stories, and promotional content related to their work. Social media enhance awareness of the initiatives and projects of the Mindanao Development Authority. It can utilize social media platforms and online channels to enhance communication and outreach efforts with participating agencies and stakeholders. It can also encourage people to regularly share updates, success stories, and relevant information through these platforms to foster engagement and promote awareness of collaborative initiatives. MINDA can collect and analyze use to understand the preferences, behavior, and interests of the community and stakeholders in comes to tracking ratings, interaction, insights and strategies that would apply for the activities of the government for funding of project development. .

Social Media data is big data that is used by interested organizations to integrate social media and KM systems to promote their enterprises. Social media platforms are highly visual, making them suitable for sharing engaging content such as photos, videos, infographics, and animations. (Noor, 2020) To reach specific demographics, geographic locations, or interest groups. MinDA can utilize targeted advertising to promote its initiatives to relevant audiences, ensuring that the right people are exposed to their messages. This helps maximize the impact of awareness campaigns and attract stakeholders who are interested in supporting Mindanao's development. MinDA can create visually appealing and informative content that highlights the impact of its initiatives, showcases success stories, and communicates key messages. Visual content tends to attract more attention, shares, and engagement, helping to amplify the reach of MinDA's messages. In this way, it can allow for two-way communication and interaction with the audience. MinDA can actively engage with followers by responding to comments, addressing inquiries, and participating in discussions related to their initiatives. This helps build a sense of community and fosters a positive perception of MinDA as an accessible and responsive organization.

Furthermore, social networking sites hold the greatest potential for sharing information. There was a consistent relationship between the dynamism of the information shared and the social technology used. (Osatuyi, 2013) An established Digital Collaboration Platform can allow for



seamless communication, document sharing, and collaboration among MinDA and other participating agencies. This platform can serve as a central hub for exchanging information, coordinating activities, and fostering real-time collaboration on shared initiatives.

**D. Role of the Academe for Round Table Discussion.** The academe plays a significant role in supporting the Mindanao Development Authority (MinDA) in its efforts toward the development of Mindanao. The academe, including universities, research institutions, and scholars, can contribute valuable research and expertise to support MinDA's development initiatives. Through research projects, studies, and analyses, the academe can provide evidence-based insights and recommendations on various aspects of Mindanao's development, such as economic growth, agriculture, infrastructure, social development, and environmental sustainability. This research can inform policy formulation, program design, and decision-making processes within MinDA.

In addition, the academe can play a crucial role in capacity building and training programs for MinDA and its stakeholders. By leveraging their expertise, universities, and educational institutions can provide training, workshops, and seminars on relevant topics, such as project management, sustainable development, climate change adaptation, entrepreneurship, and innovation. These capacity-building efforts help enhance the skills and knowledge of MinDA personnel and other stakeholders involved in Mindanao's development.

Collaboration between MinDA and the academe is essential for holistic development planning and implementation. The academe can partner with MinDA in joint research projects, knowledge-sharing initiatives, and collaborative programs. This collaboration facilitates the exchange of ideas, expertise, and resources, leading to more effective and innovative solutions for the development challenges in Mindanao. The academe can also provide a platform for MinDA to engage with students, faculty, and researchers, tapping into their perspectives and energy.

The academe can contribute to policy support and evaluation by conducting policy research, impact assessments, and evaluations of development programs and initiatives. By analyzing the outcomes and impacts of policies and interventions, the academe can provide valuable feedback to MinDA, helping to refine strategies, improve implementation approaches, and ensure

that policies are evidence-based and aligned with the needs of Mindanao's communities.

The academe can act as a knowledge hub for MinDA, serving as a platform for sharing information, best practices, and lessons learned. Through publications, conferences, seminars, and other dissemination activities, the academe can disseminate research findings, policy briefs, and other relevant knowledge to MinDA, policymakers, stakeholders, and the public. This knowledge-sharing contributes to informed decision-making, fosters dialogue, and facilitates learning and collaboration.

**E. Role of Socio-Economic Opportunities for Indigenous People in Mindanao.** MinDA can collaborate with educational institutions such as TESDA, including schools, colleges, and universities, to create scholarship programs specifically targeting IPs. These scholarships can provide financial assistance to IP students, enabling them to pursue higher education and acquire the necessary knowledge and skills. MinDA can prioritize the development of educational infrastructure in IP communities. This includes constructing schools, classrooms, libraries, and other facilities necessary for quality education. Improved infrastructure would increase access to education for IPs, especially those residing in remote and underserved areas. MinDA can work with educational institutions and IP communities to develop culturally relevant and inclusive curriculum materials. Incorporating indigenous knowledge, history, and cultural perspectives into the curriculum can help preserve and promote the unique identity and heritage of IPs.

Furthermore, MinDA can facilitate skills training programs that cater specifically to IPs. These programs can focus on various vocational skills, entrepreneurship, agriculture, and other trades that are relevant to the local economy and align with the cultural practices and traditions of IPs. MinDA can support the establishment of community-based learning centers in IP areas. These centers can provide non-formal education, adult literacy programs, and skills training courses tailored to the needs of the local IP communities. Such centers can act as hubs for learning, promoting lifelong learning opportunities for IPs of all ages.

### III. CONCLUSION

Knowledge management (KM) is important to Mindanao Development Authority (MinDA) in achieving its mandates. Through KM, the promotion, coordination, and facilitation of all

programs and activities in the socioeconomic development of Mindanao is well established. It is also noted that MinDA had had some acclaimed KM practices such as Database and Content Management and Processing, KM Systems Development and Maintenance through ICT tools KM-related Products and Services for Clients. MinDA also utilized Information Technology Through Official Development Assistance and was implemented through the MinDA digital innovation program under the Knowledge Management (KM) division. However, MinDA also encountered difficulties such as the challenge of sharing knowledge effectively within the organization and in the community. With that, several opportunities for improvement were identified. These are knowledge sharing, knowledge products, and services of (MinDA), the need for the Mindanao development authority to be known in the community, optimization of the digital platform of MinDA, seeking the expertise and role of the academe for round table discussion, and giving importance to the role of socio-economic opportunities for Indigenous People in Mindanao.

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