A Proposal for a Knowledge Management Framework and Action Plan for Climate Change Response in Cambodia for the Department of Climate Change (GSSD/DCC)

PART 2
KM ACTION PLAN

RUUD CRUL

UNDP KM CONSULTANT FOR CCCA/DCC

TABLE OF CONTENTS

1. INTRODUCTION

The Department of Climate Change (DCC), General Secretariat of the National Council for Sustainable Development (GSSD), is establishing a Climate Change Knowledge and Information reference of excellence in Cambodia supporting the main stakeholders from government, private sector, civil society, research and academia, media and development community working on climate change (CC) adaptation and mitigation in Cambodia.

The Department will bring together the existing expertise, climate change related datasets, information and knowledge required for the climate change response services in Cambodia. It will reinforce existing channels of knowledge and information sharing with an online Climate Change Knowledge Portal, building upon the current CamClimate website. The CamClimate Knowledge Portal will be managed by a dedicated KM Team within DCC and will support the management and exchange of quality-assured data, information and knowledge on climate change and climate change response in Cambodia.

This proposal will describe a Knowledge Management Framework (PART 1) and a KM Action Plan (PART 2) to support the implementation of the Knowledge Management (KM) activities in the coming 3 years in Cambodia including the development and implementation of the new CamClimate Knowledge Portal for which functional and non-functional requirements have been elaborated (PART3).

2. KM ACTION PLAN (2016-2018)

The KM Action Plan will focus on key activities in six action areas, the two support areas (Support Mechanism and Knowledge Portal), and the four KM applications areas for the information and knowledge services and capacities to support the implementation of Cambodia's climate change response (CCCSP).

For the preparation of the KM Action plan it will be good to use a two-pronged KM approach. With the KM Framework in place, there will be a long-term focus and added value, but at the same it will be necessary to show the value of KM by providing immediate results with small interventions and activities that give quick wins, e.g. after action reviews by a project team, capturing lessons learned at the end of a project, peer assist meeting with external experts at the start of a project, K retention when a staff member leaves. In the action plan the KM team will have to show the value of KM with these quick wins, but at the same time move to pilot projects and activities with a longer duration.
In addition, the KM approach and action plan needs to address the added value of KM for both the organizations (see Chapter 3) and for individual staff members (improved capacities and expertise through learning with as result better performance in their own work).

A 3-year Action plan for the implementation of the KM Framework is prepared based on achieving the specific KM objectives and will guide the implementation of KM activities by DCC and other key stakeholders for CCR in Cambodia. A logframe has been prepared to facilitate the selection and prioritizing of the Km activities for the next 3 years.
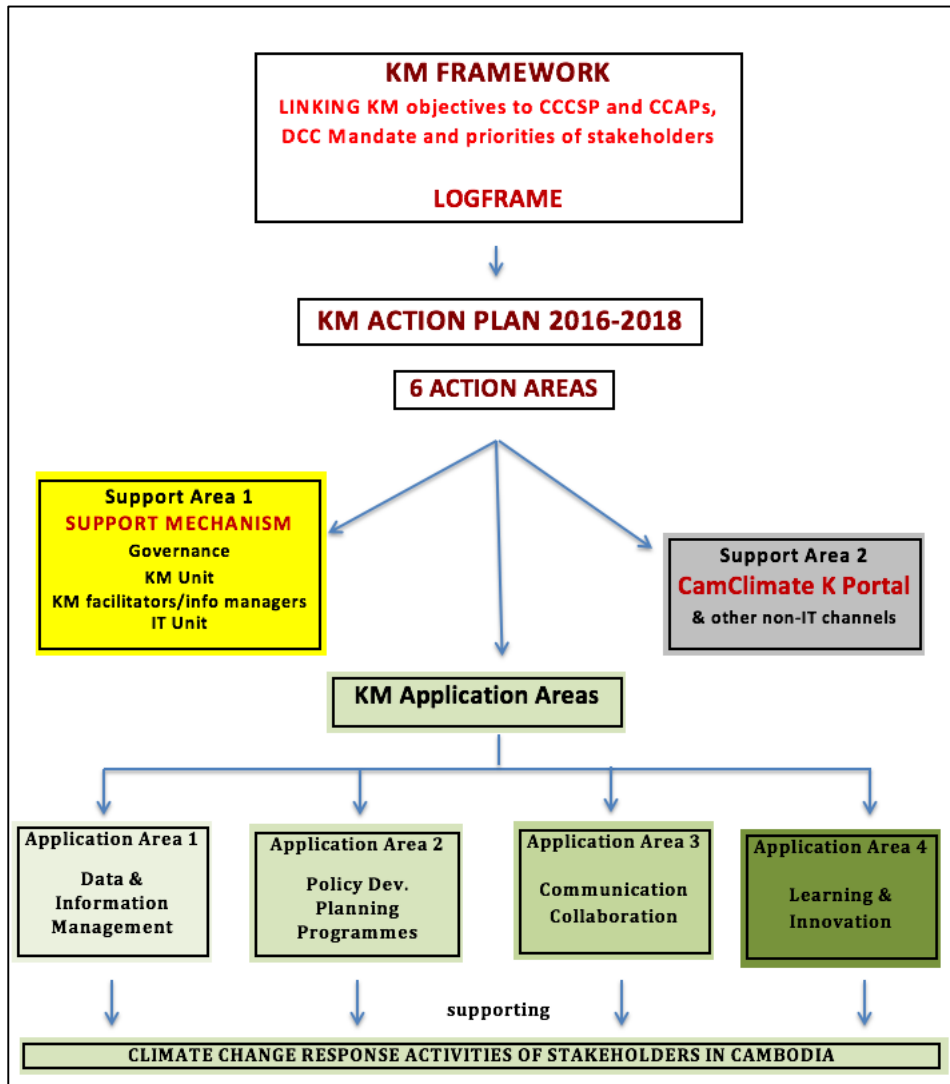
The Action Plan consists of three phases with a step-wise introduction of KM Activities combined with a range of support activities (e.g. awareness raising, capacity development and change management activities, the development and implementation of the Support Mechanism and the K Portal).

Each phase has a duration of one year. The KM activities started in a specific phase will continue in the following phases, being institutionalized and incorporated in the regular work flow and activities of staff, experts and practitioners of the different stakeholders.

Phases of the KM Action Plan

Phase 1. KM Start-up (Year 1)

In Year 1 the initial focus will be on the establishment of the KM Support Mechanism with emphasis on the development and implementation of the K Portal, awareness raising and sensitization of key stakeholders on the new KM activities, change management measures for KM, and adequate linkage with the objectives of the CCCSP and CCAPs, the mandate of DCC and priorities of key stakeholders. The activities will focus on the Results 1 and 2 of the KM Framework. A Monitoring and Evaluation

plan will be prepared for assessing the performance of the KM Framework, and the results of the KM activities.

Subsequently, a training of trainers (TOT) will be given to the K Workers in information management (IM), quality control, and ICT skills (when required), so they will be able to train their colleagues at DCC and other stakeholders. The TOT training in IM and ICT skills will take less than 1 week. Subsequently these trained K workers at DCC and selected stakeholders will train their colleagues in one-day training activities in IM procedures and use of the K Portal. Online support and user manuals will be set up for registered users at the portal. Experts and practitioners with IM & KM experience, especially for academia, (international) NGOs and development agencies, may even register and start the KM activities without the one-day training.

In the first year the 25 DCC staff members and 100+ staff members of selected stakeholders may register at the K Portal in the first year. In the second and third year focus will be more on inviting and training other stakeholders at national and sub-national level. The training activities in Year 1 will initially focus on Information management, dealing with the collection and sharing on data and information on CC expertise (experts and organizations), resources, project information. At the second half of Year 1 training activities may start focusing on online collaboration at the K Portal (with one or two pilot activities).

In the second half of the first year the piloting of one or two collaboration activities at DCC should be started with participation of other stakeholders on specific CCR interventions in order to showcase the functionality of the K Portal. Of course planning of these pilots will depend on the progress made in the implementation of the K Portal in the first half of Year 1.

In year 2 and 3 training activities will focus also on the other two remaining application areas, on policy development, planning and programme management (including use of web-based GIS, and M&E) and on knowledge sharing, learning and innovation (e.g. describing lessons learned, good practices, and new technologies and supporting innovation systems).

Phase 2. KM Expansion (Year 2)

In Year 2 the IM activities started in Year 1 will be expanded with KM activities for the other application areas, focusing on policy development, planning and programmes, and learning and innovation, and linkages will be made with other international programmes such as the IFAD Innovation project and the ADB–funded Climate Change Programme SPRT.

In the second year new KM activities can be started with other stakeholder groups at national and subnational level. New stakeholders at all levels will be invited and, when needed, trained in ICT, IM and collaboration, and supported by the K workers, further broadening the participation of CC stakeholders in the KM activities.

Phase 3. KM Consolidation (Year 3)

In Year 3 the main focus is on expanding and consolidating the stakeholder participation in the KM activities, and further developing the functionality of the K Portal, all based on identified knowledge and training needs of the stakeholders.

In principle each stakeholders is responsible for securing their own financial resources for all KM activities 'within the work flow', but especially for the KM activities 'outside the work flow' (such as for the training activities) the Governance Steering Committee and the KM team will, where possible, provide assistance in acquiring external funds in consultation with the development partners and donors.

3. LOGFRAME FOR THE KM FRAMEWORK FOR CCR

	INTERVENTION LOGIC	OUTCOMES
Overall objective	**To contribute towards the sustainable development in Cambodia in the context of climate change adaptation and mitigation, and green growth.**	
Specific objective	**To improve the performance of public and private climate change response services in Cambodia by establishing the Department of Climate change (GSSD) as a '*Climate Change Knowledge Reference of Excellence*'**	
Expected Result 1	**Enhanced capacity with CC stakeholders with an established Support Mechanism in place for governance, coordination and management of Km Framework and Action Plan**	**Outcome**: CC Stakeholders guided and supported in KM by KM Support mechanism having capacity and skills to participate in KM activities of the Action Plan
Expected Result 2	**CC K Portal in place to support information and knowledge sharing (next to existing channels)**	**Outcome**: CC stakeholders working more efficiently with new online Portal providing tools to store and share knowledge on CC with the other stakeholders
Expected Result 3	**Improved access to CC information and knowledge for CC stakeholders**	**Outcome**: More CC Information and knowledge captured, stored and shared with other stakeholders in Cambodia
Expected Result 4	**Improved policy development, planning and programme management**	**Outcome**: CC Stakeholders with improved skills and capacity to participate in policy development, planning and programme management resulting in better policies, planning and programmes
Expected Result 5	**Increased communication and online collaboration of experts and practitioners on CCR at K Portal**	**Outcome**: CC Stakeholders capacitated with a new cost-effective (online) channel for communication and collaboration next to the existing channels for collaboration with other experts and practitioners on CC activities
Expected Result 6	**Improved Knowledge sharing, Learning and innovation for CC adaptation and Mitigation**	**Outcome**: CC Stakeholders have better skills and capacity to capture knowledge on what they learned in their work and to share that with others, have access to innovations and new technologies for innovative products and services.

	OUTCOME	OBJECTIVELY VERIFIABLE INDICATORS OF ACHIEVEMENT
Expected Result 1	**Outcome**: CC Stakeholders guided and supported in KM by KM Support mechanism having capacity and skills to participate in KM activities of the Action Plan	Nr of stakeholders at national level joined KM programme and used K Portal in Yr1,2,3 Nr of stakeholders at sub-national level joined KM Programme and used K portal Yr2,3
Expected Result 2	**Outcome**: CC stakeholders working more efficiently with new online Portal providing tools to store and share knowledge on CC with the other stakeholders	Number of users registered at Portal and actively using Portal to store and share information and knowledge (e.g. web statistics: number of logins to Portal; number of active groups at portal
Expected Result 3	**Outcome**: More CC Information and knowledge captured, stored and shared with other stakeholders in Cambodia	Nr of information items stored at the Portal for the different information items (experts, organizations, projects, resources and solutions) based on performance scale set at start of the KM programme
Expected Result 4	**Outcome**: CC Stakeholders with improved skills and capacity to participate in policy development, planning and programme management resulting in better policies, planning and programmes	Nr of staff at DCC and stakeholders trained in policy development, Planning and programme management processes and supporting tools Nr of staff of DCC and stakeholders using the acquired skills in their work
Expected Result 5	**Outcome**: CC Stakeholders capacitated with a new cost-effective (online) channel for communication and collaboration next the existing channels for collaboration with other experts and practitioners on CC activities	Nr of registered users participating in collaboration groups at work spaces at Portal (based on logins and registration at the groups) Nr of reports, memos, and publications that are coming out of the collaboration groups at Portal NR of communication products developed for communication on CCR
Expected Result 6	**Outcome**: CC Stakeholders have better skills and capacity to capture knowledge on what they learned in their work and to share that with others, have access to innovations and new technologies for innovative products and services.	Nr of registered users participating in the knowledge sharing, learning and innovation groups at Portal (based on logins and registration at groups) Nr of knowledge Solutions (Lessons learned, Good practices in CCR, innovative products, new technologies) stored at Portal

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS OF ACHIEVEMENT	ASSUMPTIONS
Expected Result 1:	**Enhanced capacity with CC stakeholders with an established Support Mechanism in place for governance, coordination and management of KM Framework and Action Plan**	**Outcome: CC Stakeholders guided and supported in knowledge sharing by KM Support mechanism and with capacity and skills to participate in KM activities of the Action Plan**	
Activities Result 1	1. Establish a Support Mechanism (SM) to facilitate KM activities	Support mechanism structures in place Staff assigned to structures with required qualifications; Assigned staff trained	Leadership support available Staff motivated to be assigned to KM Training budgets available in Yr1
	2. Awareness raising and support to enhance information management (IM) and knowledge management (KM)	Number of awareness raising meetings held in Yr 1 for DCC staff and other stakeholders	Commitment of different stakeholders to participate in share data and information
	3. Communication on KM Action Plan and activities	Communication Plan in place.	Communication staff available
	4. Training in ICT & IM/KM skills for IT staff, KM Workers to support the planned KM activities (at K Portal)	IT staff & K Workers trained to support users of Portal; K workers trained in QC and QR procedures	DCC staff and other stakeholders interested in participating in KM
	5. Training for experts and practitioners (registered users of the portal) to ensure effective use of K Portal	Staff stakeholders trained in the use of the K portal	Budget available for ICT s training (at DCC and other stakeholders)
	6. M&E Plan for measuring progress of KM programme	M&E for KM in place	M&E expertise availbale in KM Team
	7. Establish a User Advisory Group (multi-stakeholder)	User group in place; Regular feedback by the user group to KM team	Commitment of KM champions to participate in the user advisory group

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS OF ACHIEVEMENT	ASSUMPTIONS
Expected result 2	**CC K Portal in place to support information and knowledge sharing (next to existing channels)**	**Outcome: CC stakeholders working more efficiently with new online Portal providing tools to store and share knowledge on CC with the other stakeholders**	
Activities Result 2	1. Contract two National Consultants for the development of the K Portal	Consultants contracted	Sufficient qualified IT consultants interested
	2. Set up IT infrastructure for K Portal at MRTC	IT Infrastructure for K portal in place at the MPTC	Collaboration with Min Of Telecommunication based on CCAP formalized
	3. Design and Develop K Portal	K portal developed, tested and in place Web-based GIS functionality set up at Portal	Consultants with experience in CMS software development & web-based GIS Testers available and committed
	4. Launch of K Portal for CC Experts and practitioners at DCC and selected stakeholders	K Portal launched	Communication plan for launch Portal
	5. Arrange maintenance and management of K Portal	Progress IT reports by IT Unit on K Portal Management and Maintenance	Skills of staff at IT Unit adequate
	6. Development of new functionality at the K Portal based on needs identified by stakeholders	Needs assessments; request for new tools or new functionality	Resources available for upgrades of K Portal

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS OF ACHIEVEMENT	ASSUMPTIONS
Expected Result 3	**Improved access to CC information and knowledge for CC stakeholders**	**Outcome: More CC Information and knowledge captured, stored and shared with other stakeholders in Cambodia**	
Activities Result 3	1. Awareness raising meetings with the DCC Offices and selected stakeholders on IM (datasets & information on CC)	Number of meetings held; Report on awareness meetings.	Sufficient interest with DCC and stakeholders
	2. Inventory of data & information at DCC Offices and programmes, and with selected stakeholders	Inventory report with all data sets and information available for inclusion in K Portal	Sufficient collaboration for inventory
	3. Consultation on data sharing protocols or agreements and data management procedure for sharing and managing datasets on selected indicators related and/or important for CCR between/within government and other stakeholders	Agreements of Data protocols/Data sharing and data management standards in place for data management and sharing between stakeholders	Commitment of key stakeholders on data sharing
	4. Collection of data sets and/or information by selected Information managers at 5 DCC Offices and selected stakeholders	Reports of information collection; estimate of initial information items to be stored at the K Portal	Interest with participating stakeholders
	5. Initial upload of selected indicators into GIS database by GIS unit/consultants	Data on selected indicators stored	Skills of IT staff adequate to carry out bulk load
	6. Initial upload of selected information items to K Portal and Quality Control	Initial number of Information items stored	Enough interest with staff DCC and stakeholders
	7. Training activities on IM	Number of trained K Workers & users trained in IM at portal	Sufficient Information managers available and trained; Users committed to participate in IM
	8. Upload of information items on CCR by registered users	Number of Information items stored at Portal	Sufficient Information managers available and assigned for CM and training task
	9. Regular Information management and quality control by Information Managers	Quarterly reports of information management and Quality control	Adequate human and financial resources available for training
	10. Meetings with other CC stakeholders to foster participate in I & K sharing using the K Portal	Number of meetings held; Meeting reports	Info managers and stakeholders committed

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS OF ACHIEVEMENT	ASSUMPTIONS
Expected Result 4	**Improved capacity of stakeholders for policy development, planning and programme management**	**Outcome**: **CC Stakeholders with improved skills and capacity to participate in policy development, planning and programme management resulting in better policies, planning and programmes**	
Activities Result 4	1. Web-based GIS for planning & programme mgmt.	Identified indicators; users trained in using the Web-based GIS tool at the K Portal	Interest of stakeholders in web-based GIS tool
	2. Sharing information on projects on CC and CCR	Number of project items entered in K Portal	Commitment of experts
	3. Support to M&E data collection, analysis and presentation	Number of staff members trained in M&E data collection and sampling training; Web statistics on Helpdesk (Number of requests for support & number of support responses;	Interest key M&E experts in helpdesk activities
	4. K sharing on resources, solutions and tools/methods for Policy dev., planning and programme Mgmt.	Number of resources collected and uploaded to Portal Number of staff members trained	Commitment of experts

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS OF ACHIEVEMENT	ASSUMPTIONS
Expected result 5	**Increased communication and online collaboration of experts and practitioners on CCR at K Portal**	**Outcome**: **CC Stakeholders capacitated with a new cost-effective (online) channel for communication and collaboration next the existing channels to work with other experts and practitioners on CC activities**	
Activities Result 5	1. Awareness raising meetings with DCC and selected stakeholders on collaboration work spaces	Meeting reports	Commitment of experts to participate in meetings
	2. Piloting Collaboration at the K Portal – showcasing work space collaboration to DCC and stakeholders	Showcase of pilot work spaces	Selected working groups piloting collaboration work spaces
	3. Establish support for collaboration at work spaces at Portal	Number of KM facilitators trained in KM facilitation of work spaces	Selected experts skilled and committed to facilitate KM activities
	4. Setting up new work spaces for DCC & stakeholders on request	Number of Collaboration Spaces set-up	Commitment of experts and practitioners to collaborate online
	5. Development and implementation of communication plan on CCR for general public	Number of communication products developed Number of stakeholders participating in product development Number of stakeholders disseminating the communication products Number of uses of the K portal (CamClimate website) for communication purpose Number of other channels for communication	Collaboration with key stakeholders for repackaging and disseminating the communication products

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS OF ACHIEVEMENT	ASSUMPTIONS
Expected Result 6	**Improved Knowledge sharing, Learning and innovation for CC adaptation and Mitigation**	**Outcome: CC Stakeholders with improved skills and capacity to capture knowledge and to share with others stakeholders, with access to new technologies, and innovative products and services**	
Activities Result 6	1. Awareness raising seminars/meetings on importance of capturing lessons learned and good practices of CCR interventions, and describing new technologies for CCR	Number of meetings held on learning & innovation and the use of the K Portal	Communication plan in place
	2. Training in capturing and sharing knowledge on CCR	Number of selected KM facilitators and registered users trained	Adequate human and financial resources
	3. Piloting capturing LLs , GPs and technologies in selected thematic work spaces with support K Facilitators	Reports on pilots of capturing solutions at K portal; Number of solutions uploaded to K portal	Adequate human and financial resources available
	4. Capturing Knowledge – LLs, Solutions and GPs on CCR by stakeholders at Portal with support K facilitators	Number of stakeholders participating in K sharing Number of solutions uploaded to K portal	Commitment of trained staff DCC, CCCA , stakeholders
	5. Training on repackaging research results, GPs and new technologies for extension services to local communities	Stakeholders training in repackaging knowledge for local communities	Interest of other stakeholders to share knowledge
	6. Establishing linkages with other programmes & project (SPRT, ASPIRE & other projects of CS and academia) to promote sharing of Solutions	New collaboration linkages established with other projects	Commitment of registered experts with interest in CoP /topic
	7. Establishing linkages with innovation systems/networks (private sector – research)	New collaboration linkages established with innovation networks	Collaborations of experts in surveys
	8. Learning & innovation - Needs assessment, priority setting for KM, and options for KM activities	Needs assessment results;	Interest in online learning with stakeholders
	9. CoP in selected priority themes for CCR – priority setting and planning of activities	Number of COPs active at K portal	Commitment of stakeholders
	10. Online Learning Programme on Knowledge capturing and sharing for CCR	Proposal Online learning programme; Online learning courses at portal; Number of staff participating in online courses	Users interested to participate
	11. Establish Linkages with Innovation programmes and showcase innovative products, services and processes on CCR	Number of Innovative products, services and processes shared at K portal	Stakeholders interested

4. KM ACTION PLAN

KM ACTION PLAN WITH ACTIVITIES BY RESULT WITH RESPONSIBILITIES

	RESULT 1. ENHANCED CAPACITY WITH CC STAKEHOLDERS WITH AN ESTABLISHED SUPPORT MECHANISM IN PLACE FOR GOVERNANCE, COORDINATION AND MANAGEMENT OF KM FRAMEWORK AND ACTION PLAN		
	Activity	**Responsibility**	**External funds**
1.1	Establish a Support Mechanism (SM) to facilitate KM activities	DCC (lead) + stakeholders	
	1.1.1 Set up KM Governance Steering Committee and KM Team	All stakeholders/ DCC	
	1.1.2 Set up IT Unit	KM Team & MPTC	
	1.1.3 Identify and commit KM Facilitators at DCC and selected stakeholders	KM Team	
	1.1.4 Identify and commit Information Managers at DCC/sel. stakeholders	KM Team	
	1.1.5 Install Advisory User Group	KM Team	
	1.1.6 Maintain Support Mechanism (with training & regular mgmt. meetings)	KM Team	X
1.2	Awareness raising and support to enhance information management (IM) and knowledge management (KM)	KM Team & KM champions	
	1.2.1 Awareness raising activities at workshops/conferences /meetings	KM Team	
	1.2.2 Support activities to change KM and KS behaviour – awards, selection of champions, other incentives for KS (e.g. K Points for training opportunities)	KM Team & stakeholders	X
1.3	Communication on KM Action Plan and activities	KM Team & stakeholders	
	1.3.1 Disseminate KM Framework & Action Plan and motivate staff and management of DCC and stakeholders to participate in KM activities	KM Team & stakeholders	
	1.3.2 Regular news updates and event notifications on KM activities at K Portal	KM Team	
	1.3.3 Announcements of new KM activities and start-up of new activities based on needs/requests of stakeholders	KM Team	

	[CONTINUED] RESULT 1. ENHANCED CAPACITY WITH CC STAKEHOLDERS WITH AN ESTABLISHED SUPPORT MECHANISM IN PLACE FOR GOVERNANCE, COORDINATION AND MANAGEMENT OF KM FRAMEWORK AND ACTION PLAN		
	Activity	**Responsibility**	**External funds**
1.4	(TOT) Training in ICT & IM/KM skills for IT Unit staff, and KM Workers (IM & KM) to support the planned KM activities at the K Portal	KM Team + consultants	
	1.4.1 Training of IT Unit staff in management and maintenance of K Portal (advanced IT courses, training & on-the-job-support by CMS consultant)	KM Team, consultant	X
	1.4.2 ICT Training for Information Managers (TOT) + refresher courses	KM Team, consultant	X
	1.4.2 Information Management training (TOT) and QC-QR training for Information Managers + refresher courses	KM Team, consultant	X
	1.4.3 Knowledge Management training (TOT) and QC-QR training for K Facilitators + refresher courses	KM Team, consultant	X
1.5	ICT Training for experts and practitioners with limited ICT skills to ensure effective use of K Portal (based on needs of users**)** in year 1 (1 training/3 months) and in year 2 & 3 (2 training courses / year)	K Workers	
1.6	M&E Plan for measuring progress of KM Action Plan	KM Team	
	1.6.1 Development of M&E Plan for the KM Action Plan	KM Team	
	1.6.2 Implementation of M&E Plan for the KM Action Plan	KM team	
	1.6.3 Annual surveys of user satisfaction (use of portal, support, KM activities)	KM Team	
1.7	Establish active 'User Advisory Group' (multi-stakeholder)	KM Team	
	1.7.1 Interaction of User Group with users on progress & Portal	User Group	
	1.7.2 Meetings of User Group with KM Team to provide feedback on KM activities, use of the K Portal & user needs as identified by user group	User Group & KM Team	

	RESULT 2. CC K PORTAL IN PLACE TO SUPPORT INFORMATION AND KNOWLEDGE SHARING (NEXT TO EXISTING CHANNELS)		
	Activity	**Responsibility**	**External funds**
2.1	Contract two National Consultants for the development of the K Portal	KM Team/DCC-CCCA	
2.2	Set-up IT Infrastructure for K Portal	IT Unit	
	2.2.1 Set up IT infrastructure for K Portal at Min. of Telecommunication	IT Unit / MPTC	X
	2.2.2. Hosting and configuration of the K Portal in collaboration with IT Unit of MPTC	IT Unit	X
2.3	Coordination of Design and Develop basic version of the K Portal (Year 1)	KM Team/IT Unit	
	2.3.1 K Portal development (basic functionality based on Functional design)	Consultants (lead); IT Unit	X
	2.3.2 Development of web-based GIS functionality for mapping of CC indicators	Consultants (lead); IIT unit	X
	2.3.3. Supervision of the KM Team/IT advisor of the development and testing of K Portal	KM Team / IT advisor	
	2.3.4 Testing of the K Portal in development phase	IT Unit & selected users	
2.4	Launch of K Portal for CC Experts and practitioners at DCC and selected stakeholders	KM Team	
2.5	Arrange maintenance and management plan of K Portal	IT Unit	
	2.5.1 Management, maintenance and regular updating of K Portal; set-up of web statistics for M&E	IT Unit	X
	2.5.2 Training for staff of the IT unit based on identified needs	KM Team	
2.6	Development of selected online tools for KM activities (specifically for result 4 and result 6)	IT Unit/Consultants	X

	Activity	Responsibility	External funds
RESULT 3. IMPROVED ACCESS TO CC INFORMATION AND KNOWLEDGE FOR CC STAKEHOLDERS			
3.1	Awareness raising meetings with the DCC Offices and selected stakeholders on IM (datasets & information on CC)	KM Team	
3.2	Inventory of data & information at DCC Offices and programmes, and with selected stakeholders	KM Team	
	3.2.1 Inventory of useful dataset with different government institutions & stakeholders	KM Team	
	3.2.2 Inventory of useful information on experts. organizations, publications and projects with different government institutions & stakeholders	KM Team	
3.3	Consultation on data sharing protocols or agreements for sharing datasets on selected indicators related and/or important for CCR between government and other stakeholders	Governance Steering Committee & KM Team	
3.4	Collection of data sets and/or information by selected Information managers at 5 DCC Offices and selected stakeholders	Information Managers DCC and stakeholders	
3.5	Initial upload of selected indicators into GIS database by GIS unit/consultants	IT Unit/Consultants	X
3.6	Initial upload of selected information items to K Portal and Quality Control	IT Unit	
3.7	**Training activities on Information Management**	KM Team	
	3.6.1 Registration of experts and practitioners from DCC Offices and selected stakeholders at K Portal (linked to training activities	KM Team K Facilitators	
	3.6.2 Training (TOT) of Information managers at DCC Offices and selected other stakeholders in information management at the Portal– 1 TOT/year, 20 trainers trained; 3 days/training	KM Team; K workers; consultant	X
	3.6.3 Training of registered users in using the K Portal (Personal Dashboard and use of IM tools) -20 trainers , 1day training for colleagues (initial upload of information during the training)	Information managers	
	3.6.4 Registration of experts and practitioners that do not need training and provision of online support when needed	K Facilitator at KM Team	
3.8	Upload of information items on CCR by registered users	Stakeholders	
3.9	Regular Information management and quality control by Information Managers	Information Managers	
3.10	Meetings with other CC stakeholders to foster participate in I & K sharing using the K Portal	KM Team	

	Activity	Responsibility	External funds
	RESULT 4. IMPROVED POLICY DEVELOPMENT, PLANNING AND PROGRAMME MANAGEMENT		
	Activity	Responsibility	External funds
4.1	Web-based GIS for planning & programme mgmt.	MK Team; GIS experts	X
	4.1.1 Data sets for Web-based GIS identified and brought together for planning, programme management and M&E (see also 2.6 and 3.2, 3. 3, 3.4)	KM Team; GIS Experts/consultants	X
	4.1.2 Training for registered users (experts and practitioners) in web-based GIS	GIS Training Consultants	X
	4.1.3 Establish a GIS Support work space at Portal to assist registered users with using the GIS functionality	KM Team	
4.2	Sharing information on projects CCR	KM team & IM	
	4.2.1 Collection of information on ongoing CCR projects from stakeholders	Information Managers	
	4.2.2 Mapping info on CC projects on geo-ref map at K portal	GIS Team	
	4.2.3 Regular upload of new CC projects and CC project by other stakeholders	Information Managers	
4.3	Support to M&E data collection, analysis and presentation	KM Team & M&E WG	
	4.3.1 Set up of M&E Working Group (to guide training and K sharing)	KM Team	
	4.3.2 Collection of online resources, guidelines, manuals on M&E data collection and analysis	M&E WG	
	4.3.3 Training in data collection and sampling methodology for M&E + refresher courses for M&E	M&E WG; consultant	X
	4.3.4 Set-up a workspace for a M&E Helpdesk + provide online support to stakeholders	M&E WG	
4.4	K sharing on (new) methods and tools for Policy dev., planning and programme Mgmt.	KM Team; stakeholders	
	4.4.1 Needs assessment and priority setting on development of online tools at Portal for KM activities in Policy, Planning & Programmes (see 2.6 for development)	K Team; consultant	X
	5.4.2 Training courses for K Facilitators & registered users in use of new online tools for Policy dev., Programme Mgmt. + refresher courses 1 training/yr in year 2 and 3	KM Team; Facilitators; consultant	X
	4.4.3 K sharing on (new) tools and methods for Policy dev., planning and programme Mgmt. by stakeholders	KM Team; stakeholders	

		Activity	Responsibility	External funds
RESULT 5. INCREASED ONLINE COLLABORATION OF EXPERTS AND PRACTITIONERS ON CCR AT K PORTAL				
5.1		Awareness raising meetings with DCC and selected stakeholders on collaboration work spaces	KM Team	
5.2		Piloting Collaboration at the K Portal – showcasing work space collaboration to DCC and stakeholders	KM Team	
		5.1.1 Pilot for work spaces for CCCA/DCC working groups	KM Team & K facilitators	
		5.1.2 Pilot for work spaces for stakeholders that showed interest during consultation	KM Team & K Facilitators	
		5.1.3 Evaluation of pilots (LLs & GPS) and development of manual for setting-up and managing a work space + recommendations for year 2-3	KM Team; consultant	X
		5.1.4 Presentation of cases, LLs and GPs on online collaboration (workshop/seminar)	KM Team	
5.3		Establish support for collaboration at work spaces at Portal	KM Team	
		5.2.1 Identification of K facilitators at stakeholders and training for K facilitating at work spaces	KM Team	
		5.2.2 Training of K facilitators at stakeholders in supporting participants in work spaces (TOT)	KM Team; consultant	X
5.4		Setting up new work spaces for DCC & stakeholders on request	KM Facilitators	
5.5		Development and implementation of a communication plan on CC and CCR for the general public	KM Team & stakeholders	
		5.5.1 Development of a Communication Plan on CC and CCR	KM Team	
		5.5.2 Coordination on the implementation of the Communication Plan on CC and CCR	KM Team	
		5.5.3 Implementation of Communication plan – developing Communication products on CC and CCR	Selected Stakeholders	

	RESULT 6. IMPROVED KNOWLEDGE SHARING, LEARNING AND INNOVATION FOR CC ADAPTATION AND MITIGATION		
	Activity	**Responsibility**	**External funds**
6.1	Awareness raising seminars/meetings on importance of capturing lessons learned and good practices of CCR interventions and programmes, and describing new technologies for CCR	KM Team	
6.2	Training in capturing and sharing knowledge on CCR		
	6.2.1 Training in capturing solutions - describing lessons learned, good practices and technologies for KM Facilitators (TOT) – 20 trainers trained in year 1; 3 days/training	KM Team; consultant	X
	6.2.2 Refresher TOT capturing solutions	KM Team; trainers yr 1	
	6.2.3 Training in describing lessons learned, good practices and technologies for registered users	K Facilitators	
6.3	Piloting capturing LLs , GPs and technologies in selected thematic work spaces with support K Facilitators	Stakeholders	
6.4	Capturing Knowledge – LLs, Solutions and GPs on CCR by stakeholders at Portal with support K facilitators	Stakeholders	
6.5	Training on repackaging research results, GPs and new technologies for extension services to local communities	Stakeholders; KM Team	
6.6	Establishing linkages with other programmes & project (SPRT, ASPIRE & other projects of CS and academia) to promote sharing of Solutions	KM Team	
6.7	Establishing linkages with innovation systems/networks (private sector – research)	KM Team	
6.8	Learning & innovation - Needs assessment, priority setting for KM, and options for KM activities	KM Team; consultant	X
6.9	CoP in selected priority themes for CCR – priority setting and planning of activities	KM Team; CoP managers	
6.10	Online Learning Programme on Knowledge capturing and sharing for CCR	KM Team with selected stakeholders	
	6.10.1 Establish Working Group on online learning with selected stakeholders	KM Team	
	6.10.2 Needs assessment and preparation of programme for online learning on CCR (end of year2)	WG Online Learning	X
	6.10.3 Implementation of online learning programme (year3)	WG Online Learning	X
6.11	Establish Linkages with Innovation programmes and showcase innovative products, services and processes on CCR	KM Team & selected academia/ research	

5. TIME SCHEDULE FOR ACTIVITIES IN KM ACTION PLAN

RESULT 1. ENHANCED CAPACITY WITH CC STAKEHOLDERS WITH AN ESTABLISHED SUPPORT MECHANISM IN PLACE PEOPLE & PROCESSES							
		YEAR 1				YEAR2 & 3	
#	Activity	Q1	Q2	Q3	Q4	Year2	Year3
1.1	**Establish a Support Mechanism (SM) to facilitate KM activities**						
	1.1.1 Set up KM Governance Steering Committee and KM Team	XXX					
	1.1.2 Set up IT Unit	XXX					
	1.1.3 Identify and commit KM Facilitators at DCC and selected stakeholders	XXX					
	1.1.4 Identify and commit Information Managers at DCC/sel. stakeholders	XXX					
	1.1.5 Install Advisory User Group and consult group regularly	XXX					
	1.1.6 Maintain Support Mechanism (with training & regular mgmt. meetings)						
1.2	**Awareness raising and support to enhance information management (IM) and knowledge management (KM)**						
	1.2.1 Awareness raising meetings at workshops/conferences /meetings	X X X	X X X	X	X	X X	X X
	1.2.2 Support activities to change KM and KS behaviour						
1.3	**Communication on KM Action Plan and activities**						
	1.3.1 Disseminate KM Framework & Action Plan and motivate staff and management of DCC and stakeholders to participate in KM activities	X					
	1.3.2 Regular news updates and event notifications on KM activities at K Portal	XX	XXX				
	1.3.3 Announcements of KM activities and start-up of new activities based on needs/requests of stakeholders	XX	XXX				

*   *Grey = continuous activity with specific meetings at regular intervals; X = specific activity/meeting for one of more days*

#	Activity	YEAR 1				YEAR2 & 3	
		Q1	Q2	Q3	Q4	Year2	Year3
1.4	**(TOT) Training in ICT & IM/KM skills for IT Unit staff, and KM Workers (IM & KM) to support the planned KM activities at the K Portal**						
	1.4.1 Training of IT Unit staff in management and maintenance of K Portal (advanced IT courses, training & on-the job support (optional) by IT/CMS consultant)	X				X	X
	1.4.2 ICT Training for Information Managers (TOT) + refresher courses		X	X	X	X	X
	1.4.3 Information Management training (TOT) for Information Managers + refresher courses			X	X	X	X
1.5	**ICT Training for experts and practitioners with limited ICT skills to ensure effective use of K Portal (based on needs of users)**						
	1.5.1 Training in use of portal for new users in year 1 (1 training/3 months) and in year 2 & 3 (2 training courses / year)		X	X	X	X X	X X
1.6	**M&E Plan for measuring progress of KM programme**						
	1.6.1 Development of M&E Plan for the KM Action Plan	X					
	1.6.2 implementation of M&E Plan for the KM Action Plan						
	1.6.3 Annual surveys of user satisfaction (use of portal, support, KM activities)				X	X	X
1.7	**Establish active 'User Advisory Group' (multi-stakeholder)**						
	1.7.1 Interaction of User Group with users on progress & Portal		X		X	X	X
	1.7.2 Meetings of User Group with KM Team to provide feedback on KM activities, use of K Portal & user needs as identified by user group		X		X	X	X

[CONTINUED]   RESULT 1. ENHANCED CAPACITY WITH CC STAKEHOLDERS WITH AN ESTABLISHED SUPPORT MECHANISM IN PLACE

#	Activity	YEAR 1				YEAR2 & 3	
		Q1	Q2	Q3	Q4	Year2	Year3
RESULT 2. CC K PORTAL IN PLACE TO SUPPORT INFORMATION AND KNOWLEDGE SHARING (NEXT TO EXISTING CHANNELS)							
2.1	**Contract Consultants for the development of the K Portal**	X					
2.2	**Set-up IT Infrastructure for K Portal**						
	2.2.1 Set up IT infrastructure for K Portal at Min. of Telecommunication	XXX					
	2.2.2. Hosting and configuration of the K Portal in collaboration with IT Unit of Min of telecommunication	X					
2.3	**Coordination of Design and Develop of K Portal**						
	2.3.1 K portal development (basic functionality based on Functional design)	XXX					
	2.3.2 Development of web-based GIS functionality for mapping of CC indicators	XXX	X				
	2.3.3. Supervision of the KM Team/IT advisor of the development and testing of K Portal						
	2.3.4 Testing of the K Portal in development phase	XXX					
2.4	**Launch of K Portal for CC Experts and practitioners at DCC and selected stakeholders**		X				
2.5	**Arrange maintenance and management of K Portal**						
	2.5.1 Management, maintenance and regular updating of K Portal; set-up of web statistics for M&E						
	2.5.2 Training for staff of the IT unit based on identified needs (advanced courses based on needs identified)		X		**X**	X	X
2.6	**Development of selected online tools for KM activities (specifically for application area 2)(see also 4.4)**						

RESULT 3. IMPROVED ACCESS TO CC INFORMATION AND KNOWLEDGE FOR CC STAKEHOLDERS							
		YEAR 1				YEAR2 & 3	
#	Activity	Q1	Q2	Q3	Q4	Year2	Year3
3.1	**Awareness raising meetings with the DCC Offices and selected stakeholders on IM (datasets & information on CC)**	XXX					
3.2	**Inventory of data & information at DCC Offices and programmes, and with selected stakeholders**						
	3.2.1 Inventory of useful dataset with different government institutions & stakeholders	XXX	XXX				
	3.2.2 Inventory of useful information on experts. organizations, publications and projects with different government institutions & stakeholders	XXX					
3.3	**Consultation on data sharing protocols or agreements for sharing datasets on selected indicators related and/or important for CCR between government and other stakeholders**	XXX	XXX				
3.4	**Collection of data sets and/or information by selected Information managers at 5 DCC Offices and selected stakeholders**		XXX				
3.5	**Initial upload of selected indicators into GIS database by GIS unit/consultants**		XXX				
3.6	**Initial upload of selected information items to K Portal and Quality Control**		XXX				
3.7	**Training activities on IM**						
	3.6.1 Registration of experts and practitioners from DCC Offices and selected stakeholders at K Portal (linked to training activities)		XXX				
	3.6.2 Training (TOT) of Information managers at DCC Offices and selected stakeholders in content management at the Portal– 1 TOT/year		X			X	X
	3.6.3 Training of registered users in IM activities - Personal Dashboard and IM tools) -3 courses/yr in year 1; 2 courses/yr in year 2-3 (+ start with information upload)		X	X	X	X X	X X
	3.6.4 Registration of experts and practitioners that do not need training and provision of online support when needed						
3.8	**Upload of information items on CCR by registered users**						
3.9	**Regular IM and quality control by Information managers**						
3.10	**Meetings with other CC stakeholders to foster participate in I & K sharing**						

#	Activity	YEAR 1				YEAR2 & 3	
RESULT 4. IMPROVED POLICY DEVELOPMENT, PLANNING AND PROGRAMME MANAGEMENT							
		Q1	Q2	Q3	Q4	Year2	Year3
4.1	**Web-based GIS for planning & programme mgmt.**						
	4.1.1 indicators for Web-based GIS identified and collected for planning, programme management and M&E (see also 2.6 and 3.2, 3. 3, 3.4)	XXX					
	4.1.2 Training for registered users (experts and practitioners) in web-based GIS			XXX			
	4.1.3 Establish a GIS support work space at Portal to assist registered users with using the GIS functionality			X			
4.2	**Sharing information on projects CCR**						
	4.2.1 Collection of information on ongoing CCR projects from stakeholders			XXX			
	4.2.2 Mapping info on CC projects on geo-ref map at K portal			X			
	4.2.3 Regular upload of new CC projects and CC project by other stakeholders						
4.3	**Support to M&E data collection, analysis and presentation**						
	4.3.1 Set up of M&E Working Group (to guide training and K sharing)			X			
	4.3.2 Collection of online resources, guidelines, manuals on M&E data collection and analysis			XXX			
	4.3.3 Training in data collection and sampling methodology for M&E + refresher				XXX	X	X
	4.3.4 Set-up a workspace for a M&E Helpdesk + provide support to stakeholders						
4.4	**K sharing on new methods and tools for Policy dev., planning and programme Mgmt.**						
	4.4.1 Needs assessment and priority setting on development of online tools at Portal for KM activities in Policy, Planning & Programmes					XX	
	4.4.2 Training courses for K facilitators, registered users in use of new online tools for Policy dev., Programme Mgmt. + refresher courses (see also 2.6)					X	X
	4.4.3 K sharing on tools and solutions for Policy dev., planning and programme Mgmt. by stakeholders						

#	Activity	Q1	Q2	Q3	Q4	Year2	Year3
RESULT 5. INCREASED ONLINE COLLABORATION OF EXPERTS AND PRACTITIONERS ON CCR AT K PORTAL							
		YEAR 1				**YEAR2 & 3**	
5.1	**Awareness raising meetings with DCC and selected stakeholders on collaboration work spaces**		XXX				
5.2	**Piloting Collaboration at the K Portal – showcasing work space collaboration to DCC and stakeholders**						
	5.1.1 Pilot for work spaces for CCCA/DCC working groups			XXX	XXX		
	5.1.2 Pilot for work spaces for stakeholders that showed interest during consultation			XXX	XXX		
	5.1.3 Evaluation of pilots (LLs & GPS) and development of manual for setting-up and managing a work space				X		
	5.1.4 Presentation of cases, LLs and GPs on online collaboration (workshop/seminar)				X		
5.3	**Establish support for collaboration at work spaces at Portal**						
	5.2.1 Identification of K facilitators at stakeholders and training for K facilitating at work spaces					X	
	5.2.2 Training of K facilitators at stakeholders in supporting participants in work spaces (TOT): 1TOT/yr1; 2TOT/yr2 &3;				X	X X	X X
5.4	**Setting up new work spaces for DCC & stakeholders on request**						
5.5	**Development and implementation of a communication plan on CC and CCR for the general public**						
	5.5.1 Development of a Communication Plan on CC and CCR	X					
	5.5.2 Coordination on the implementation of the Communication Plan on CC and CCR						
	5.5.3 Implementation of Communication plan – developing Communication products on CC and CCR						

#	Activity		YEAR 1			YEAR2 & 3	
		Q1	Q2	Q3	Q4	Year2	Year3
6.1	**Awareness raising meetings on importance of capturing LLs and GPs of CCR interventions and programmes, and describing new technologies for CCR**		X	X	XXX		
6.2	**Training in capturing and sharing knowledge on CCR**						
	6.2.1 Training in capturing solutions - describing lessons learned, good practices and technologies for KM Facilitators (TOT)			X	X		
	6.2.2 Refresher TOTs for capturing solutions					X	X
	6.2.3 Training in describing lessons learned, good practices and technologies for registered users			X	X	X	X
6.3	**Piloting capturing LLs , GPs and technologies in selected thematic work spaces with support K Facilitators**						
6.4	**Capturing Knowledge – LLs, Solutions and GPs on CCR by stakeholders at Portal with support K facilitators**						
6.5	**Training on repackaging research results, GPs and new technologies for extension services to local communities**					X X	X X
6.6	**Establishing linkages with other programmes & project (SPRT, ASPIRE & other projects of CS and academia) to promote sharing of Solutions**						
6.7	**Establishing linkages with innovation systems/networks (PS& Research)**						
6.8	**Learning & innovation - Needs assessment, priority setting for KM, and options for KM activities**					XXX	
6.9	**CoPs in selected priority themes for CCR – priority setting and plan of activities**						XXX
6.10	**Online Learning Programme on Knowledge capturing and sharing for CCR**						
	6.10.1 Establish Working Group on online learning with selected stakeholders						X
	6.10.2 Needs assessment and preparation of online learning programme						X
	6.10.3 Implementation of online learning programme						X
6.11	**Establish Linkages with Innovation programmes and showcase innovative products, services and processes on CCR**						

6. BUDGET FOR ACTIVITIES OF THE KM ACTION PLAN OUTSIDE THE WORK FLOW THAT WILL NEED EXTERNAL FUNDS

	BUDGET FOR ACTIVITIES OF KM ACTION PLAN - EXTERNAL FUNDING		Years [& funds needed in US $ (x			
	Activity	Support/activities	YR1	YR2	YR3	Total
1	**Support Mechanism management (multi-stakeholder meetings – outside work flow)**					
1,1	1.1.6 Organization of multi-stakeholder management meetings of /with Governance Steering Committee, KM Team, IT Unit, KM Workers, Advisory User Group	2 MEETINGS PER YEAR /25 STAKEHOLDERS	5	5	5	15
1,2	1.2.2 Support activities to change KM and KS behaviour –, selection and awarding KM champions, other incentives for KS (e.g. K Points for training opportunities)	activities yr1-2-3	10	10	10	30
2	**KM Portal – design development and maintenance of basic Portal + development of new functionality**					
2,1	2.2.1 Set up IT Infrastructure for hosting KM Portal and other systems at MPTC	IT costs MPTC for set-up (use of UAF or costs)	25			25
2,2	2.3.1 Technical development of the basic KM Portal in Year 1 (consultants)	2 consultants - DB & webdesign (1 month)	20			20
2,3	2.3.2 Development iof web-based GIS functionality at Portal	GIS (web-based) consultant (1 month) - one of the above?	10			10
2,4	2.5.1 Technical maintenance of KM Portal & IT Infrastructure by IT Unit	UAF or costs	10	10	10	30
2,5	2.6 Outsourcing of development of new functionality for KM Portal (consultants)	Programmer/IT Consultants year 2 and 3		20	20	40
3	**Capacity Development - Training activities for KM at DCC + selected stakeholders (Year 1-3)**					
3,1	1.4.1 Training of IT staff (new and/or existing staff) – advanced courses (KM & GIS)	Training IT Unit - 2 staff members (advanced - 1 training/yr)	10	10	10	30
3,2	1.4.2 Preparation of TOT training course and manuals for training and support of use of K portal (consultant)	ICT consultant 2 weeks	10			10
3,3	1.4.3-4 Training (**TOT**) of KM team, K facilitators and info Managers at DCC and selected stakeholders (support staff) – by consultant	ICT Consultant 1 week	5			5
3,4	1.5 Training in use of portal for new users in year 1 (1 training/3 months) and in year 2 & 3 (2 training courses / year)	5/year = 15 training courses *20 (1,000 $ /workshop for PP -based: 1600 /sub-nat experts for training in PP; 1250/PP for training at province level)	10	10	10	30
3,5	3.6.2 Training (TOT) for K facilitators and information Managers of other stakeholders (current staff) - preparation of training 3 days	IM Consultant	5			5
3,6	3.6.2 Preparation of Training (TOT) for K facilitators and information Managers - 3 training courses; 20p each; 3	IM Consultant	6	6	6	18
3,7	4.1.2 Training of rgistered users in web-based GIS - 1 training/yr, 20 pp,	GIS consultant		2	2	4
3,8	6.2.1 Training in capturing solutions - describing lessons learned, good practices and technologies for KM Facilitators (TOT)	KM consultant (1 wk);	6	6	6	18
4	**KM activities (outside work flow)**					
4,1	3.5 Initial upload of selected indicators into GIS database by GIS unit/consultants	IT Unit; consultant	5			5
4,2	4.1.1 Data sets for Web-based GIS identified and brought together for planning, programme management and M&E (see also 2.6 and 3.2, 3. 3, 3.4)	GIS consultant	10			10
4,3	4.3.3 Training in data collection and sampling methodology for M&E + refresher courses for M&E	M&E Trainer 3 training /yr	5	5	5	15
4,4	4.4.1 Needs assessment and priority setting for new tools	KM consultant (1 month)		10	10	20
4,5	4.4.2 Training courses for K Facilitators & registered users in use of new online tools policy de& planning	KM consultant - 2 training courses yr2 and 3			5	5
4,6	5.1.3 Evaluation of pilots yr1 - recommendation for yr 2-3	Consultant (2 wks)	5			5
4,7	5.2.2 Training of K facilitators at stakeholders in supporting participants in work spaces	KM consultant (2 TOT/yr; 1 days/TOT)	2	4	4	10
4,8	6.8 Learning & innovation - Needs assessment, priority setting for KM, and options for KM activities	KM consultant (1 month)		10	10	20
4,9	6.10.2 Needs assessment and preparation of programme for online learning on CCR (end of year2)	eLearning consultant (1 month)		10		10
4.10	6.10.3 Implementation of online learning programme (year3)	eLearning consultant 3 months			30	30
5	**Human resources for Action Plan Implementation**					
5.1	KM team members (4 senior staff members)	Coordination and management of the Km Action Plan	30	30	30	90
5.2	Orther selected support staff assigned to specific activities of the Action Plan	Implementation of specific tasks	10	10	10	30
5.3	International consultant(s) for specific support activities of the KM Action Plan		20	20	20	60
		TOTAL	219	178	203	600