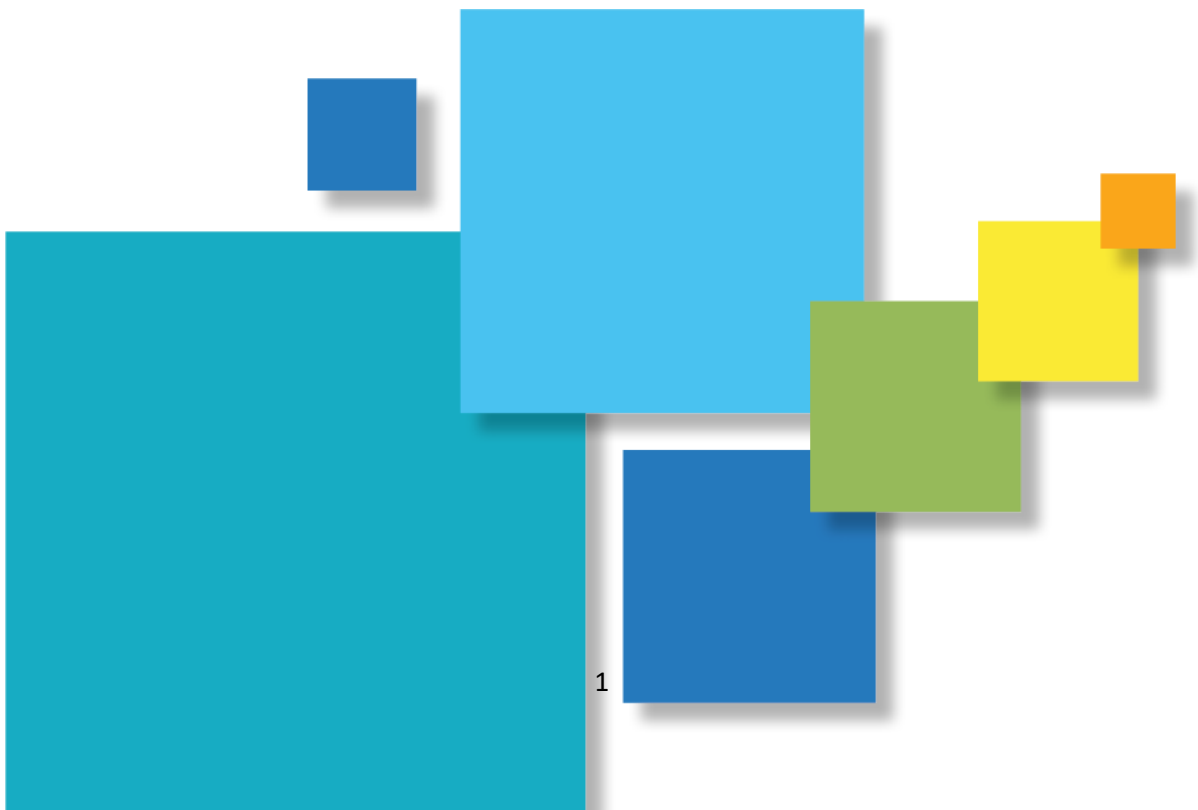




# KNOWLEDGE MANAGEMENT STRATEGY – DRAFT



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## **EXECUTIVE SUMMARY:**

### **Introduction and context**

Weather and climate Information SERvices for Africa (WISER) programme whose mission is to deliver transformational change in the quality, accessibility and use of weather and climate information services at all levels of decision making for sustainable development in Africa. Access to information will enhance the resilience of African people and build their capacity to weather related shocks. The African Climate Policy Centre (ACPC) of the UN Economic Commission for Africa (ECA), in collaboration with the World Meteorological Organisation (WMO) and the African Ministerial Conference on Meteorology (AMCOMET) implements the pan-African component of WISER.

WISER commissioned a consultant to develop a knowledge management strategy for the WISER Program. The three objectives for this assignment were

- To develop a institutional definition of what Knowledge Management means for the organization
- To assess the current ACPC/WISER knowledge management practices and tools and to make suggestions
- To develop a clear strategy for the implementation of ACPC/WISER's knowledge management

The consultant undertook the assignment using the following methodologies

- Desk Review: General overview of the Organization
- Key expert interviews: to gain deeper understanding of KM Environment at the ACPC/WISER expectation
- Interview with partners and Special Interest groups
- Knowledge Audit Questionnaire – Via Google to evaluation of organizational knowledge health

### **Key findings**

The key findings are clustered according to the four key accelerators of the knowledge management process namely leadership, people, process and technology. Some major gaps highlighted from the various documents in relation to knowledge management include:

- Fragmented interventions from various initiatives in climate change which do not add up to a comprehensive whole and thus affecting overall outcome and impact on climate information use.
- Lack of clear identification of key audiences that will use the climate information products being developed by WISER. This affects how knowledge products are packaged and disseminated. Understanding of audience will also lead WISER to assist the audience to understand their needs, thus increasing demand for climate information knowledge products.
- Ineffective communication which means that the knowledge products have to be developed in an easy to understand format that encourages action on the recipient.

The channel of communication has to be accessible to users and such channel should be dynamic to allow for continuous updates and alerts for new information.

- Capacity support at all levels both at program and partner level to address KM from research to end user knowledge products.

This knowledge management strategy will seek to come up with a strategy that will fill the gaps as well as contribute towards WISER objectives and outcomes.

The findings from interviews and document review will be categorized into 3 areas which form the pillars of any knowledge management system – people, process and technology.

## **PEOPLE**

**Leadership commitment:** For the knowledge management system to work, the leadership needs to be committed to the process and prioritize it in their agenda. ACPC/WISER leadership committed to supporting the knowledge management process and allocating available resources towards KM.

**Roles and responsibilities in KM:** The staff exhibit team spirit but the roles and responsibility related to knowledge management are still not clearly defined. Some roles that support KM are not clearly allocated for example dissemination of knowledge products and role of building social media platform among other roles. The staff currently handling KM functions appears overwhelmed. It is important that KM coordination unit is strengthened for ACPC/WISER to fully benefit from KM.

**Staff capacity:** ACPC/WISER is comprised of highly competent and skilled individuals. The staffs have tacit knowledge related to generation of climate related knowledge products. There exists high professional capacity to develop these products but this capacity is usually stretched and there is little time left to follow through on some obligations related to Knowledge Management. For example, there is usually little time left to do liaison with knowledge products audiences and monitoring application of knowledge products.

**Professional culture:** The culture within the organization is very focused on generation of knowledge products. Some of these products although are requested by institutions or governments have capability of products for multiple end users. It is important that these multiple products become part of intentional design and planned for including dissemination and tracking of use.

**Contractual engagements:** the ACPC as a secretariat is very lean on staff which may positively affect optimal functionality. This however has the downside of staff only engaging on KPI leaving KM related issues unattended. Additionally, the nature of United Nations and the life cycle of projects, several members of staff are engaged on short-time contracts which weighs on the tacit knowledge attritions.

## **PROCESS:**

Knowledge Management: Even though there have been workshops and a common definition of KM was developed, there still seems to be a lack of common understanding of what a holistic KM process really entails. This creates gaps in the process that affects results of KM.

Individual networks: There is overreliance on personal networks to make things happen out of the institution. With the short-term contract mentioned under people, such an approach is detrimental for sustaining an efficient KM system.

Bureaucracy: As is mostly the norm with large organizations like United Nations, there exist long and complex rules and procedures that though promote internal controls, can sometimes stifle efficiency especially between time of initiating a production process i.e. publications, and completion and utilization.

Quality control: There have been efforts through a workshop to assist staff in developing quality policy briefs. There are still concerns on the quality control of other knowledge products and their suitability for the targeted audiences and purposes. The secretariat has however developed an organization flowchart as a reference standard operation procedure for publications development. This has the capability of ensuring that appropriate approvals and consensus are obtained.

## **PARTNERSHIPS:**

Partnerships: The current partnerships are mostly based on funding and consequently donor driven. Others are formed based on technical capacities of the partner organizations or an organization having similar agenda. Some partnerships are *ad hoc* and carried out on a need basis. While partnership definition is varying and often used interchangeably with collaborators it is critical to evaluate the real partners and collaborators and assess the critical value they bring into the relationship, whether co-production of knowledge products, joint advocacy opportunity, and evidence sharing or conference attendance and participation.

Authoritative expert: Despite these gaps in partnerships, ACPC is considered an authority in climate information issues and is respected on climate policy initiatives. The ACPC/WISER has the mandate to operate at high levels and form mutually beneficial partnerships with select organizations. This high standing credibility must be sustained through mutually beneficial partnerships and collaborations.

## **TECHNOLOGY AND INNOVATION:**

The 21<sup>st</sup> century is an era of advanced information technology and new media. Technology plays a key role as an enabler in nearly all systems including Knowledge management. An organizations ability and uptake of progressive innovative technologies has the benefit of a competitive advantage and sustaining relevance within desired markets.

Web portal: A website in place but most members of staff opines that it is static and not interactive. The websites tally the number of hits it received, but it could be revamped to be more dynamic and interactive and brand the WISER/ACPC for what the organization truly stands for and represent.

Communications technology: There is availability of interactive and collaborative advanced communication technology most of which have not been exploited because they are still under the custody of UNECA. The communication technologies available can be used internally and externally and bring to speed the desired interactivity and interconnectivity in information storage and sharing. However, most staff are not aware of the availability of these technologies due to some of the challenges discussed under "people" component above.

New media: Apart from website, there is a new availability of tools that make use of convergence media which can be accessed from multiple gadgets. Social media is a free tool that has billions of users. Technologies that embrace mobile phones are also available and on the rise. Use of new media has not been fully exploited in the knowledge management system. It is important to note that social media has in recent years received own clout and requires full time staff and sometimes even a unit.

### **Responding to gaps through strategic objectives**

KM Objective 1: Enhancing knowledge identification, re-purposing, re-packaging and dissemination through effective communication. The strategic activities include:

- Establish/strengthen a system that promotes the KM and its principles
- Enhance communication and use of appropriate technology toward knowledge management
- Promote standardization of tools at both programmatic level and targeted K product sharing
- Promote documentation and sharing of transformational impact.

KM Objective 2: Enhancing the translation of knowledge into policy and action

The strategic activities include

- Promote utilization of K policy products alongside relevant user guides and tools for implementation
- Sustain engagement with relevant authorities through collaborative sessions, and technical assistance/ liaisons.
- Strengthen a learning policy within the organization to support structured learning sessions.

KM Objective 3: Leveraging knowledge through partnerships:

The strategic activities include

- Establish mechanisms to strengthen coordination and formalize partnerships and collaborations with relevant external institutions
- Enhance production of co-authored knowledge materials such as flagship materials (annual or biennial)
- Annual learning events / climate awareness months/week

KM Objective 4: Resources and capacity development for knowledge management.

The strategic activities include

- Building Knowledge Management Capacity (human resource and infrastructure)
- Strengthen the KM and Communication unit
- Leadership in establishing/coordinating knowledge networks

The strategy will be implemented with partners under the Climate Research for Development (CR4D) network. There will also be collaboration with other networks for example HyNEWS consortium led by the World Bank. To improve operations within the partnerships, the structure of the partnership needs to be clearly defined, the roles and responsibilities outlined and membership criteria also to be known. The partnership will be based on mutually beneficial relationship and not legally binding contract.

This strategy falls within the wider WISER monitoring and evaluation framework and theory of change. The program has to adopt continuous learning practices that will allow people to improve program activities and share the lessons with the rest of the world.

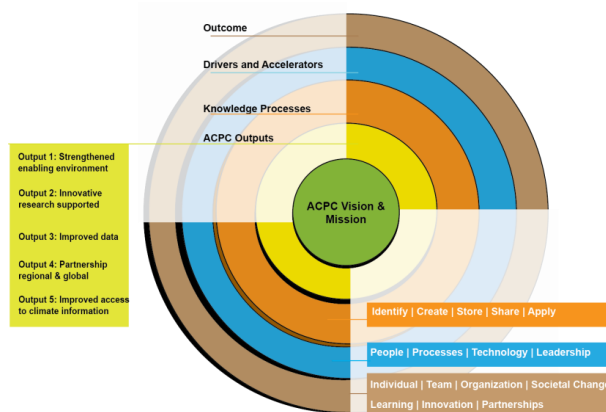
### **Maturity Assessment**

Not all ACPC staff were able to undertake the maturity assessment survey, however the triangulated discussions with one-on-one and Key informant interviews indicate that ACPC is at the advanced level of expansion where Knowledge management is applied in some areas of the organizational functions.

### **Knowledge Management Framework**

This strategy is summarized in the following framework.

This framework takes into consideration the ACPC/WISER Vision and corresponding outputs as envisaged in theory of change. It takes cognisance that knowledge process (identification, creation, storage, sharing and application as a cyclical process that improves with every iteration. The framework is holistic



building in knowledge assets through scientific research papers which are then repurposed and repackaged into user friendly knowledge products based on client needs. ACPC/WISER will proactively create or strengthen existing Community of Practice with common goal, common activities, and common results in its core programming. For the framework to hold, effective communication must be intentionally integrated in every of the organization's processes including branding. This makes knowledge management first about the people.





# 1. INTRODUCTION AND CONTEXT

## 1.1. WISER- The Project

Weather and climate Information SERvices for Africa (WISER) is a program that was developed to enhance the resilience of African people and of economic development to weather related shocks. The programme aims to improve the generation and use of weather and climate information across sub-Saharan Africa, with initial piloting in East Africa.

The African Climate Policy Centre (ACPC) of the UN Economic Commission for Africa (ECA), in collaboration with the World Meteorological Organisation (WMO) and the African Ministerial Conference on Meteorology (AMCOMET) implements the pan-African component of WISER.

The WISER programme is planned as the first phase of a pan African programme of investments. This first phase focuses on a proof of concept in five countries in East Africa, where established partnerships that bring users and producers of climate information together will enable “quick wins” and innovation in products and services. Subsequent phases will be developed to reach other regions of Africa and also bring new partners and donors.

The WISER project is pegged on a business case which apart from explaining the projects goal, key activities, and expected outcomes, it also justifies the intervention and value for investing in such an intervention. The business case lists some of the partners and also highlights similar initiatives as WISER in Africa.

As part of WISER implementation process, a consultative workshop on WISER Knowledge Management was held in Addis Ababa Ethiopia on in October 15 – 16, 2016. A number of knowledge management recommendations were advanced and forms part of this this strategy. This strategy looks beyond phase one of WISER and incorporate plans of WISER towards strengthening partnerships and promoting the mainstreaming of climate information into development design and process. This will apply in the sectors of agriculture and food security, transportation, energy, water.

Apart from the Knowledge Management recommendations from the workshop, WISER engaged consultants to compile two think pieces report on “A road map to embedding Knowledge Management into ACPC and the role of Knowledge Management in ACPC.” This strategy acknowledges these efforts and makes references to these materials as part of audit. The strategy will also be pegged on the wider ACPC strategy and other related documented reports.

### **African Climate Policy Centre**

The African Climate Policy Centre (ACPC) is a hub for demand-led knowledge generation on climate change in Africa. It is an African centre addressing the need for greatly improved climate information for Africa and strengthening the use of such information for decision

making, by improving analytical capacity, knowledge management and dissemination activities.

The ACPC is an integral part of the Climate for Development in Africa (ClimDev-Africa) programme, which is a joint initiative of the United Nations Economic Commission for Africa (UNECA), the African Union Commission (AUC), and the African Development Bank (AfDB). ClimDev-Africa has been mandated at regional meetings of African Heads of State and Government, as well as by Africa's Ministers of Finance, Ministers of Planning and Ministers of Environment.

The ACPC's programme response areas include: Knowledge generation, sharing and networking that consist of research, knowledge management and peer learning, and outreach activities; Advocacy and consensus building; and, Advisory services and technical cooperation, which comprise capacity mobilization, capacity building and technical assistance.

## **1.2. Rationale for WISER Knowledge Management System**

Knowledge management (KM) and communication are key components in harnessing, packaging and sharing information and knowledge to beneficiaries across the African continent to ensure that climate information and knowledge address specific user needs and are delivered in a timely manner, in the right language and format, and using the most efficient dissemination channels.

This strategy is expected to reposition ACPC as aligned to Strategy 2021 which responds to the emerging global strategic and operational landscape of addressing climate challenges in decision-making. Climate change adaptation as outlined in the Paris Agreement's climate goals will be central to the achievement of the Sustainable Development Goals making KM a critical function.

Various workshop documents identify knowledge management important for WISER to stimulate the uptake of climate information by policy makers and vulnerable groups including the youth and women. The workshops highlighted some recommendations in relation to WISER knowledge management. This strategy will seek to come up with plan of action that will incorporate a partnership framework and communication component to ensure efficient and effective flow of climate information within and outside of the program.

This document will thus provide guidance for WISER and other collaborating Partners to collectively and systematically generate credible climate information, model it into messages suitable for the various users and channel it using appropriate technology to ensure action that mitigates shocks from hazardous climatic conditions.

As an intrinsic organisational living document, the strategy contribute towards the WISER headline results highlighted in the business case as:

- At least 24 million people receiving climate and weather information services by 2030
- 1.6 million people benefitting from reduced impact of weather-related disasters
- Economic benefit of over £190 million in terms of avoided damages between 2015 and 2030.

### **1.3. Methodology**

The strategy development process took a series of questionnaire-based surveys, KM audits, one-on-one interviews, focus group discussions, and desk reviews to develop the WISER KM strategy. The process started with consultative Skype meetings whose follow up action was development and submission of a detailed outline of the strategy together with a completion schedule.

Using guiding questions the consultant interviewed some staff electronically and also face to face. An online survey to assess Knowledge management maturity level.

A comprehensive desk review was undertaken with and list documents which were reviewed in ANNEX. The preparation of this document was participatory with preliminary findings and strategy being presented to the WISER team. Once the draft strategy was finalized, the team will again be allowed to review and provide final comments before the draft strategy is edited into a final document.

The list of people interviewed as well as the participants of the focus group is attached as an annex. The list of persons who the document has been circulated to for comments is also attached as an annex.

### **1.4. Key Findings**

Knowledge is created, generated, captured, and shared through human interaction-making it essentially a social act. People must, therefore, be at the core of any KM approach, particularly since substantial knowledge resides within individuals and difficult to transfer to others. Processes, both formal and informal, help us capture and share knowledge while technological platforms that are appropriate to the context can expedite knowledge storage, retrieval, and exchange. Leadership is important to drive the KM effort in the organization. It ensures the alignment of KM strategies and projects with the business objectives and provide resources for KM implementation. These three components form the foundation of knowledge management and are also referred as KM accelerators. This section will gravitate around these three components.

#### **1.4.1. Knowledge management document review and interview findings**

Some major gaps highlighted from the various documents in relation to knowledge management include:

- Fragmented interventions from various initiatives in climate change which do not add up to a comprehensive whole and thus affecting overall outcome and impact on climate information use.

- Lack of clear identification of key audiences that will use the climate information products being developed by WISER. This affects how knowledge products are packaged and disseminated. Understanding of audience will also lead WISER to assist the audience to understand their needs, thus increasing demand for climate information knowledge products.
- Ineffective communication which means that the knowledge products have to be developed in an easy to understand format that encourages action on the recipient. The channel of communication has to be accessible to users and such channel should be dynamic to allow for continuous updates and alerts for new information.
- Capacity support at all levels both at program and partner level to address KM from research to end user knowledge products.

This knowledge management strategy will seek to come up with a strategy that will fill the gaps as well as contribute towards WISER objectives and outcomes.

The findings from interviews and document review will be categorized into 3 areas which form the pillars of any knowledge management system – people, process and technology.

## **PEOPLE**

**Leadership commitment:** For the knowledge management system to work, the leadership needs to be committed to the process and prioritize it in their agenda. ACPC/WISER leadership committed to supporting the knowledge management process and allocating available resources towards KM.

**Roles and responsibilities in KM:** The staff exhibit team spirit but the roles and responsibility related to knowledge management are still not clearly defined. Some roles that support KM are not clearly allocated for example dissemination of knowledge products and role of building social media platform among other roles. The staff currently handling KM functions appears overwhelmed. It is important that KM coordination unit is strengthened for ACPC/WISER to fully benefit from KM.

**Staff capacity:** ACPC/WISER is comprised of highly competent and skilled individuals. The staffs have tacit knowledge related to generation of climate related knowledge products. There exists high professional capacity to develop these products but this capacity is usually stretched and there is little time left to follow through on some obligations related to Knowledge Management. For example there is usually little time left to do liaison with knowledge products audiences and monitoring application of knowledge products.

**Professional culture:** The culture within the organization is very focused on generation of knowledge products. Some of these products although are requested by institutions or governments have capability of products for multiple end users. It is important that these multiple products become part of intentional design and planned for including dissemination and tracking of use.

Contractual engagements: the ACPC as a secretariat is very lean on staff which may positively affect optimal functionality. This however has the downside of staff only engaging on KPI leaving KM related issues unattended. Additionally the nature of United Nations and the life cycle of projects, several members of staff are engaged on short-time contracts which weighs on the tacit knowledge attritions.

## **PROCESS:**

Knowledge Management: Even though there have been workshops and a common definition of KM was developed, there still seems to be a lack of common understanding of what a holistic KM process really entails. This creates gaps in the process that affects results of KM.

Individual networks: There is over reliance on personal networks to make things happen out of the institution. With the short-term contract mentioned under people, such an approach is detrimental for sustaining an efficient KM system.

Standardization of the KM processes: Lack of clarity in policies and strategies for standardizing KM that is predictable. Most members of staff have different views on how knowledge production flows from start to end.

Bureaucracy: As is mostly the norm with large organizations like United Nations, there exist long and complex rules and procedures that though promote internal controls, can sometimes stifle efficiency especially between time of initiating a production process i.e. publications, and completion and utilization.

Staff capacity: The process of KM needs adequate capacity to see all its components function optimally. There is currently limited staff capacity as mentioned under people to support the entire process with the biggest gap visible in disseminating and tracking use of knowledge products.

Quality control: There have been efforts through a workshop to assist staff in developing quality policy briefs. There are still concerns on the quality control of other knowledge products and their suitability for the targeted audiences and purposes. The secretariat has however developed an organization flowchart as a reference standard operation procedure for publications development. This has the capability of ensuring that appropriate approvals and consensus are obtained.

## **PARTNERSHIPS:**

Partnerships: The current partnerships are mostly based on funding and consequently donor driven. Others are formed based on technical capacities of the partner organizations or an organization having similar agenda. Some partnerships are *ad hoc* and carried out on a need basis. While partnership definition is varying and often used interchangeably with collaborators it is critical to evaluate the real partners and collaborators and assess the critical value they bring into the relationship, whether co-production of knowledge products,

joint advocacy opportunity, and evidence sharing or conference attendance and participation.

User and Producer: The theory of change clarifies partners at two levels i.e. the user and producer level. At both levels, the governance structure of the partnership is non-formalized. The strength of the partnerships is also perceived to be weak with some partnerships relating only through invitations and attendance to annual conferences.

Authoritative expert: Despite these gaps in partnerships, ACPC is considered an authority in climate information issues and is respected on climate policy initiatives. The ACPC/WISER has the mandate to operate at high levels and form mutually beneficial partnerships with select organizations. This high standing credibility must be sustained through mutually beneficial partnerships and collaborations.

### **TECHNOLOGY AND INNOVATION:**

21<sup>st</sup> century is an era of advanced information technology and new media. Technology plays a key role as an enabler in nearly all systems including Knowledge management. An organizations ability and uptake of progressive innovative technologies has the benefit of a competitive advantage and sustaining relevance within desired markets.

Web portal: A website in place but most members of staff opines that it is static and not interactive. The websites tally the number of hits it received, but it could be revamped to be more dynamic and interactive and brand the WISER/ACPC for what the organization truly stands for and represent.

Communications technology: There is availability of interactive and collaborative advanced communication technology most of which have not been exploited because they are still under the custody of UNECA. The communication technologies available can be used internally and also externally and bring to speed the desired interactivity and interconnectivity in information storage and sharing. However, most staff are not aware of the availability of these technologies due to some of the challenges discussed under "people" component above.

There was great appeal to have communication technology that will improve the communication and collaboration within the organization and out of the organization with the partners.

New media: Apart from website, there is a new availability of tools that make use of convergence media which can be accessed from multiple gadgets. Social media is a free tool that has billions of users. Technologies that embrace mobile phones are also available and on the rise. Use of new media has not been fully exploited in the knowledge management system. It is important to note that social media has in recent years received own clout and requires full time staff and sometimes even a unit.

## 1.4.2. Knowledge management maturity assessment

A maturity model is defined as a reflection of the distinct, repeatable, and identifiable stages that an organization goes through as it evolves from an initial stage to a final stage. Each stage in a maturity model has its defining characteristics which may include the existence of certain procedures, roles, norms, activities and other aspects related to the area being modelled. Using a maturity model gives an organization a place to start, a chance to define the organizational roles, a common language and shared vision and most important a benchmark for equivalent comparison.

Knowledge Management Systems are designed and built to help organizations manage unstructured information, in-house expertise, lessons learned, and the accumulated wealth of the organization's experience.

Knowledge management maturity consist of five levels viz: 1. **Reaction**: The organization is not aware of what KM is and its importance in enhancing productivity and competitiveness. 2. **Initiation level**: The organization is beginning to recognize the need to manage knowledge or may already be initiating a pilot KM project. 3. **Expansion**: Knowledge management is fully applied. 4. **Refinement**: Implementation of KM is continually evaluated for continuous improvement. 5. **Maturity** level: Knowledge management KM is fully mainstreamed within the organization as primary a driver in every organization's processes.

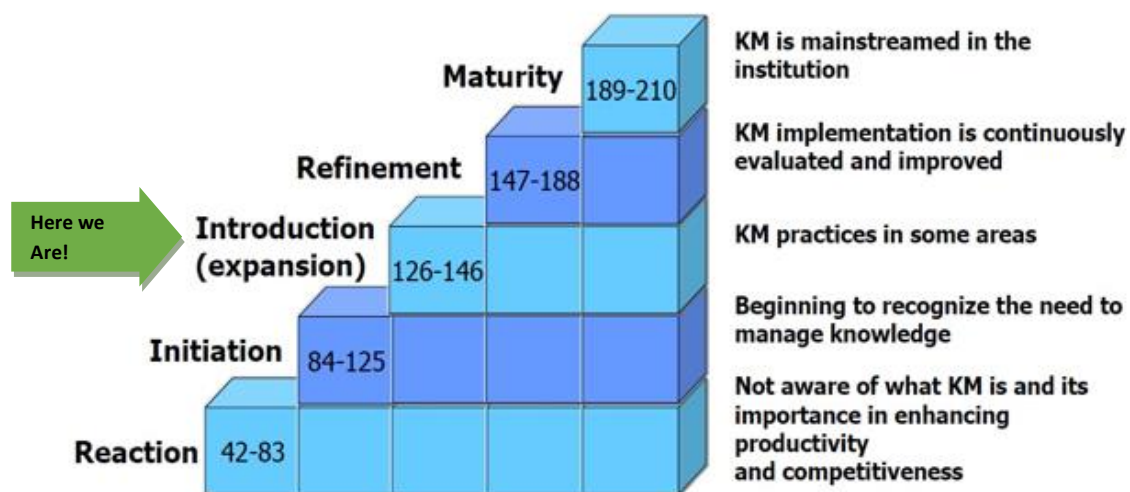


Figure 1: Knowledge Maturity Model (Source: APO KM 2009)

Because of dynamics, not all ACPC were able to undertake the maturity assessment survey, the triangulated discussions with one-on-one and Key informant interviews indicate that ACPC is at the advanced level of expansion where Knowledge management is applied in some areas of the organizational functions.

KM readiness Level	Leadership	Process	People	Technology	Knowledge Processes	Learning & Innovation	KM Outcomes
Introduction (Expansion) KM is practiced in some areas	Management leads in the implementation of KM  A reward and incentive system is in place (yet to be established)	Systematic processes are in place, with increasingly better deployment of these processes	People are exchanging knowledge more frequently and beyond their own unit  There is increasing inter-unit collaboration in the implementation of activities, projects, and programs	Increasing usage of IT More people have access to a computer linked to the Internet/intranet  Information and knowledge required by employees in the performance of their tasks are readily accessible anytime and anywhere	Systematic knowledge processes are in place and are well deployed throughout the organization People are starting to make use of the knowledge obtained from sharing in improving the way they do things	A systematic evaluation and improvement process and some organizational learning, including innovation, are in place for improving the efficiency and effectiveness of key processes	The organization has exhibited good organizational performance results including some trends that have been sustained over time  The organization has shown good relative performance against benchmarks

### 1.4.3. WISER Knowledge Management SWOT

<b>STRENGTHS</b>	<b>WEAKNESS</b>
<ul style="list-style-type: none"> <li>Recognizable mandate at high political level.</li> <li>Capable of bringing relevant people together.</li> <li>Already existing capacities which can be improved on for example websites, online portals and collaborative databases.</li> <li>Availability of technical expertise in climate change issues – with lots of tacit and explicit knowledge</li> <li>Existing staff responsible for coordinating knowledge management</li> <li>Authority in climate information services</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate resources to fulfil the mandate – resources include skills (human) and financial resources.</li> <li>Bureaucracies – can be frustrating to go through the process to get some things done especially time bound.</li> <li>Politically sensitive environment – sensitive political climate.</li> <li>Physical location – the physical location of the centre as an Africa and global level mandate makes it difficult for staff to acquire personal and professional resources needed for individual and organizational growth and development.</li> <li>Overstretched staff who cannot carry out the full roles of KM</li> <li>Packaging skills are lacking, making it difficult to reach end-users effectively.</li> <li>Weak coordination framework for ACPC to take a leading lead in the climate information.</li> </ul>
<b>OPPORTUNITY</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>Capacity of the UN system to mobilize resources</li> <li>ACPC /WISER is part of a larger program under the umbrella of ECA which can assist with structural systems.</li> <li>Access to major policy making process at Pan African scale</li> <li>Availability of experts from the globe and established networks</li> <li>Like minded partners who can be mobilized for common good</li> <li>Existing research and body of evidence to make a case for increased recognition</li> <li>Ready consumers of ACPC/WISER products across the continent</li> </ul>	<ul style="list-style-type: none"> <li>Political /sensitive environment.</li> <li>Bureaucracies outside the project environment.</li> <li>Lack of resources to run programmes efficiently.</li> <li>Lots of competition under the umbrella organization for recognition and resources.</li> <li>Developed countries policies which work against progress in global climate change agenda.</li> <li>Lack</li> </ul>



### 1.1.1. Knowledge Management road map/functionality

The knowledge management will be guided by the ACPC delivery framework. The framework looks at the four key areas of knowledge generation, delivery, enabling environment and new frontiers.

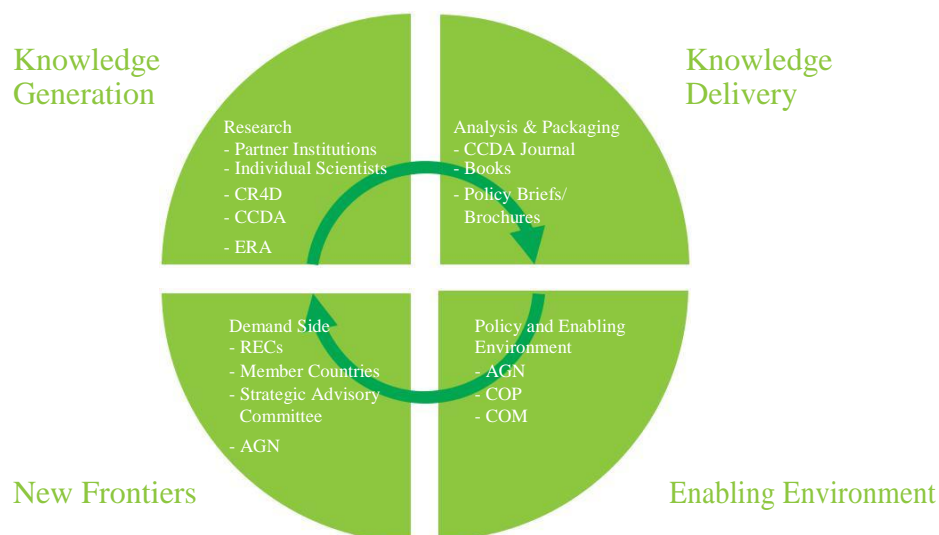


Figure 2: ACPC Delivery Framework (Source: ACPC Strategy 2017-2021)

## 2. KNOWLEDGE MANAGEMENT

(DEFINITION, MISSION, VISION AND OBJECTIVES)

The vision and mission of the knowledge management strategy is aligned to the ACPC strategy 2017-2021. It is envisaged that the strategy will be a driver of the functions to position ACPC/WISER as a hub

### DEFINITION

Knowledge management is a strategy used to create, organize, share, and apply climate information knowledge towards Africa's sustainable development and climate change adaptation and resilience.

### VISION

The vision of this strategy is to enhance knowledge management processes in ACPC /WISER programmes, and partners towards making Africa's development sustainable, inclusive and climate-resilient.

### MISSION

To collect, re-purpose, package, disseminate, learn from tacit and explicit and apply knowledge in ACPC /WISER programme and partner towards strengthening an enabling environment for investment and uptake of climate information services for development in Africa."

### **KM Objective 1: Enhancing knowledge identification, re-purposing, re-packaging and dissemination through effective communication.**

This objective recognises that weather information can be scientific in nature and there is need for interpretation and translation into language that is audience specific. Communication is an integral part of knowledge management in facilitating understanding the context of use. This objective considers end user communication needs based on product packaging dissemination and follow up for feedback and improvement.

### **KM Objective 2: Enhancing the translation of knowledge into policy and action**

This objective seeks to explain the strategy of translating weather information into relevant policy and policy implementation. It also seeks to ensure that climate information is mainstreamed into government systems and processes. In line with ACPC strategy 2021, this objective will also seek to provide knowledge advisory services to users to optimize knowledge utilization and efficacy.

### **KM Objective 3: Leveraging knowledge through partnerships**

Acknowledging the limitation even of the most robust enterprise in fulfilling knowledge gap. This objective leverages on the power of partnerships to move a common agenda forward. The strategy shall put emphasis on building partnerships and increasing collaboration with relevant external institutions, universities and CR4D think-tanks in East Africa and wider. This objective is aligned to the ACPC strategy 2021 with a clear focus is on partnership. The strategy has proposed that the Centre will "Design convening spaces for dialogue and building and fostering strategic alliances and partnerships towards effective climate response and development, and catalyse Africa common positions." It is critical that ACPC/WISER takes its place as an authority to lead on climate information networks in Africa.

### **KM Objective 4: Resources and capacity development for knowledge management.**

One of the ACPC Strategy 2021 goal is to "Strengthen and develop human and institutional capacities in member States for climate-resilient development planning, policies and practices." For this to happen, it is necessary for ACPC /WISER leadership, partners to invest in creating a permissive and an enabling environment for the organization's and partner knowledge culture to develop and flourish. This will involve institutionalizing Knowledge Management into program design and into WISER staff day-to-day work and performance evaluations. Building the knowledge management capacity of the organization and partners by allocating enough human and other resources for the implementation of the strategy. Beyond the organisation, it is critical to build capacity of strategic stakeholders and partners including Governments and other users to scale up weather and information use.

### 3. IMPLEMENTING ACPC/WISER KNOWLEDGE MANAGEMENT STRATEGY

#### Tools and methods

The matrix below presents tools applicable based on simplicity, appropriateness, and applicability in WISER/ACPC context and the frequency within the cycle of knowledge management in meeting the above objectives.

Tools and methods	Knowledge identification	Knowledge creation	Storing knowledge	Sharing knowledge	Applying knowledge	Status at WISER/ACPC	Remarks
Communities of practise	X	X		X	X	In place	Needs structure
Advanced search	X	X			X	In place	
Expert locator	X	X	X	X	X	Available	Not widely known
Collaborative virtual workspaces	X		X	X	X	Not in place	
Online sharing platforms Weather and climate portal			X	X	X	In place	Not interactive
Social Media platforms	X		X	X	X	Not active	Needs activation
Blogs and Vlogs		X	X	X		Not in place	
Learning events and reviews	X	X		X	X	In place	
Mobile USSD services			X	X	X	Optional	Need based mobile use
Flagship publications		X	X	X		Not in place	
Knowledge Fairs						Not in place	
Website	X		X	X		In place	

#### Roles and responsibilities

Ownership of the KM strategy is critical for its implementation. Strategy implementation requires knowledge management roles and responsibilities that involve all members of the WISER/ACPC including key boundary partners. It is required that the KM team is should be constituted and a Knowledge Executive (KE) or staff reclassification to assume overall responsibility on the KM initiatives. The following table below gives a summary of the key strategic roles and responsibility.

Actor	What they need to do?	Why they need to do it (Outcome)
<b>Senior leadership of WISER/ACPC</b>	<ul style="list-style-type: none"> <li>• Constituting the KM team</li> <li>• Aligning roles and responsibilities in KM and partnerships</li> <li>• Structuring partnerships into more organized entities</li> <li>• Provide leadership in KM- including leading adherence to guiding principles</li> <li>• Resource mobilization for KM</li> </ul>	Leadership Role that will enable effective implementation of the KM Strategy
<b>Knowledge management</b>	<ul style="list-style-type: none"> <li>• To assume an advisory and supervisory role</li> <li>• Overseeing the implementation of the KM Strategy and the</li> </ul>	Overall responsibility on the KM initiatives

Actor	What they need to do?	Why they need to do it (Outcome)
<b>team/Committee</b>	<ul style="list-style-type: none"> <li>ongoing management of the KM System.</li> <li>Review and provide advice/feedback on the KM Strategy and the action plan for effective implementation;</li> <li>Monitor the implementation of the KM Strategy;</li> <li>Recommend developments and improvements of the KM strategy during the implementation to keep the strategy up to date and effective.</li> <li>Review feedback from end-users of the KM system and recommend solutions when necessary.</li> <li>Budgeting and prioritization of KM activities according to available resources</li> </ul>	
<b>Communication</b>	<ul style="list-style-type: none"> <li>Help improve the dissemination of the TMEA's publications</li> <li>Ensure the visibility of the organization's knowledge products and activities</li> <li>Branding, standardization and quality control of KM products</li> <li>Ensure appropriateness of the content to end users</li> </ul>	Communication is part and parcel of knowledge management.
<b>Corporate services- HR, ICT</b>	<ul style="list-style-type: none"> <li>Implement training and other capacity building activities for KM</li> <li>Establish/enhance mechanism for incorporating knowledge activities into the key performance indicators (KPIs) of individual staff to streamline knowledge in the WISER/ACPC operations</li> <li>Ensure that all ICT-based knowledge tools are available and tailored to the needs of WISER/ACPC</li> </ul>	Complementary services which are a prerequisite to effective implementation of the KM initiatives
<b>CR4D secretariat</b>	<ul style="list-style-type: none"> <li>Categorize partners into functional clusters</li> <li>Select representative for each cluster</li> <li>Link with WISER for partnership coordination and dissemination of KM products</li> </ul>	Complementarity in knowledge generation through research coordination
<b>CR4D's Scientific Advisory Committee (SAC)</b>	<ul style="list-style-type: none"> <li>Identification of priority knowledge needs of users that can be filled through research</li> <li>Commissioning research that will be applicable to users' needs for the achievement of CR4D Goals</li> </ul>	Source of Knowledge
<b>CR4D's Institutional Collaboration platform (ICP)</b>	<ul style="list-style-type: none"> <li>Mobilize partners for collaborative activities – learning events, reviews, conferences, fairs etc</li> <li>Co-design and co-production and dissemination of knowledge products</li> </ul>	Promote strong linkages between partners for common goal of CR4D
<b>All ACPC/WISER staff</b>	<ul style="list-style-type: none"> <li>Inculcate user driven development of knowledge product</li> <li>Embrace technology, innovations and other processes that will promote dissemination of KM products to end users</li> <li>Participate in learning reviews – internal and external to improve and promote use of knowledge products</li> </ul>	Application of KM integrated process within the system

## High level implementation plan

This section consists of the implementation plan that provides a high-level outlook for the overall structure of the Knowledge Management Strategy and its implementation.

Strategic Objectives	Strategic Core activities	Strategic initiatives
<b>KM Objective 1: Enhancing knowledge identification, re-purposing, re-packaging and dissemination through effective communication.</b>	<ul style="list-style-type: none"> <li>Establish/strengthen a system that promotes the KM and its principles</li> <li>Enhance communication and use of appropriate technology toward knowledge management</li> <li>Promote standardization tools at both programmatic level and targeted</li> </ul>	<ul style="list-style-type: none"> <li>Assign clear roles and responsibilities in KM</li> <li>Standardise flow of knowledge from source to end user</li> <li>Incorporate KM processes and principles into key individual and organisation performance indicators</li> <li>Incorporate new media and use of interactive and collaborative IT systems into knowledge dissemination</li> <li>Knowledge products should be matched to needs of audiences</li> </ul>

	<p>knowledge product sharing</p> <ul style="list-style-type: none"> <li>Promote documentation and sharing of transformational impact.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge products should be flexible and supported by other sub-products to assist users take appropriate action</li> <li>Identify and standardize and brand key knowledge products specific to the primary audience</li> <li>Identify a flagship periodic knowledge product to ground ACPC /WISER position as thought leaders in climate information</li> <li>Develop blogs/vlogs and other new media sharing platforms and keep them dynamic</li> <li>Write success/failure stories and share them on social platforms, websites etc</li> </ul>
<b>KM Objective 2: Enhancing the Translation of Knowledge into Policy and Action</b>	<ul style="list-style-type: none"> <li>Promote utilization of knowledge policy products alongside relevant user guides and tools for implementation</li> <li>Sustain engagement with relevant authorities through collaborative sessions, and technical assistance/ liaisons.</li> <li>Strengthen a learning policy within the organization to support structured learning sessions.</li> </ul>	<ul style="list-style-type: none"> <li>Create a role of government liaison to support mainstreaming climate change into government policies and plans</li> <li>Flexibility not to stick with 'usual' knowledge products but come up with other innovative ones to meet identified needs of the government users</li> <li>Promote a knowledge based sub-granting to CBOs or youth/women groups to test and scale up weather information interventions.</li> <li>Develop a monitoring system to follow up on users activities related to policy and action</li> <li>Use collaborative sessions to develop common messages that will strengthen voices of African governments and researchers to contribute at global levels and influence global policies</li> <li>Organizing critical internal learning sessions and follow through with actions</li> <li>Embrace change coming from changing technological environment and learn and adopt for continuous improvement</li> </ul>
<b>KM Objective 3: Leveraging Knowledge through Partnerships</b>	<ul style="list-style-type: none"> <li>Establish mechanisms to strengthen coordination and formalize partnerships and collaborations with relevant external institutions</li> <li>Enhance production of co-authored knowledge materials such as flagship materials (annual or biennial)</li> <li>Annual learning events / climate awareness months/week.</li> </ul>	<ul style="list-style-type: none"> <li>Learn from practises of other UN agencies for example UNHABITAT who leads GLTN (Global Land Tenure network) – see case of GLTN in box below with recommended actions</li> <li>Identify a key flag ship knowledge product and identify an editorial team from partners to conceptualize and publish it periodically i.e. human development report by UNDP is a sought for document.</li> <li>KM and communication team to liaise in campaigning for readership and launch of KM products and publications</li> <li>Identify on the calendar a week/month and brand it as "Climate awareness week/month</li> <li>Develop a theme and key messages to celebrate each of the week/month with all key audiences fully represented</li> <li>Organize events/exhibitions and other innovative things to commemorate the week.</li> <li>Partner with CBO and women groups to promote demand creation of weather information for resilience building</li> </ul>

<p><b>KM Objective 4: Enhance Resources and Capacity Development for Knowledge Management</b></p>	<ul style="list-style-type: none"> <li>• Building Knowledge Management Capacity (human resource and infrastructure)</li> <li>• Strengthen the KM and Communication unit</li> <li>• Leadership in establishing/coordinating knowledge networks</li> <li>• Promote systems efficiency and efficacy within timeframes</li> </ul>	<ul style="list-style-type: none"> <li>• Map out new ideas and roles coming up as a result of improving KM, partnerships and innovations</li> <li>• Assign the roles, or recruit for the roles whichever is feasible</li> <li>• Train staff on any new roles that may be required from them</li> <li>• Identify designated team to focus on KM from source to end user</li> <li>• Establish a structure of partnership and take lead by identifying role of lead partner and assigning staff/team to take on the roles.</li> <li>• Establish partnership structure and train representatives on their roles (see GLTN case study)</li> <li>• Use the knowledge flow diagram and framework to standardise knowledge flow.</li> <li>• Work with UNECA to tailor systems and technology to promote storage, collaborations and dissemination of knowledge within and to the networks</li> </ul>
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## Partnerships – who do we work with?

The structure of the various forms of partnerships is already documented. The WISER business case has reached a conclusion on partnerships by stating that the preferred option is through working with three delivery partners:

1. Pan-African component led by ACPC. This includes ACPC working with and supporting WMO/AMCOMET for the delivery of the Strategic Pillars 1 and 5 of the Integrated African Strategy on Meteorology;
2. East Africa regional programme, led by the HyNEWS consortium with the World Bank.
3. Programme-level learning coordinated by ACPC and with a DFID programme funded adviser.

The LVB-HyNEWS consortium consists of research institutions, global, region and national met centres and international organisations, based in Africa, the UK and the US. All are active in climate information services delivery and research in East Africa and bring unique expertise in the technical and operational aspects of delivery of information and services.

Global Climate Services Centres: UK Met Office, Environment Canada and South African Weather Service  
 Research Institutes: NCAR, NOAA, NASA and UCAR (US), University of Reading, University of Leeds and Centre for Ecology & Hydrology (UK), Curtin University (Australia), Institut Geographique (Burundi), Jomo Kenyatta University of Agriculture & Technology (Kenya); KNMI (Netherlands), NC State University; Stony Brook University; University Alabama; University Connecticut, University Oklahoma and University of Minnesota (USA).

Met Offices and regional climate centres: Tanzania, Kenya, Rwanda, Burundi, Uganda, ICPAC (regional)  
 International Organisations: WMO, EAC, Lake Victoria Basin Commission; EUMETSAT; Future Earth  
 Boundary Organisations: START.

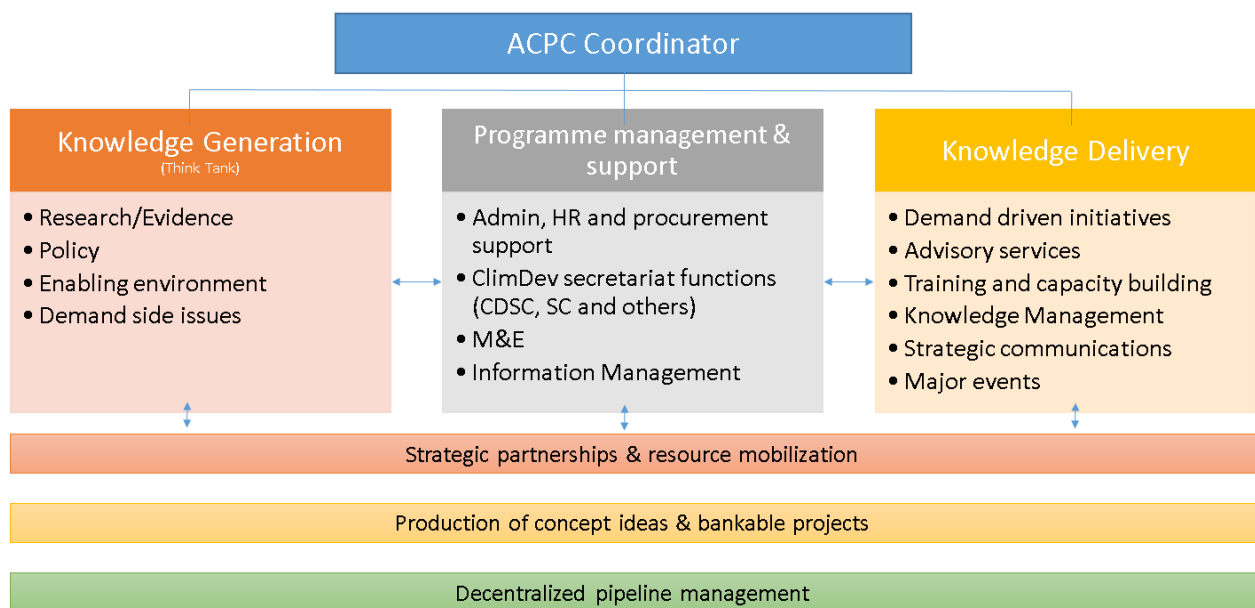
One of the home-grown solutions to partnership which also puts ACPC /WISER ahead is CR4D – Climate Research for Development. Mutual utilization of research agenda and linking it with practice enables building of stronger network and collaborative mechanism. ACPC/WISER also has the opportunity to put in place a technical advisory group drawn from partners, key stakeholders, end-users, that provide a high level specialised advisory to on

specific technical areas including communication and media representation. This technical advisory group (TAG) with clearly defined roles will meet quarterly and has the capacity birds eye-view assessment from third party perspective that would otherwise be lost. It also strengthens collaboration with key interest groups depending on thematic engagements.

The Climate Research for Development (CR4D) in Africa initiative was officially launched in 2015. CR4D is the outcome of the African Climate Conference 2013 (ACC-2013, which was held in Arusha, Tanzania, to strengthen links between climate science research and climate information needs in support of development planning in Africa. CR4D is supported by partnership between African Climate Policy Center (ACPC) of UN Economic Commission for Africa (UNECA), African Ministerial Conference on Meteorology (AMCOMET), World Meteorological Organization (WMO), and Global Framework for Climate Services (GFCS). The initiative facilitates integration of the Africa climate research community (scientists and institutions) with end-user climate information needs. The overarching mission of CR4D is to facilitate a Pan-Africa Collaborative Platform and Network of African climate science, services, policy, and practice communities as well as development partners and other stakeholders to co-explore, co-design, co-produce and co-communicate climate information and services, thus improving access, quality, and usability as well as mainstreaming of climate information into Development Planning in Africa. CR4D has its own governance structure that encompasses the Secretariat, the oversight board, the scientific advisory committee (SAC), and the institutional collaboration platform (ICP).

## Governance and leadership

The African Climate Policy Centre as a hub for demand-led knowledge generation on climate change in Africa is guided by the ACPC /WISER operation model (below), and the existing governance structure.



### Governance at CR4D

Scientific Advisory Committee (SAC) play a leading role in the periodic review and identification of priority user-driven applied climate research activities to ensure the achievement of CR4D goal of enhancing co-design and co-production of climate information and services through an integrated and collaborative network of multiple stakeholders and institutions.

Institutional Partner Collaboration (IPC) - promotes multi-stakeholder collaboration that brings climate science, services and policy-making under a coordinated multi-disciplinary network of expertise and institutions to collectively address the challenges while maximizing on the opportunities presented by climate change and variability to socio-economic Development in Africa. The IPC needs to have a lead person to plan and coordinate collaborative activities.

## Lessons from other global partnerships- case of GLTN/UNHABITAT

The box below provides a case of Global Land Tenure Network an initiative led by UNHABITAT. From the case, we can learn and take the following actions:

- Formalize the structure of the partnership eg IPC, SAC by defining the mandate and describing roles.
- Appoint people to manage the established structure
- Mobilise enrolment into the partnerships especially for end user institutions. There should be no legal requirements but just mutual understanding of sharing and using climate knowledge.

### The case of Global Land Tenure Network – led by UNHABITAT

#### WHO IS GLTN?

The Global Land Tool Network (GLTN) is an alliance of global regional and national partners contributing to poverty alleviation through land reform, improved land management and security of tenure particularly through the development and dissemination of pro-poor and gender-sensitive land tools.

**The Members** of GLTN are those individuals who registered at GLTN website ([www.glt.net](http://www.glt.net)). The members consist of the Network stakeholders and target groups. Members have the opportunity to receive GLTN updates and information, join e-forums and web discussions and access e-libraries.

**The Secretariat** hosted by UN-Habitat is responsible for the day-to-day operations of the programme and over-all Network coordination.

#### WHAT GLTN DOES

Secure land tenure and property rights are fundamental to shelter and livelihoods as well as the realisation of human rights, poverty reduction, economic prosperity and sustainable development. The Global Land Tool Network (GLTN) main objective therefore is to contribute to poverty alleviation and the Sustainable Development Goals through land reform, improved land management and security of tenure. UN-Habitat through GLTN continues to work towards this with partners who include international civil society organizations, international finance institutions, international research and training institutions, donors and professional bodies.

#### ORGANIZATIONAL ARRANGEMENTS OF GLTN

The organizational arrangement of the Global Land Tool Network comprises the Steering Committee, the International Advisory Board, the Partners, the individual members and the Secretariat.

**The Steering Committee** is composed of representatives from various UN-Habitat units serves as the decision-making body of GLTN. They receive advice and direction from the International Advisory Board, partners and the Secretariat.

**The Partners** are international organizations which adhere to the core values of the Network and are contributing, either substantially and/or financially to the achievement of GLTN agenda and objectives.

**The International Advisory Board (IAB)** is composed of representatives from various clusters of international partner-organizations like urban and rural international civil society organizations, professional bodies, research and training institutions, grassroots, multi-lateral and bi-lateral organizations. IAB provides strategic and technical advice to the Network and programme implementation. Members of the IAB also serve as the coordinator within their own cluster.

GLTN International Advisory Board (IAB) representatives are listed below:

CLUSTER	REPRESENTATIVE NAME(S)	ORGANISATION
Urban International Civil Society Organisations	Jane Katz, Susanna Rojas-Williams	Habitat for Humanity International
Rural International Civil Society Organisations	Katja Araujo	Huirou Commission
Multilateral Organisations	Thea Hilhorst Harold Liversage	World Bank IFAD
Bilateral Organisations	Helge Onsrud Frits-Vander Wal Mikael Atterhog	Norway The Netherlands SIDA
International Professional Bodies	Chryssy Potsiou	FIG
International Research / Training Institutions	Siraj Sait David Mitchell	UEL RMIT
Grassroots Representatives		

GLTN has developed a global partnership on land issues pulling together global partners, as well as many individual members. These partners include international networks of

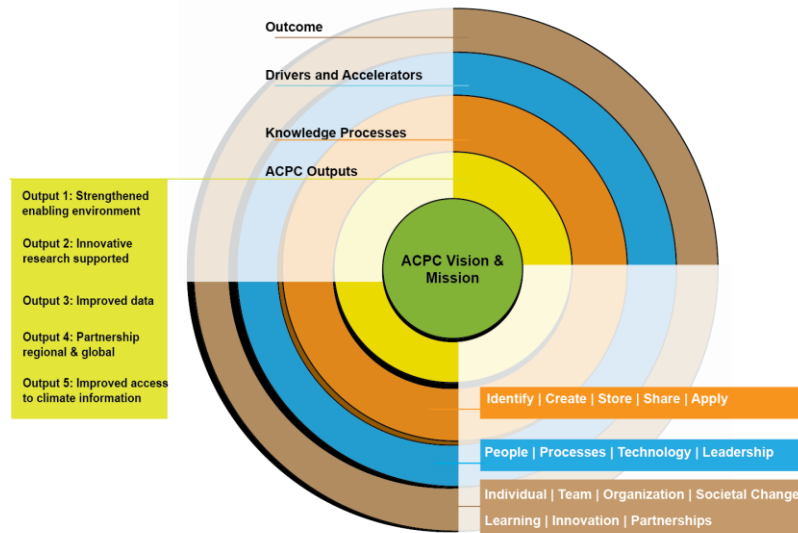


civil society, International Finance Institutions, international research and training institutions, donors and professional bodies. It continues to take a more holistic approach to land issues by working towards the following objectives:

1. The establishment of a continuum of land rights, rather than just focus on individual land titling
2. Improving and developing pro-poor land management, as well as land tenure tools
3. Unblocking existing initiatives Assisting in strengthening existing land networks
4. Supporting in the development of gendered land tools which are affordable and useful to grassroots
5. Improving the general dissemination of knowledge about how to improve security of tenure
6. Improving the general knowledge dissemination on the improvement of security of tenure

Source: GLTN/UNHABITAT Website – retrieved 5 April 2017

## Knowledge Management Framework



This framework takes into consideration the ACPC/WISER Vision and corresponding outputs as envisaged in theory of change. It takes cognisance that knowledge process (identification, creation, storage, sharing and application) as a cyclical process that improves with every iteration.

Accelerators comprise both drivers and enablers of knowledge management they include leadership, processes, people and technology. Without top management involvement in KM, it is unlikely to succeed. Technology accelerates the knowledge process by providing effective tools and techniques that assist in creating, storing, sharing, and applying knowledge thereby enhancing efficiency in workspace, quality and efficacy in products. People are the users as well as the generators of knowledge. Processes are the social and technological steps that enhance the contribution of knowledge in the organisation.

The outcome of knowledge management is continuous learning, innovation and improvement arising out of the knowledge process. Increase in knowledge and skills of individuals through learning results in enhanced performance and ultimate growth of the organization. While sharing at individual level enhances team capability, organization capability improves internal processes and systems, core competencies, and designing innovative strategies to achieve sustainable growth and competitive advantage. This progressive growth relies on the need to leverage on individual and team capabilities and collaborate with external stakeholders. Ultimately, collective knowledge of individuals,

organizations, and institutions leads to transformation in climate and weather information utilization and societal capacity to be resilient.

This framework is holistic building in knowledge assets through scientific research papers which are then repurposed and repackaged into user friendly knowledge products based on client needs. ACPC/WISER will proactively create or strengthen existing Community of Practice with common goal, common activities, and common results in its core programming. For the framework to hold, effective communication must be intentionally integrated in every of the organization’s processes including branding. This makes knowledge management first about the people.

## Knowledge management tools

The table below shares appropriate tools for addressing certain processes. The list how ever is not exhaustive.

<b>Identifying &amp; Creating Knowledge</b>	<ol style="list-style-type: none"> <li>1. Advanced Search Tools</li> <li>2. After Action Reviews</li> <li>3. Blogs</li> <li>4. Brainstorming</li> <li>5. Collaborative Physical Workspaces</li> <li>6. Collaborative Virtual Workspaces</li> <li>7. Communities of Practice</li> <li>8. Expert Locator</li> <li>9. KM Maturity Model</li> <li>10. Knowledge Bases (Wikis, etc.)</li> <li>11. Knowledge Cafés</li> <li>12. Knowledge Clusters</li> <li>13. Knowledge Mapping</li> <li>14. Knowledge Portal</li> <li>15. Learning and Idea Capture</li> <li>16. Learning Reviews</li> <li>17. Mentor/Mentee</li> <li>18. Video Sharing</li> <li>19. Voice and Voice-over-Internet Protocol (VOIP)</li> </ol>	<b>Storing Knowledge</b>	<ol style="list-style-type: none"> <li>1. Learning Reviews</li> <li>2. After Action Reviews</li> <li>3. Knowledge Cafés</li> <li>4. Communities of Practice</li> <li>5. Taxonomy</li> <li>6. Document Libraries</li> <li>7. Knowledge Bases (Wikis, etc.)</li> <li>8. Blogs</li> <li>9. Voice and VOIP</li> <li>10. Knowledge Clusters</li> <li>11. Expert Locator</li> <li>12. Collaborative Virtual Workspaces</li> <li>13. Knowledge Portal</li> <li>14. Video Sharing</li> </ol>
<b>Sharing Knowledge</b>	<ol style="list-style-type: none"> <li>1. Peer Assist</li> <li>2. Learning Reviews</li> <li>3. After Action Reviews</li> <li>4. Storytelling</li> <li>5. Communities of Practice</li> <li>6. Collaborative Physical Workspaces</li> <li>7. Knowledge Cafés</li> <li>8. Taxonomy</li> <li>9. Document Libraries</li> <li>10. Knowledge Bases (Wikis, etc.)</li> <li>11. Blogs</li> <li>12. Social Networking Services</li> <li>13. Voice and VOIP</li> <li>14. Knowledge Clusters</li> <li>15. Expert Locator</li> <li>16. Collaborative Virtual Workspaces</li> <li>17. Knowledge Portal</li> <li>18. Video Sharing</li> <li>19. Mentor/Mentee</li> </ol>	<b>Applying Knowledge</b>	<ol style="list-style-type: none"> <li>1. Peer Assist</li> <li>2. Collaborative Physical Workspaces</li> <li>3. Knowledge Cafés</li> <li>4. Communities of Practice</li> <li>5. Taxonomy</li> <li>6. Document Libraries</li> <li>7. Knowledge Bases (Wikis, etc.)</li> <li>8. Blogs</li> <li>9. Advanced Search</li> <li>10. Knowledge Clusters</li> <li>11. Expert Locator</li> <li>12. Collaborative Virtual Workspaces</li> <li>13. Knowledge Worker Competency Plan</li> <li>14. Mentor/Mentee</li> <li>15. Knowledge Portal</li> </ol>

## **Guiding principles**

This strategy implementation will be guided by the following principles

- Change Management - Willingness to modify structures and infrastructure to efficiently and effectively execute the strategy
- Relevance
- Value for Money and social economic benefit
- Quality Assurance
- Synergy and Partnerships
- Flexibility

## **Barriers to KM implementation**

Guptara prabu (1998) asserts that there are five possible barriers to KM implementation in addition to lack of technology. These are time, power, structure, measurement system, and organizational culture.

- Time refers to the lack of commitment to make time for knowledge sharing to happen. Like all good things, KM needs the dedication of adequate time for planning, implementing, collaborating, learning together, evaluating what has been achieved, and added planning for a more effective program.
- Power refers to the support of top management as well as middle managers and supervisors for the KM program.
- The KM structure in the organization should be clear to all. It should define supervision and coordination lines based on roles and accountabilities.
- Measurement systems should show whether KM is successful or not. That is the reason for the emphasis on metrics.
- Organizational culture defines the success parameters for KM. Before KM activities are introduced, the staff should be prepared for the transition from the present to the enhanced KM-oriented procedures. For this reason, the strategy highly recommends change management within ACPC/WISER.

## **Resource Requirements**

There is capacity to begin implementation of this strategy with currently available resources – but additional resources will be required to:

- Fill capacity gaps in human resources, skills and time required to support innovations and related processes. Such capacities are needed in areas such as stronger liaison with users and partners, monitoring of users, continuous interaction through new media among other
- Purchase and maintain technological platforms needed for online interactions, collaborations and internal systems operations. This can be developed by ECA who can tailor already existing solutions to the needs of WISER.
- Produce additional tools and products tailored to audience needs including the flagship publication.
- Facilitate partnership and other activities that require collaboration.

The leadership and KM team can develop annual budgets that can reasonably facilitate KM processes.

## **Monitoring and Evaluation and Learning**

This will be pegged on WISER business case and theory of change. The monitoring will also integrate KM and communication. The monitoring of this KM strategy will be based on the implementation plan. This strategy also advocates for continuous learning through the following learning practices:

**Learning Practice 1:** Seeking feedback from key informants on climate research, knowledge products and user experiences.

**Learning Practice 2:** Assessing and (re)designing knowledge products, climate policy tools, WISER services to partners, communication systems based on feedback provided in learning practise 1.

**Learning Practice 3:** Engaging in Program reflection meetings

**Learning practise 4:** Sharing WISER/ACPC best wisdom with the world.

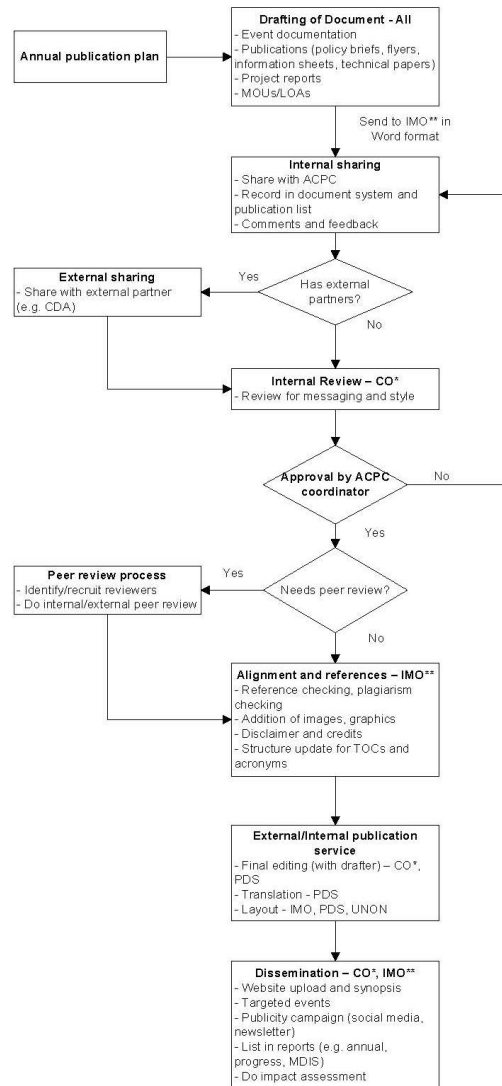
## **Sustainability of the Knowledge Management System**

Sustainability of the knowledge management strategy will depend on institutionalization of KM within ACPC/WISER. The strategy is carefully aligned to the ACPC strategic direction to enable an inbuild consistent and cohesive brand approach. It will require that capacity of all staff and select partners and stakeholders on the KM practice in climate information system will rally and expand the number of Climate information champions across the continent. Use of appropriate technology will also ensure learning continues "internet does not forget." The learning agenda as envisaged within the strategy will ensure knowledge is available to all both internally and externally. Linkage with the ECA knowledge services will provide extra support and utilization of institutionalised systems beyond projects.

# 4. ANNEXES

## Annex I: ACPC Internal drafting document publication SOP

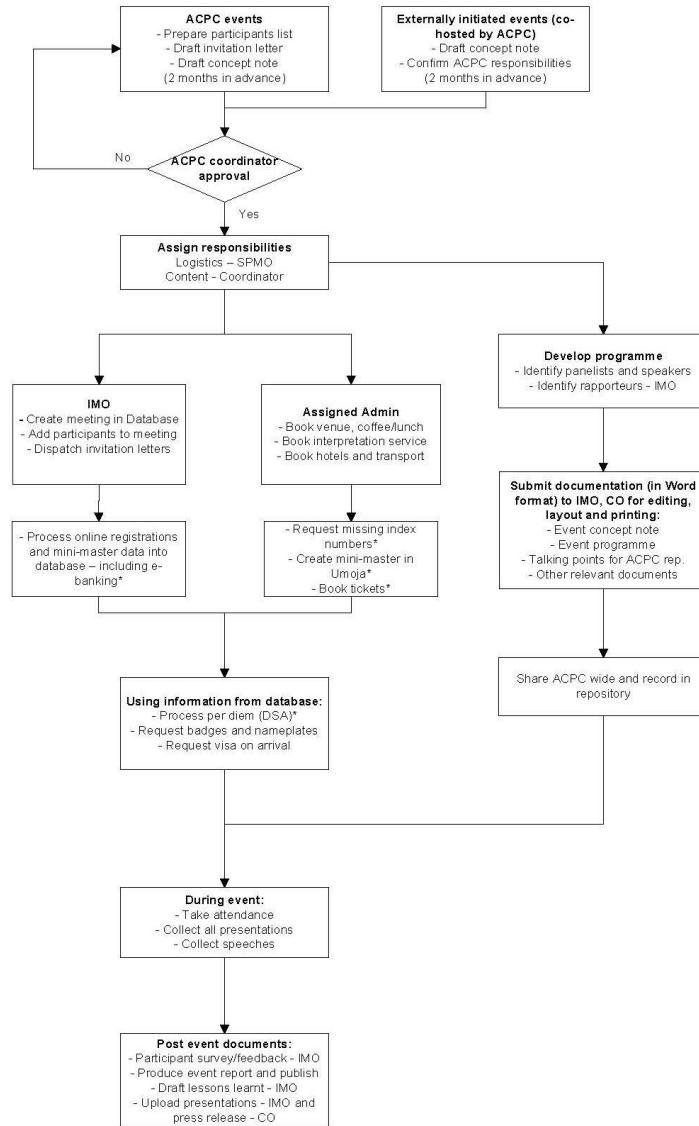
### ACPC Document Drafting and Publication Process



- Nb. All documents must be drafted and shared in Ms Word format for ease of collaboration  
 - As much as possible, an automated workflow system will be used  
 \*CO – communications officer  
 \*\*IMO – information management officer

## Annex II: Events Management SOP

### ACPC Event Management Process



\* Only relevant for ACPC initiated events

### Annex III: KM Audit Individual Questionnaire

Knowledge Management embodies the strategies and processes that a firm employs to identify, capture and leverage the knowledge contained with its “corporate memory”.

UNECA’s ACPC /WISER project is in the process of developing the Knowledge Management Strategy. In this regard, the Organization is conducting a Knowledge Audit to amongst others, evaluate the organization’s knowledge needs, existing knowledge assets/resources, knowledge flows, future knowledge needs, knowledge gap analysis as well as the behaviour of staff in sharing and creating knowledge. The knowledge audit is expected to reveal the Organization’s knowledge strengths, weaknesses, opportunities, threats and risks.

To make this exercise a success, you are required to participate in this survey by filling the questionnaire as honestly as possible. The information you provide will remain confidential and the results will be analysed and reported collectively.

Please feel free to add additional comments after ticking the boxes to provide further explanation or suggestion that will be relevant to the Knowledge Management Strategy.

#### SECTION A: DEMOGRAPHIC DATA

Age		Gender		Employment type		Area of Specialization	
18 – 24		Female		Consultant			
25 – 34		Male		Regular			
35 – 44				Others			
45 – 55							
55+							

#### SECTION B: EXISTING KNOWLEDGE AND SHARING

##### Key

- 1 = Strongly agree SA**  
**2 = Agree A**  
**3 = Neutral N**  
**4 = Disagree D**  
**5 = Strongly disagree SD**

#### A: Perception on Knowledge Sharing

Area: The overall environment of my WISER PROGRAM:	SA	A	N	D	SD
Facilitates knowledge creation					
Facilitates knowledge storage/retrieval					
Facilitates knowledge transfer					
Enables me to accomplish tasks more quickly					
Improves my job performance					
Is useful in my job overall					
Enables the organization to react more quickly to changes in the marketplace					
Speeds decision making					

#### Remarks to above

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Perception about Climate Information System	SA	A	N	D	SD
The specific climate information that is needed resides with the experts rather than being decoded and stored because this knowledge is typically difficult to clearly articulate					
The knowledge stored on climate information cannot be directly applied without extensive modifications because of the fast-paced, dynamic environment in which the WISER/ACPC operates in.					
The climate information in whatever form it is in is readily available to the users					

whenever they seek this information.					
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**Remarks to above**

<b>Do you think the members of your WISER/ACPC are</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Satisfied by the degree of collaboration in knowledge sharing					
Supportive for knowledge sharing & creation					

<b>The climate information users always find the:</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
The precise climate information they need					
Sufficient knowledge to enable them plan and do their tasks.					

**Rate the answers from 1 to 5 (as 5 is the most important)**

	1	2	3	4	5
Did any of the users – NGO, Government, communities, private sector ask your help for their climate information needs? Of the questions that you have been asked by others in what knowledge was requested that you consider to be					
Essential for individual safety and well being improved economic performance					
Essential for the citizen productivity – in agriculture, energy etc					
Important for leading to innovative infrastructure planning development					
Essential for Policy formulation					
Out-dated and no longer useful for the business					

Where is most of the climate information that you need to do your work located or stored?	1	2	3	4	5
In paper-based documents					
In the scientists and climate researchers head					
In our central information system					
On my personal or workstation computer/hard drive					

Others (Please explain)

Which of the following is the biggest barrier to you being able to store climat information you receive more efficiently and effectively	1	2	3	4	5
Lack of time/too busy					
Poor tools/technology					
Organization policy/directives					
Poor information systems/processes					

Others (Please explain)

How often do you share information with other partners in formal way	1	2	3	4	5
Constantly					
Very often					
Quite often					
Not often/rarely					

What Communication mode is often used to sharing climate information or any other relevant information with users	1	2	3	4	5
Brainstorming					
Learning and idea capture					
Peer assist					
Learning reviews/After action review					
Storytelling					
Collaborative physical workspace					
Knowledge Café					
Document libraries					
Blogs					



Social Network services					
Communities of practice					
Voice and VOIP					

Please list more... and explain

What are the challenges in sharing climate information within the CIS network - list	1	2	3	4	5
Don't perceive there is an urgent need to share					
Lack of open-minded sharing environment					
Lack of trust of other people's knowledge and intellectual property					
No proper organizational guidelines on sharing					
Bureaucratic procedure involves in sharing information/knowledge					
Tasks within WISER do not require cross-organizational information sharing					
No proper Information Technology platform to share					
Do not know about user's knowledge needs					

In your opinion, to what extent do the following statements apply to ACPC /WISER?	Not true	Some – what true	Very true
The importance of the human capital is recognized.			
Staff/personnel are dedicated to ACPC /WISER			
A philosophy of team-working and co-operation exists at ACPC /WISER			
There are barriers and conflicts amongst organization units.			
There is confidence /trust amongst staff.			

### SECTION C: ORGANIZATION CULTURE

#### 1. The organization culture plays an important success factor for all KM initiatives.

To what extent do you agree with the following statements?	Do not agree	Agree– some what	Totally Agree
My personal aims and ambitious fit well with my current work situation.			
I am satisfied with my job position at ACPC /WISER			
My position allows me to create linkages and collaboration with climate information network members			
I am satisfied with the working environment.			
I am satisfied with the working relationship I have with my colleagues.			
I would like to be involved with other external network activities.			

To what extent the following statements characterize you personally?	Do not agree	Agree– some what	Totally Agree
I am afraid to make mistake or fail my work.			
I seek to improve my work methodologies/practices every day.			
I consider sharing my knowledge with other colleagues as an advantage.			
I have a personal desire to learn more and gain new knowledge			

If there was a knowledge Management Strategy in ACPC /WISER, which of the following possible problems would occur and how often.	Rarely	Some-times	Usually	Very often	Always
Lack of time for the personnel to share their knowledge.					
Lack of willingness amongst personnel to spread crucial information, knowledge (fear of decentralizing/giving away knowledge).					
Lack of willingness amongst staff to change the way they work.					
Lack of incentive given to employees by top management.					
Lack of team-work and co-operative culture.					
There are no objective and obvious reasons for knowledge sharing (what is the benefit of sharing knowledge?)					

### SECTION D: FUTURE THOUGHT

If you were in charge of properly exploiting ACPC /WISER's knowledge capital, which of the following statements /actions would you pursue and to what extent?	Not at all	A little	Extensively

If you were in charge of properly exploiting ACPC /WISER's knowledge capital, which of the following statements /actions would you pursue and to what extent?	Not at all	A little	Extensively
<b>Communication</b>			
I would improve infrastructure supporting communication -meeting rooms, IT, virtual work stations etc)			
I would improve the quality of communication (new ways of organizing, packaging and improving flow of climate information.).			
I would increase the frequency of organized communication across CIS network members (more frequent and planned meetings).			
<b>Information flow</b>			
I would try to ensure that information flowed freely internally and externally.			
I would try to effectively target and direct the external flow of information.			
I would try to organize and classify information.			
I would improve the information flow coming from external sources.			
<b>Electronic files</b>			
I would facilitate access for all staff electronic business files (A type of corporate Google).			
I would develop a knowledge map including extensive electronic curriculum vitae (CV) to support in the searching and locating of appropriate knowledge, skills, experience.			
<b>Change of culture</b>			
I would try to change personnel's attitude in order to exploit organizational and network knowledge.			
I would try to change top management's attitudes in order to exploit organizational knowledge.			
<b>People</b>			
I would improve staffing /hiring methods.			
I would improve internal training and external training.			
I would give emphasis on the exploitation of knowledge external to the organization (external partners, external business contacts etc.).			
I would motivate personnel and network members to share knowledge.			

Others concrete suggestions – please add

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#### Annex iv: Knowledge Management Audit Guiding Questions – for Key informants

- How does leadership champion knowledge management aspects in the ACPC/WISER?
- What information/ knowledge exists in the organization, and where is it located?
- What expertise resides in the WISER Program-who knows what?
- What relevant expertise resides outside my organization, where does this expertise exist, and how do I gain access to it?
- What are the best sources of relevant internal and external climate information and knowledge?
- How does ACPC /WISER advance ownership of its Knowledge products? Are you the "go to" for CIS? Who is?

##### 1. Leadership and KM

- a. How do you envision KM as a driving force toward ACPC /WISER's vision, mission and goals?
- b. Knowledge management desires a champion at a high enough level to set the agenda for change, and to give knowledge management the "weight" that it needs. How would you describe the readiness of senior leadership to champion this? (HR and financial resources, capacity development etc)- leader should consider the cost: benefit ratio, SEB, VfM.

- c. How about leadership across other section of the networks for example in SAC and ICP and other key partners?
2. People
    - a. Are there some career developments programs that help staff perform better? (probe for training, mentorship, coaching and tutoring). Are there the same programs to assist critical partners and committees?
    - b. How do employees respond to workplace problems or concerns? (look for team work)
    - c. What are some of the challenges in working across units, department, country teams, networks etc.?
  3. Technology
    - a. How does the project use technology? (efficiency, internet, intranet website, mobile technology?)
    - b. Is there any innovation in CIS that you have seen developed or embraced using technology?
    - c. Is there an intervention that technology would make better? (decoding met info.)
    - d. How does/will technology provide linkages between members of the CIS network – WISER, Governments, Community, IPC, SAC, Individuals, Private sectors and others.
  4. Knowledge process
    - a. How does the program undertake identifying knowledge, creating, storing, sharing and applying knowledge?
    - b. How does the program document lessons learned including on “failed” initiatives?
    - c. How would your key CI users describe the core business of ACPC /WISER? Does it reflect your core business?
    - d. How does the program and its partners ensure it performs better efficiency/effectiveness?
    - e. Does the organization have an organized system for managing crisis?
  5. Partnership
    - a. What are the strategic partnerships you are familiar with? How well do they work?
    - b. How does the program build synergy with ACPC /WISER partners?
    - c. What are the mutual benefits among partners? (use list of partners are listed in business case and in the proposal)
    - d. Are there issues that on partnerships that could be handled differently for better results?
  6. Learning and innovation
    - a. How is learning promoted in within the organization?
    - b. How is innovation promoted across the network?

#### **Annex v: List of documents reviews**

1. WISER consultative workshop report held from 16 -21 October in Addis Ababa Ethiopia
2. Road Map to Knowledge Management – a report by Fatema Rajabali
3. WISER Business Case
4. WISER Phase II proposal
5. ACPC/WISER Communication plan

6. The role of Knowledge Management within the WISER Program
7. ACPC strategy 2017-2022
- 8.

**Annex vi: List of people interviewed**

<b>NAME</b>	<b>ORGANISATION</b>
1. James Murombedzi	ACPC /WISER
2. Linus Mofor	ACPC /WISER
3. Charles Muraya	ACPC /WISER
4. Fatema Rajabali	
5. Jacqueline Chenje	ACPC /WISER
6. Johnson Nkem	ACPC /WISER
7. Yosef Amha	CR4D
8. Ahmed Al-Awah	ECA knowledge services
9. Blane Harvey	ODI - BRACED
10. Nahom Zelere	Youth Representative – University of Addis Ababa.
11.	