ACPC / WISER

Knowledge Management Strategy

OUTLINE

1) Overview of the Strategy Development

2) Finding – KM maturity model

3) KM Strategic Vision and mission

4) Implementing the KM strategy – tools and methods, high level implementation plan, roles and responsibilities, partnerships and Governance

5) Knowledge Management Framework

6) Guiding Principles

7) Resource Requirement

8) Monitoring and Evaluation and sustainability

Overview of the Strategy Development

- Desk Review
  - General overview of the Organization

- Key expert interviews
  - To clearly define the scope of work as per the ACPC/WISER expectation

- Partners and special interest groups
  - Complementary to Knowledge Audit and Validation

- Knowledge Audit Questionnaire – Via Google
  - Evaluation of organizational knowledge health

Stakeholders /Key Audiences cont.

Continental level:

- African Group of Negotiators (AGN)
- CAHOSSC (African Heads of State on Climate Change)

Regional level:

- Regional Economic Communities (RECs):
- East African Community (EAC)
- Southern African Development
- Community (SADC)

- Common Market for Eastern and Southern Africa Bank (COMESA)
- Arab Maghreb Union (UMA)
- Intergovernmental Authority on Development (IGAD)
- Economic Community Of West African States (ECOWAS)
- Organization of Islamic Cooperation (OIC)
- Economic Community of Central African States (ECCAS)

Stakeholders /Key Audiences cont.

National level:

- Ministry of Environment
- Ministry of Water
- Ministry of Finance
- Ministry of Health
- Ministries / Departments of Disaster
- Risk Reduction (DRR)
- Ministry of Transport

Internally within the ECA:

- Macro-economic Policy Division (MPD)
- Regional Integration and Trade Division (RITD)
- ECA sub-regional offices (SROs)
- Institute of Development Planning (IDEP)

KM MATURITY MODEL
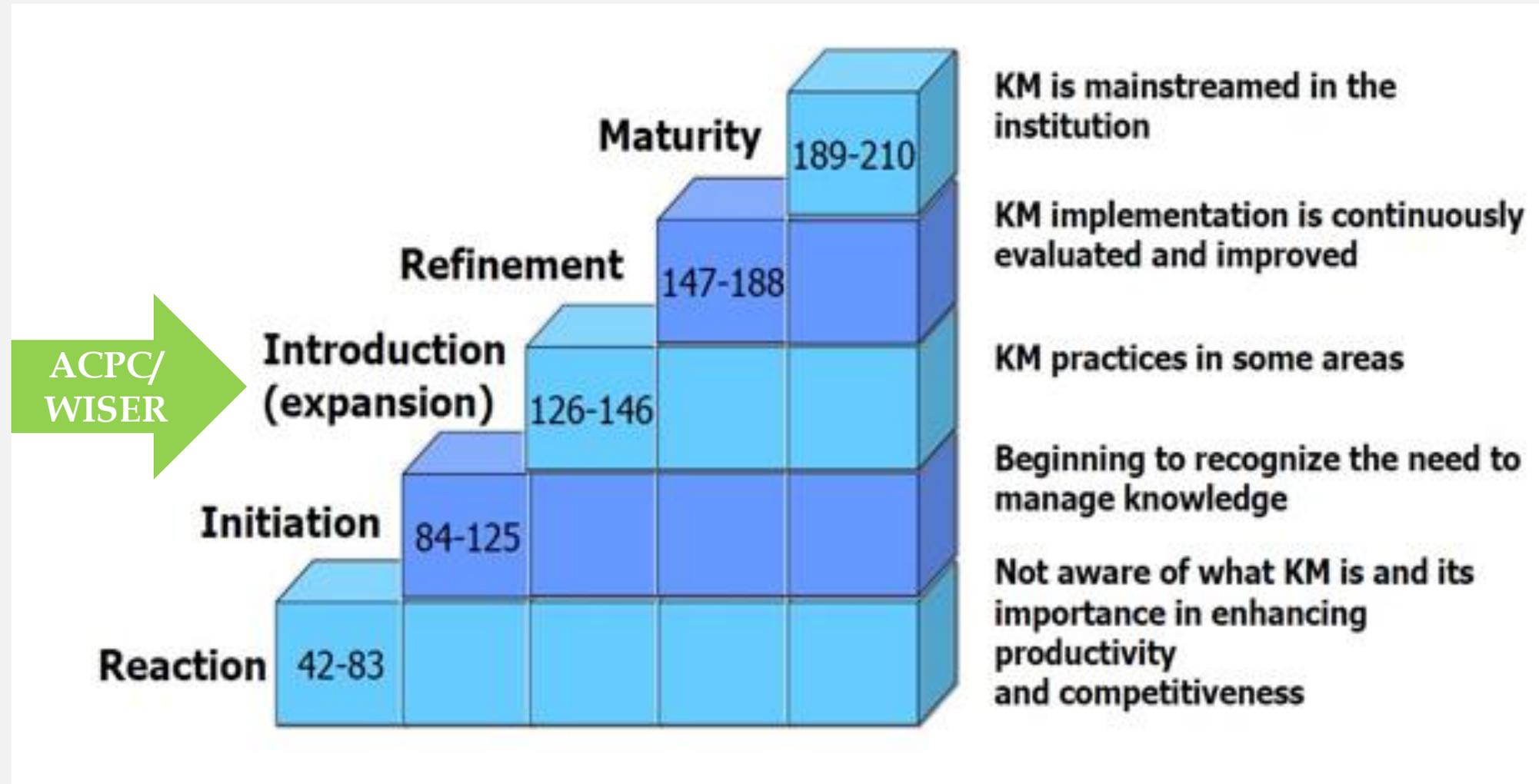
SWOT

STRENGTHS	WEAKNESS
• Recognizable mandate at high political level. • Capable of bringing relevant people together. • Already existing capacities which can be improved on for example websites, online portals and collaborative databases. • Availability of technical expertise in climate change issues – with lots of tacit and explicit knowledge • Existing staff responsible for coordinating knowledge management • Authority in climate information services	• Inadequate resources to fulfil the mandate – resources include skills (human) and financial resources. • Bureaucracies – can be frustrating to go through the process to get some things done especially time bound. • Politically sensitive environment – sensitive political climate. • 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. • Overstretched staff who cannot carry out the full roles of KM • Packaging skills are lacking, making it difficult to reach end-users effectively. • Weak coordination framework for ACPC to take a leading lead in the climate information.
OPPORTUNITIES	THREATS
• Capacity of the UN system to mobilize resources • ACPC / WISER is part of a larger program under the umbrella of ECA which can assist with structural systems. • Access to major policy making process at Pan African scale • Availability of experts from the globe and established networks • Like minded partners who can be mobilized for common good • Existing research and body of evidence to make a case for increased recognition • Ready consumers of ACPC/WISER products across the continent	• Political / sensitive environment. • Bureaucracies outside the project environment. • Lack of resources to run programmes efficiently. • Lots of competition under the umbrella organization for recognition and resources. • Developed countries policies which work against progress in global climate change agenda.

KM Strategic Objectives

- **KSO1:** Enhancing knowledge identification, re-purposing, re-packaging and dissemination through effective communication.

- **KSO2:** Enhancing the translation of knowledge into policy and action

- **KSO3:** Leveraging knowledge through partnerships.

- **KSO4:** Resources and capacity development for knowledge management.

KSO – Knowledge Strategic Objective

IMPLEMENTING THE KM STRATEGY

Tools and Methods

Tools and Methods	K-identification	K-creation	K- Storing	K-Sharing	K-Applying	Status	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	Only used at ACPC
Virtual workspaces	X		X	X	X	In place	
Weather Portal			X	X	X	In place	Not interactive
Social media	X		X	X	X	Not optimal	Needs enhancement
Blogs and Vlogs		X	X	X		Not in place	

Tools and methods

Tools and Methods	K-identification	K- creation	K- Storing	K-Sharing	K-Applying	Status	Remarks
Learning events	X	X	X	X		In place	
Mobile USSD			X	X	X	Not in place	Assess if needed
Flagship publication		X	X	X		Not in place	
Webinars, e-workshop	X	X		X	X	Not in place	
Website	X		X	X		In place	
Document publication SOP	X	X	X	X		In place	Effective
Events management SOP				X		In place	Well displayed

HIGH LEVEL IMPLEMENTATION PLAN

KSO1: Enhance Knowledge Identification, Re-purposing, Re-packaging and Dissemination through effective communication

1.1 Establish/strengthen a system that promotes the KM and its principles

1.2 Enhance communication and use of appropriate technology towards knowledge management

1.3 Promote standardization tools at both programmatic level and targeted Knowledge product sharing

1.4 Promote documentation and sharing of transformational impact.

"If you want to convince a Minister of Economic and Planning or Finance that they need a climate change finance framework for the Ministry, that is a process in itself. You need to develop tools to help him/her integrate climate change finance into their budgetary systems - do a cost benefit analysis to show the additional benefits of integrating climate change into specific activities. . ." - Roadmap to KM.

KM Strategic Core Activities: KSO2

KSO2: Enhancing the Translation of Knowledge into Policy and Action

2.1   Promote utilization of knowledge policy products alongside relevant user guides and tools for implementation.

2.2   Sustain engagement with relevant authorities through collaborative sessions, and technical assistance/regional government liaisons/advisory.

2.3   Strengthen a learning policy within the organization to support structured learning sessions both onsite and e-based platforms.

"I see inability of Africa's constituencies to deliver knowledge to advocate, to lobby, to influence policy at the global level. We need to reach a stage where we are capable of not only generating knowledge, but use that knowledge to influence the direction of global policy. Africa is a victim of climate change and must contribute at the table on what is happening."

– James Murombedzi, ACPC

KM Strategic Core Activities: KSO3

KSO3: Leveraging Knowledge through Partnerships

3.1   Establish mechanisms to strengthen coordination and formalize partnerships and collaborations with relevant external institutions

3.2   Enhance production of co-authored knowledge materials such as flagship materials (annual or biennial)

3.3   Annual learning events / climate awareness months/week.

KM Strategic Core Activities: KSO4

KSO4: Enhance Resources and Capacity Development for Knowledge Management

4.1   Building Knowledge Management Capacity (human resource and infrastructure)

4.2   Strengthen the KM and Communication unit

4.3   Leadership in establishing/coordinating knowledge networks

"When we engage the youth in our lectures, they have limited knowledge in climate change but after, the responses are different. Most students who have attended lectures on climate change, have pursued research on climate change, and studied it further, or joined negotiation."

– Nahom Zeleke,

HOAREC

Partnerships – who do we work with?

Already documented in various officials documents. First 3 partnerships below extracted from business case:

- 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;

- East Africa regional programme, led by the HyNEWS consortium with the World Bank.

- Programme-level learning coordinated by ACPC and with a DFID programme funded adviser.

- CR4D – which has its own governance structure consisting of SAC and ICP

KM FRAMEWORK

Outcome

Drivers and Accelerators

Knowledge Processes

ACPC Outputs

Phase I Outputs

Output 1: Strengthened enabling environment

Output 2: Innovative research supported

Output 3: Improved data

Output 4: Partnership regional & global

Output 5: Improved access to climate information

ACPC Vision & Mission

Identify | Create | Store | Share | Apply

People | Processes | Technology | Leadership

Individual | Team | Organization | Societal Change

Learning | Innovation | Partnerships
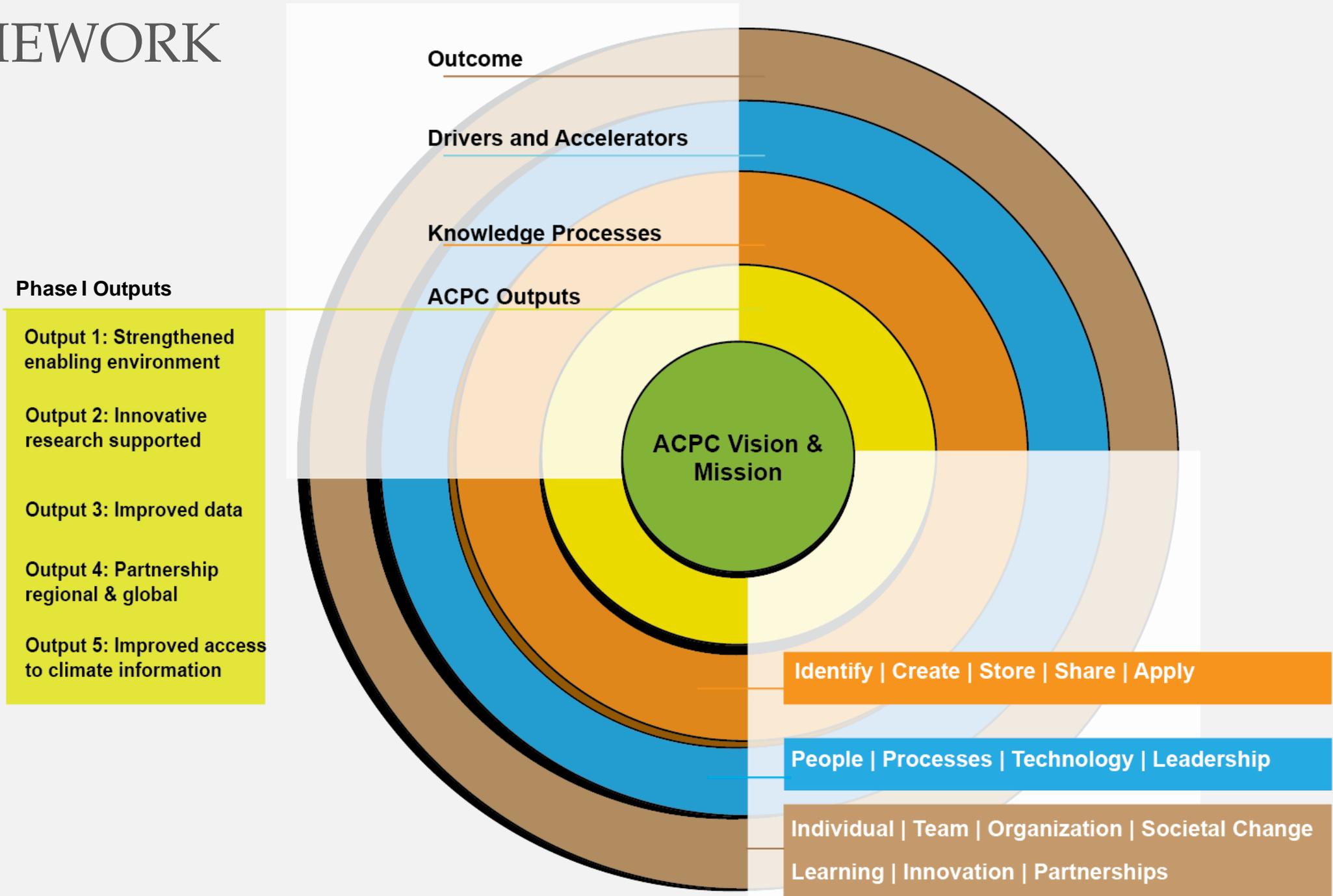
Guiding Principle

Foundation upon which to build the ACPC/WISER Knowledge Management (KM) strategy:

- Change Management
- Relevance
- Value for Money and Cost-effectiveness
- Quality Assurance
- Synergy and Partnerships
- Collaboration, learning and adaptability

Monitoring, evaluation and learning

Is aligned to wiser business case and Theory of Change. Continuous learning to take place through:

Learning practice 1: Seeking feedback from key informants

Learning practise 2: Assessing and re-designing knowledge products, policy tools, communication systems based on feedback from learning practise 1

Learning practice 3: Engaging in program reflection meetings

Learning practise 4: Sharing Wiser/ACPC wisdom with the world

Barriers to KM Implementation

- **Time** refers to 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.

- **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.

Sustainability of the KM system

- Through institutionalization of the practises in the strategy

- Alignment with ACPC strategy, business case to enable consistent and cohesive brand approach

- Through capacity development of staff and expand climate information champions

- Use of appropriate technology – "internet does not forget

- Through continuous learning – adhering to the 4 learning practises

Thank You.

Discussions…