

KM program processes audit

1.1 Program Life Cycle models

- Review these three examples of program life cycles.
- What do you think is the minimum number of phases necessary to be able to review systematically KM within a program?



Figure 1 Composite picture from WaterAid UK documentation



Figure 2 USAID program cycle (CDCS = Country Development Cooperation Strategies)

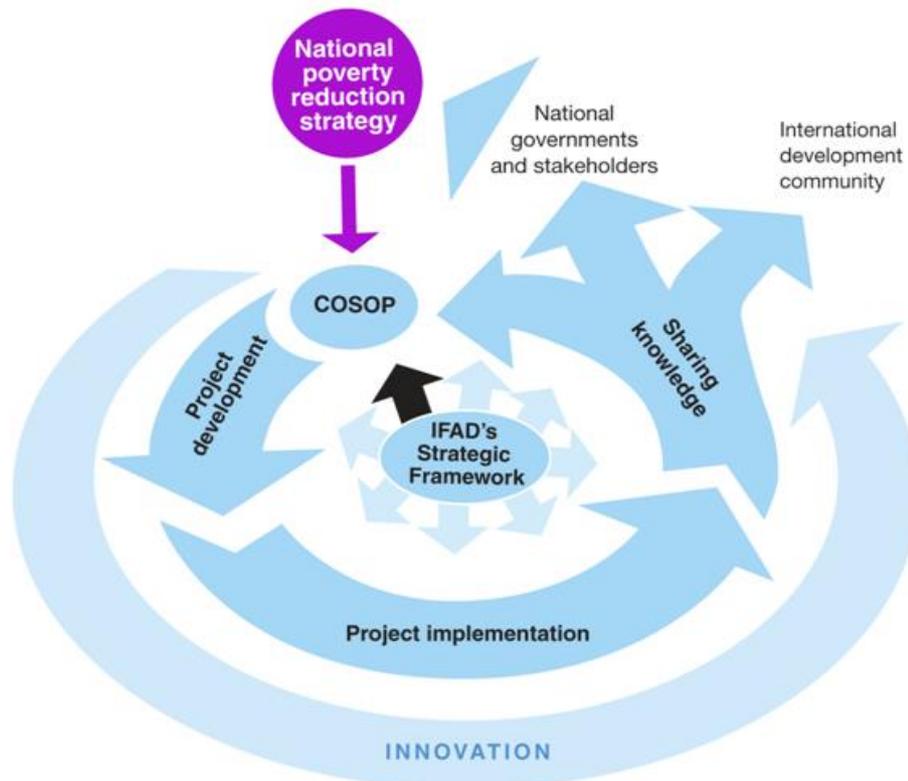


Figure 3 IFAD program cycle (COSOP = country strategic opportunities programme)

1.2 Audit tools

Choose one of the six KM activity types shown below. For each stage of the agreed program life cycle propose a minimum acceptable set of processes for teams.

- From the outset keep Monitoring and Evaluation in mind: how will the processes you suggest be monitored and evaluated?
- How will you measure success – what observable indicators can you identify?

1.3 Audit tools - people, processes and technology

The table below forms the basis for three linked group-work tasks. Record your findings in a spreadsheet table, a series of cards or post-its, or a flipchart

1.3.1 KM processes

The six KM activity types or program pillars shown below will be divided among the groups. For each stage of the agreed program life cycle propose a minimum acceptable set of processes for teams. (30m)

- Record your work in a digital file or on a flipchart
- Share your work for discussion and feedback (30m)

	Strategy framework for teams		
	People: what are the skills and competencies necessary for individuals to be able to.....	What are the standard, regular processes we use in our teams to....	What (Digital) Technology platforms and tools do we use:
KM activities			
Learning	... contribute to and benefit from team learning	...ensure we learn. What are our standard review and learning processes? What questions frame our learning and review processes. For example: * How is this project going - how can we make it more successful? ** What does the data show? ** What does that mean for us and our work? ** How and with whom do we communicate?	... for accessing learning and knowledge from outside our project? * for communicating with our partners and networks, to ask questions - and how do we do that?
Capturing our learning	... capture learning in an accessible, shareable, storable format?	... capture our learning in an accessible, shareable, storable format? for capturing our learning?
Communication	.. communicate effectively with others, verbally, visually, in written and other formats?	... communicate our work, our learning and our questions, internally within the program and with our partners?	... cor ommunicating our work, our learning and our questions: what media and channels do we use to communicate?

Knowledge Sharing and collaboration	... identify audience and collaborators who will be interested in the team's work and then connect with them directly or using digital tools think about project members: how to determine what they have to share and how to leverage this to build relationships?	... identify and build relationships with stakeholders, including the communities with whom we work, ask questions and jointly explore challenges and innovation ... share our learning and seek feedback	.. for identifying audience and potential collaborators ...for linking with, communicate and collaborate with partners, communities with whom we work and other relevant stakeholders
Information Management	.. store, keep secure and access our learning and planning resources	... answer these three key questions: * Who has already done work in this area - how do we find out (and how do they find out about us and our work?) * Who is doing work in this area - how do we find out and communicate with them (and how do they find out about us and our work?) * Who should I tell about this work/learning/result/challenge - and how do I communicate with them?	.. for storing, keeping secure and accessing our learning and planning resources
Application, adaptation and accountability	... act as an effective change agent...for example * access and marshal evidence * make the case for change convincingly * frame changes in ways that ensure they can be tracked and reported on	... strengthen our deliberate application of what we have learnt, adapting where necessary and maintaining what is working well ... implement and record changes in ways that ensure we are accountable for the changes we propose? monitor the consequences and adapt as appropriate?	.. for recording and monitoring project progress, changes, outputs and impacts

1.3.2 KM Digital Technology

Repeat the exercise in 1.3.1 above, considering what digital tools and platforms need to be in place and accessible to all relevant stakeholders to support the processes previously defined. (20m)

Record your work in a digital file or on a flipchart, and then share for discussion and feedback (20m)

1.3.3 KM and people

Repeat the exercise in 1.3.1 above, considering the people skills and competencies that need to be available to a program team to be able to maintain the processes defined previously and using the digital tools and platforms outlined in the preceding exercise. (20m)



Record your work in a digital file or on a flipchart, and then share for discussion and feedback (20m).