

CARE Zambia Knowledge Management Learning & Innovation Framework 2013-2015

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### Definition of KM

KM is the process through which organizations generate value from their intellectual and knowledge-based assets. Most often, generating value from such assets involves codifying what employees, partners and customers know, and sharing that information among employees, departments and even with other companies in an effort to devise best practices

### Why Should CARE Zambia Innovate and Learn

Every entity is constantly faced with two options, to remain as is or keep transforming. While some entities remain static and continue to do business as usual, other entities decide to take the route of continuous self reflection and transformation. Whether an organization will chose to remain static or embrace continuous transformation the outcome can only be summarized in one common business phrase: “Innovate or die”. While some organizations operate in environment that may not necessitate change in the way business is conducted, CARE Zambia has to constantly adapt to the new operating environment to maintain its competitiveness with donours, maintain a cooperate image with strategic partners and remaining a development agency of choice by the end users of programs.

### Essential Building Blocks for Knowledge Management and Learning

Knowledge Management approach for CARE Zambia will be premised on the eight elements as identified by Probst, Raub and Romhardt (2000):

### *Knowledge goal*

The objective of the Knowledge Management Learning and (KML& I) Framework is to enable CARE Zambia to become a more innovative, creative and learning based organization.

* It is intended that the KM&L Framework will support CARE Zambia in realizing the strategic direction of *becoming a learning organization* as documented in the 2013- 2016 CARE Zambia business Plan.

####  Outcome

The outcome of a fully enabled CARE Zambia KM&L Framework will be an organization that is creatively nimble in developing innovative practices, can leverage its learning for policy influence and improved quality and is ahead of the competition in programmatic best practices that contributes to implementation at scale for increased impact on poverty and social injustice in Zambia.

### *Knowledge Identification*

From the environmental scan, CARE Zambia needs to develop knowledge on Resource utilization, Human resource management, Project management, monitoring, evaluation and learning. The knowledge base is anchored on technical knowhow and experience held by different staff working in the highlighted departments for CARE in addition to the experts and the project beneficiaries. ELAt will support knowledge identification from within and outside CARE although all staff are encouraged to share in identifying knowledge. Annually, the Learning and accountability coordinator will conduct needs assessments on organizational learning to identify gaps that will help refine the operational plans. Also different tools will be identified for building and sustaining knowledge management.

### *Knowledge acquisition*

Knowledge acquisition is concerned with how and where an organisation acquires its knowledge. For CARE Zambia, a great worth of knowledge will be generated from everyday activities: Program and program support operations. The sources of knowledge for programming will include experiences from implementation, evaluations and impact stories, feedback from beneficiaries, cross learning from other organisations, learning events, publications, workshops, meetings etc. For program support, audit reports, burn rates, balance score card etc. In addition, CARE will also learn from donors: Regulations and requirements, responding to the changing environment so that CARE remains competitive and an organisation of choice for donors.

### *Knowledge distribution and sharing*

The aim of this strategy is to encourage knowledge sharing by encouraging flow of information from the source to where the knowledge can be utilized. While CARE Zambia, already share a variety of information using various mechanisms e.g. Gender notes, M& E TWGs etc, the strategy will endeavor to make knowledge sharing more systematic and encourage accountability through routine monitoring and evaluating the process for effectiveness and efficiency by ensuring quality service delivery at all levels of CARE programming. To this end, an accountability framework will be developed and implemented by building capacity in teams to apply this tool.

#### 5.1 The KM&L Framework Road Map

*Why a ‘Road Map’?*

A road map identifies a journey’s ultimate destination. It also identifies key milestones or signposts for the journey. It does not, however, prescribe a specific timeframe or route. A road map, so described, is less prescriptive than a ‘plan’, but more concrete than a ‘strategy’.

The CARE Zambia KM&L Road Map has been framed to meet the needs of both specificity and flexibility, to integrate as far as possible within existing structures and resources, and to avoid the need for a rigid, ‘lock step’ approach to implementation. Adhering to the iterative process, one that allows us to frame our successes and build upon these will strengthen the KM&L Road Map and its evolving objectives.

The CARE Zambia KM&L Road Map is divided into three main categories of work; People, Processes and Organizational Culture Change, Learning and Development, and KM&L Technical Systems.

**Priority Guidelines**

|  |  |
| --- | --- |
| **Group A**.  | Activities that must happen first |
| **Group B**.  | Activities that can only be implemented once Group A activities are completed |
| **Group C**  | Activities that are well worth the effort but are likely further along any implementation timeline. |

Keeping all of this in mind, there will be some activities on the Road Map that will be more effective if implemented first. To speak to this, the Road Map contains some priority guidelines. Refer to the text box.

#### Thematic Areas

#### People, Processes and Organizational Culture Change activities

* Widely share CARE Zambia Knowledge Management and Learning Framework
* Additional support by CARE Canada KM Team of the CARE Zambia KM Coordinator
* High profile introduction of KM Coordinator role and organizational KM objectives.
* Monthly Knowledge Management updates shared during the SLT by the ELA Manager
* Gain commitment; create understanding and model good KM& L behaviour in Senior Management Team. Ensure that all SMT members are connected and responsible for the success of the framework
* Creation and distribution of short and graphic material explaining KM and KM efforts at CARE Zambia. Specific focus on good KM organizational behaviour
* Launch of monthly KM newsletter. (KM efforts update, what’s new in Program Support? Programs? Org information) Can be simplistic and in email format
* Seek professional level volunteers to support the KM&L effort and to advance the implementation of KM&L activities
* Introduction of KM into new hire orientation program and material. KM&L Power point mandatory for all new employees
* All new hires to meet with KM Coordinator role to better understand the importance of KM in their new role
* Knowledge management added into all organizational job descriptions
* Innovation and learning question built into every hiring process at all levels. *Tell us about a time when you developed a solution to an organizational challenge? Give an example of a time where you used innovation to advance your work?*
* Knowledge management is built into all evaluation mechanisms. Annual performance appraisals (APAs), individual performance objectives (IPOs), unit annual operating plans (AOPs
* Establish KM incentives and/or recognition awards. Publicly acknowledge KM champions in the organization

#### Learning and Development

* Include the objective of becoming a Learning Organization through KM into CARE Zambia strategic planning
* Senior Management Team model Learning Organization behaviour. i.e. support learning events, actively encourage all employee’s attendance, etc
* Commit to three organizational learning events per fiscal year. Can be programmatic or personal development
* Commit to ½ day per month set aside organization-wide for personal learning, knowledge sharing or innovation activities. Management ensure all employees make time for this
* Management ensure that employees are using the time for personal learning, knowledge sharing or innovation activities. Discuss what employees are working on through regular check-ins with team members, Annual Performance Appraisals and one on one meetings

Evaluation Perspective: Management & Learning

* *D1: % of open audits within 6 months of final audit report*

*         D2: % of projects with M&E & learning plans in place in place*

*         D3: # of learning products generated and shared*

*         D4: % of CARE staff with a personal development plan being implemented*

*         D5: % of projects with budgets for learning (cross-visits, co-design, post-project learning, learning products)*

Additional Indicators

* *# of teams using the Efficiencies Discussion Template*
* *# of new ideas implemented successfully per team*
* *# of learning events organized and attended*
* *# of staff hours spent on innovation, knowledge sharing through protected ½ days*
* In all Program and Program Support After Action Reviews and evaluation conversations reserve time for the question- *what was unique or unexpected? Did it have a positive or negative impact? How do we build on this lesson?*
* At all team meetings create space for *Efficiencies Improvement Discussion*, (template included). Discussion to solve small and large issues that prevent people from doing their best work. Follow up at subsequent meetings
* Evaluate the KM&L Framework on an annual basis using the metrics as outlined in the Strategic Plan ((Check the text box for examples)
* Generate new measurement indicators as required for the KM&L Framework. (Check the text box for examples)
* Create more time for field visits, for both Program and Program Support management staff. Stress the importance of connecting with those in the field as the quickest way to timely knowledge of what is really happening in our organization
* Create “special teams”, groups of individuals from diverse units to come together to brainstorm solutions to chronic organizational challenges. Recommendations to the SMT for review and implementation
* Equip Human Resources or KM Coordinator with ability to offer learning and development activities. Perhaps through Kujifunza. (More resources, renegotiated priorities, etc)
* CARE Mentoring Program (Program exists, implementation help from CARE Canada)
* Lunch and Learn events. (Sector specific expert from Programs to speak about specific project, lessons learned, etc)
* Coffee talks- weekly discussions among staff aimed at enhancing synergy across departments and smooth Country office operations
* Employee Learning Day- Similar to recent Program Volunteer Management learning event held in 2013. Different topic annually
* Inclusion of Learning Plan into the annual performance appraisal process. Create cultural engagement around internal learning, mentoring program, job shadowing etc

#### 5.2.3 KM&L Technical Solutions

* KM Coordinator role to facilitate discussions around the organization to best assess user readiness for content management system (Minerva).
* KM Coordinator to train with CARE Canada KM staff on Minerva implementation
* KM Coordinator to work closely with CARE Zambia IT Manager to assess technical readiness for Minerva implementation
* Disseminate to all staff the online links to already existing KM systems within CARE Confederation. CARE Canada KM to assist
* Organizational wide Minerva training. Group and one-to-one training
* Implement the MELU Database into Minerva. Canada KM to assist
* Implement Minerva in phases across the organization. Begin with Programs Team and create (with CARE Canada support) Minerva file structure that best suits their needs. KM coordinator to coach and support process
* KM Coordinator to compile KM champions from the first phase of Minerva implementation and use these champions in Phase Two implementation with next teams to adopt Minerva use
* Choose & implement complimentary software, i.e. X1, webex, etc
* Develop a simple, internal CARE Zambia Intranet to share organizational news, knowledge and people connections

### Mechanisms for Knowledge sharing

##### 5.1 Email circulations- “Did you Know notes”

CARE Zambia will continue to use the “Did you know notes” to foster learning among staff. The notes (Documents: New evidence, best practices e.t.c ) will be circulated mainly by email (other means are possible) among Interest group members. The aim will be to share new knowledge and developments in the field of development work. The notes might be originated by any person to the interest group l based on the new body of knowledge identified, and the interest group members will review and share their knowledge on the subject. The new knowledge will be compared to what CARE is currently doing with the view of adapting or adopting the idea to improve CARE work. The principle of small test of Change can be employed and results scaled if evidence shows that the intervention works.

##### 5.2 Brainstorm sessions- Skype (webex)

This system of sharing knowledge will be used periodically when the thematic group intends to discuss on a topic of interest. This may be one to one discussions or group discussions. This will encourage interaction across regions and country office. During the discussion, minutes shall be taken with actionable points for the way forward. Ideas can include project activity sharing, skill transfer, innovations e.t.c.

##### 5.3 Conference calls

The system will be used for quick discussions and in cases of poor internet connectivity. The discussions will also be documented with minutes circulated. The topics will be circulated earlier, may include topics from the "did you know" notes, follow ups on agreed upon actions e.t.c .

##### 5.4 Minerva (Digital library)

The Minerva site will be utilised through support from CARE Canada to act as repository of all CARE documents and other publications. The site will be updated regularly to keep it up to date with new publications. A system will be put in place to notify staff on what documents are available through emails or targeted calls. The library will be monitored consistently to assess level of utilisation by the staff.

##### 5.5 Learning Briefs

These documents will cover a broad spectrum of summaries that may result from project documents, evaluations e.t.c. The learning briefs thus will include: Project briefs, evaluation briefs e.tc. Also Learning from the MWB project, Projects shall be encouraged to produce documents that will be part of the legacy once the project ends. These documents could include teaching aids for CBVs, Most significant change and project completion reports with key lessons learnt. Other creative means may be employed including hiring consultants to design appropriate legacy product that will continue to support the work of the project even beyond project life.

###### 5.6 Evaluation briefs- knowledge papers

Information shall be extracted from all evaluation reports and packaged as knowledge papers. The objective is to summaries key points from evaluation with the intention of replicating or informing future project design. The papers will be brief and will focus on what worked from a project for scale up and synthesize key lessons learnt.

##### 5.7 Technical Working Groups (TWG)

The TWGs will continue to be held twice during the financial year. Based on the Terms of References (ToR), during the first TWG meeting, updates from projects shall be made with emphasis on M&E best practices and Learning and innovations. The second TWG meeting will focus on capacity building e.g. training in best practices of development work. The trainings shall be conducted by both internal and/or external facilitators depending on need. Minutes shall be taken and circulated to TWG members on both occasions with clear actions plans for further uptake.

##### 5.8 Learning Events and publication

Learning events shall also provide a forum where different stakeholders will be invited to present, deliberate and uphold developmental practices for advocacy and better practices in development work. One learning event shall be held with a central theme that all participants shall support based on experience, research and current literature.

##### 5.9 Learning Routes - Linking local learners

Through active projects, CARE will encourage strong partnerships between staff and the communities where projects are implementing. The idea behind this innovation is to reaffirm what is already understood in the development world- the locals are the masters of their own development and thus more can be learnt from them. Projects will devise mechanisms for ensuring cross leaning is taking place between community members and staff. CARE will also actively engage with other INGOs, Local NGOs and government to ensure cross learning. Creative interventional methodologies that will make it possible to compare results within or outside the targeted groups with the intention to prove or make a case as to what works, what does not, and how it works, will be part of this section.

### Enablers and Hindrances

7.1 Factors affecting success

A cross section of CARE Zambia staff considered the factors that will enable or hinder the KM&L Framework.

|  |  |
| --- | --- |
| **Factors that would ENABLE KM&L Framework** | **Factors that would HINDER KM&L Framework** |
| 1. Common understanding of concepts and reasons, the “why” of the framework.
2. Make KMLI exciting and relevant to all.
3. Consistent communication and sharing of information.
4. Celebrating success at all levels.
5. Recognizing and rewarding ideas and those who are embracing the KMLI Framework.
6. Learning from failure and success and not giving up.
7. Embracing our errors and building continuous improvement exercises into our work.
8. Creating space and modelling good leadership behaviour (leaders must ‘walk the talk’).
9. Fostering ownership across all levels.
10. Maintaining focus and attention on KMLI in teams at all levels.
11. Learning from others and “inventing the wheel ourselves”.
 | 1. Lack of ownership, communication and involvement at all levels of the organization.
2. Lack of understanding of the framework and its objectives.
3. Overambitious approach, taking on too much at one time.
4. Not recognizing and rewarding successes.
5. Lack of clear measurement parameters.
6. Inadequate capacity building, mentoring and orientation of the changes.
 |

### 8. Considerations

8.1 Operating environment

For these activities to be sustained, the operating environment must be enabling. The critical element is a dedicated leadership and committed CARE staff. The current leadership has so far demonstrated willingness to support this cause. In addition, a number of staff has also shown great commitment through sharing gender notes and other materials

### Annex 1

**Knowledge Management framework**

|  |  |
| --- | --- |
| * Complete systems: financial, grants, management, information
 | * Cost- effective; Value for money, cash match
 |
| * Capacity building of CSOs
 |  |

Learning events

Learning roots

1. “Did you know” notes

2. Staff meetings

Brainstorm:

Webex, Skype

Conference calls

Minerva

Legacy product

Learning Briefs

Technical working group

**Thematic Areas**

* People process and Organisational culture change activities
* Learning & development
* KM&L technical solutions

**Enablers**

Information Communication Technology:

Project Budgets

**Considerations**

Dedicated leadership

Staff commitment

**Knowledge Distribution & Sharing**

**Knowledge acquisition**

|  |  |  |
| --- | --- | --- |
| Programs | PSU | Partners/ stakeholders |
| Beneficiaries | Donours | Solid M&E systems & capacity |

**Knowledge Identification:**

|  |  |
| --- | --- |
| Global & Expertise  | Deep understanding of context |
| Evidence- based hypothesis | Designs: Innovative, convincing theory of Change |

|  |  |
| --- | --- |
| Annex 2 | **Knowledge Management & Learning Matrix**  |
| **Thematic area** | **Work efforts** | **Priority** | **Mode of Execution** | **Responsibility/ Support** | **Status** |
| **People, Processes and Organizational Culture Change** | Widely share CARE Zambia Knowledge Management and Learning Framework.  | Group A | * Staff meetings
* Minerva
* TWG
* Skype
 | Kennedy/ Dennis |  |
|  | Use the existing ELAT KM Strategy as a strong document to support the KM&L Framework. Disseminate widely across the organization.  | Group A | * Staff meeting
* Minerva
* TWG
* Webex, Skype
 |  |  |
|  | Additional support by CARE Canada KM Team of the CARE Zambia KM Coordinator. | Group A  | * Webex Skype
 | Kennedy/ CC KM team |  |
|  | High profile introduction of KM Coordinator role and organizational KM objectives. | Group A | * Staff meeting
 | Kennedy/ Dennis |  |
|  | KM Coordinator role to sit on SMT, weekly KM update at Monday morning SMT meeting.  | Group A | * COLT
 | Brenda/ Kennedy/ Dennis |  |
|  | Gain commitment; create understanding and model good KM& L behaviour in Senior Management Team. Ensure that all SMT members are connected and responsible for the success of the framework.  | Group A  | * SLT
 | Dennis |  |
|  | Creation and distribution of short and graphic material explaining KM and KM efforts at CARE Zambia. Specific focus on good KM organizational behavior. | Group A | * TWG
* Learning notes
* Email circulations
 | Kennedy/ Brenda |  |
|  | Launch of monthly KM newsletter. (KM efforts update, What’s new in Program Support? Programs? Org information) Can be simplistic and in email format. | Group A | * Email circulations
* Minerva
 |  |  |
|  | Seek professional level volunteers to support the KM&L effort and to advance the implementation of KM&L activities. | Group A |  | Dennis/ Kennedy |  |
|  | Introduction of KM into new hire orientation program and material. KM&L Power point mandatory for all new employees.  | Group B | * Staff Meeting
* Minerva
 | Kennedy/ Brenda/ EB |  |
|  | All new hires to meet with KM Coordinator role to better understand the importance of KM in their new role.  | Group B | * Staff meeting
* Webex
* Minerva
 | Kennedy/ Brenda |  |
|  | Knowledge management added into all organizational job descriptions.  | Group B | * Job description
 | HR/ Kennedy |  |
|  | Innovation and learning question built into every hiring process at all levels. *Tell us about a time when you developed a solution to an organizational challenge? Give an example of a time where you used innovation to advance your work?*  | Group B | * Job Interviews
 | HR/ Kennedy  |  |
|  | Knowledge management is built into all evaluation mechanisms. Annual performance appraisals (APAs), individual performance objectives (IPOs), unit annual operating plans (AOPs). | Group B  | * APAs
* IPOs
* AOPs
 | HR/ Kennedy/ Dennis |  |
|  | Establish KM incentives and/or recognition awards. Publicly acknowledge KM champions in the organization.  | Group B  |  | HR/ SLT |  |
| **Learning and Development**  | Include the objective of becoming a Learning Organization through KM into CARE Zambia strategic planning | Group A  | * Business development Plan
 | Dennis/ SLT |  |
|  | Senior Management Team model Learning Organization behavior. i.e. support learning events, actively encourage all employee’s attendance, etc.  | Group A  | * TWG
* Staff meeting
* Minerva
* Learning events
 | Kennedy/ Dennis |  |
|  | Commit to three organizational learning events per fiscal year. Can be programmatic or personal development.  | Group A | * Learning event
 | Kennedy/ Dennis/ HR |  |
|  | Commit to ½ day per month set aside organization-wide for personal learning, knowledge sharing or innovation activities. Management ensure all employees make time for this.  | Group A | * Learning event
 | Kennedy/ Dennis/ HR |  |
|  | Management ensure that employees are using the time for personal learning, knowledge sharing or innovation activities. Discuss what employees are working on through regular check-ins with team members, Annual Performance Appraisals and one on one meetings.  | Group A | * Learning event
 | Kennedy/ Dennis/ HR |  |
|  | In all Program and Program Support After Action Reviews and evaluation conversations reserve time for the question- *what was unique or unexpected? Did it have a positive or negative impact? How do we build on this lesson?*  | Group A | * Staff meetings
 |  PMs/ Kennedy/ Dennis |  |
|  | At all team meetings create space for *Efficiencies Improvement Discussion*, (template included). Discussion to solve small and large issues that prevent people from doing their best work. Follow up at subsequent meetings.  | Group A | * Staff meetings
 | PMs/ Kennedy/ Dennis |  |
|  | Evaluate the KM&L Framework on an annual basis using the metrics as outlined in the Strategic Plan ***Perspective: Management & Learning****         D1: % of open audits within 6 months of final audit report**         D2: % of projects with M&E & learning plans in place in place**         D3: # of learning products generated and shared**         D4: % of CARE staff with a personal development plan being implemented**         D5: % of projects with budgets for learning (cross-visits, co-design, post-project learning, learning products)* | Group B | * Balance Score Card
* Staff meeting
* Minerva
 | Brenda/ Kennedy/ Jay |  |
|  | Generate new measurement indicators as required for the KM&L Framework. Examples- * *# of teams using the Efficiencies Discussion Template*
* *# of new ideas implemented successfully per team*
* *# of learning events organized and attended*
* *# of staff hours spent on innovation, knowledge sharing through protected ½ days.*
* *etc*
 |  | KM & L framework indicators | Kennedy/ Brenda/ Dennis |  |
|  | Create more time for field visits, for both Program and Program Support management staff. Stress the importance of connecting with those in the field as the quickest way to timely knowledge of what is really happening in our organization.  | Group B | * Learning Roots
* Learning Briefs
* “Did you know note”
 | Dennis/ SLT |  |
|  | Create “special teams”, groups of individuals from diverse units to come together to brainstorm solutions to chronic organizational challenges. Recommendations to the SMT for review and implementation.  | Group B | * Staff Meetings
 | Dennis |  |
|  | Equip Human Resources or KM Coordinator with ability to offer learning and development activities. Perhaps through Kujifunza. (More resources, renegotiated priorities, etc) | Group B  | * Staff meeting
* Minerva
* Email circulation
* TWG
 | Kennedy/ Dennis |  |
|  | CARE Mentoring Program (Program exists, implementation help from CARE Canada) | Group B  | * Staff meeting
* TWG
* Minerva
 | HR/ Kennedy/ Dennis/ CC  |  |
|  | Lunch and Learn events. (Sector specific expert from Programs to speak about specific project, lessons learned, etc)  | Group B | * Staff meeting
 | Dennis/ Kennedy |  |
|  | Employee Learning Day- Similar to recent Program Volunteer Management learning event run in 2013. Different topic annually.  | Group B  | * Learning Event
 | Kennedy/ Brenda/ Jay |  |
|  | Inclusion of Learning Plan into the annual performance appraisal process. Create cultural engagement around internal learning, mentoring program, job shadowing etc.  | Group C  | * APA
* IOP
 | HR/ Kennedy/ Brenda |  |
| **KM&L Technical Solutions** | KM Coordinator role to facilitate discussions around the organization to best assess user readiness for content management system (Minerva).  | Group A  | User assessment * Webex, skype
* Staff meeting
 | Kennedy/ Brenda/ Dennis |  |
|  | KM Coordinator to train with CARE Canada KM staff on Minerva implementation.  | Group A | * Webeex, Skype
* Minerva
 | Kennedy/ CC KM |  |
|  | KM Coordinator to work closely with CARE Zambia IT Manager to assess technical readiness for Minerva implementation.  | Group A | * Staff meeting
* Webex, skype
* Minerva
 | Kennedy/ Lastone  |  |
|  | Disseminate to all staff the online links to already existing KM systems within CARE Confederation. CARE Canada KM to assist.  |  | * Minerva
 | Kennedy/ CC KM |  |
|  | Organizational wide Minerva training. Group and one-to-one training.  | Group A  | * Minerva
* Staff training
 | Kennedy/ Brenda/ Dennis |  |
|  | Implement theELAt Database into Minerva. Canada KM to assist.  | Group A | * Minerva
 | Kennedy/ CC KM |  |
|  | Implement Minerva in phases across the organization. Begin with Programs Team and create (with CARE Canada support) Minerva file structure that best suits their needs. KM coordinator to coach and support process.  | Group B  | * Minerva
 | Kennedy/ Brenda |  |
|  | KM Coordinator to compile KM champions from the first phase of Minerva implementation and use these champions in Phase Two implementation with next teams to adopt Minerva use.  | Group B | * Minerva
* Email Circulation
 | Kennedy/ Dennis |  |
|  | Choose & implement complimentary software, i.e. X1, webex, etc.  | Group B  | * Webex, Skype, X1
 | Kennedy/ Brenda/ CC KM |  |
|  | Develop a simple, internal CARE Zambia Intranet to share organizational news, knowledge and people connections.  | Group C  | * Facebook
 | Kennedy/ Dennis |  |