

Results Chain and Performance Measurement Plan for CIDA's Knowledge Management Initiative

June 2002 to June 2005

Knowledge Management Secretariat
CIDA

Final Draft, January 31, 2003

Acronyms

BMG	Branch Management Group
CIDA	Canadian International Development Agency
Ex Comm	Executive Committee
HRCS	Human Resources and Corporate Services Branch
IDRC	International Development Research Centre
IMTB	Information Management and Technology Branch
KARs	Key Agency Results
KMI	Knowledge Management Initiative
KMS	Knowledge Management Secretariat
PMF	Performance Measurement Framework
PRB	Performance Review Branch
RBM	Results-Based Management
SPWG	Strategic Planning Working Group

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1. Introduction

In October 2000, CIDA's Policy Committee approved the first Agency-wide Knowledge Management Initiative (KMI). The October 2000 KMI focused on "connecting CIDA staff with each other and with external partners to create, exchange and apply new knowledge in programs... The second element of the approach is to promote the development of a corporate culture that attaches greater value to learning, knowledge sharing, and the spirit of research and development."¹

This October 2000 KMI had seven main elements, four direct and three indirect. The direct elements were: 1) the setting up of an Agency network support pilot project, 2) linking to the CIDA-IDRC facility for growth and poverty reduction², 3) the creation of a knowledge directory of Agency staff, and 4) connecting Branches' own knowledge sharing initiatives. The three indirect elements were: 1) supporting the design and implementation of new pilot programs (Track 3b), 2) supporting a change in culture, via a new human resources policy that values the creation and sharing of knowledge and via the continuous learning programs, and 3) with the CIO's team, helping to define internal and external information needs and appropriate electronic communication tools.

The current Knowledge Management Initiative Results Chain (approved by Executive Committee in September 2002) and Performance Measurement Framework (PMF) build on the October 2000 KMI, update it and set in place a process to track progress with respect to implementation. Six of the original seven elements noted above (the exception is the second direct element: linking to the CIDA-IDRC facility for growth and poverty reduction) are built into the 2002 Results Chain.

1.1 Methodology for Developing the Results Chain and PMF

The 2002 Results Chain and PMF were developed in three stages. An initial draft results chain was prepared by an Agency-wide working group which included the Directors General of Strategic planning of all Branches and the Branch contacts for knowledge management of all Branches (the Branch Leaders working group). The initial results chain was presented to Executive Committee in June 2002 for discussion and for transmission to Branches for comment. Throughout July and August the KMS met with Branches, in particular those who were included as directly responsible for elements of the KMI, to refine commitments. In September 2002, Executive Committee approved the final draft of the results chain with a working presentation of risks. Indicators for tracking the results defined were then developed in collaboration with concerned branches (HRCS, IMTB and Policy Branch). All elements included in the Results statements also appear in various work plans of the Branches in question.

1.2 Key Change Agents for Knowledge Management in CIDA

Executive Committee have agreed to formally appoint one lead person and one backup person per branch as leaders for knowledge management. Branch leaders meet on a regular basis to share information, ideas and knowledge. In addition, the coordinators of the pilot networks

¹ Outline of Proposed Approach to Policy Committee, October 30, 2000

² This second element was dropped when the facility was dropped. The idea behind supporting such a facility was to link CIDA to external research sources; this was subsequently explored through a study on external research facilities and knowledge management.

meet on a regular basis and are a key body for advancing the changes needed in CIDA with respect to knowledge management.

Executive Committee have agreed that the Strategic Planning Working Group (SPWG) will be responsible for tracking the Agency Knowledge Management Initiative on a regular basis on their behalf. Finally Executive Committee itself will review progress on the Initiative periodically and make recommendations with respect to corrective action to be taken. The Initiative is managed directly by the Knowledge Management Secretariat (KMS), which includes four staff currently located in the Office of the Senior Vice President.

1.3 Sustainability

All efforts will be taken to make the results of the Initiative sustainable in the Agency through:

- Collaboration at all stages with key Branches
- Monitoring the achievement of results, and monitoring/mitigating risks
- Maintaining the support of key policy and advisory committees (Executive Committee and SPWG)
- Adjusting expected results and indicators annually in June to reflect changes in needs and context.

2. Design of the Initiative

2.1 Rationale

CIDA has decided to put in place a Knowledge Management Initiative in order to make the changes necessary for its evolution into a knowledge-based organization. This commitment is set out in *Canada making a difference in the world: a policy statement on strengthening aid effectiveness*: "In order to support the effective delivery of Canada's aid program on the ground, CIDA will continue to transform itself into a knowledge-based organization"³.

Over time it is expected that the move to being a knowledge-based learning organization will have the following benefits:

- Allow for quick response to the needs of developing country clients with the best systems, approaches and information available;
- Encourage new staff to stay;
- Capture accumulated knowledge of returning/retiring staff;
- Stop the Agency from making the same mistakes and reinventing the wheel.

2.2 KMI Results Chain

The Results Chain shows the performance logic of KMI according to a results-based management approach. A detailed version of the Results Chain showing responsibility for specific achievements as well as risks that may affect performance can be found in Appendix I.

The outputs represent activities and actions to be initiated in the first year of the plan (July 2002 to June 2003). In June 2003, progress will be reviewed and, in close collaboration with affected Branches, new output statements will be developed for the July 2003 to June 2004 period.

³ See page 29 in the chapter entitled Changes in CIDA as an Institution, CIDA, September 2002

Exhibit 1 Summary Table – KMI Results Chain

Impact	Outcomes	Outputs
<p>All those who work at CIDA, value, share and have ready access to technical expertise, our learning from experience and knowledge of sustainable development and poverty reduction</p> <p>This expertise, learning and knowledge is widely available, to partners domestically, internationally and in client counties and its continuously informs and stimulates improvement in Agency programs and policies</p>	<p>A. Demonstration and promotion of sound knowledge sharing practices by CIDA supervisors and managers</p>	<p>A1. Community of Managers A2. New Competency Profiles A3. Communications Plan A4. Performance Agreements</p>
	<p>B. CIDA human resource practices support and reward employees for knowledge management competencies</p>	<p>B1. Statements of Qualifications B2. Training Courses Include KM B3. Field Staff Knowledge</p>
	<p>C. Renewal of CIDA business processes in support of better knowledge management</p>	<p>C1. Content Management C2. Scientific and Thematic Staff C3. Corporate Planning</p>
	<p>D. CIDA employees demonstrate greater ability to apply knowledge management skills</p>	<p>D1. Networks D2. Knowledge Directory D3. Field Staff Integration D4. Trust, Confidence and Smiles</p>

2.3 Risk Monitoring and Mitigation Strategy

Risks will be monitored throughout the life of the KMI and strategies will be developed to mitigate their effect on the attainment of results. The risks associated with results will be reported and managed by the responsible party. A detailed analysis of assumptions and risks is included in the Results Chain set out in Appendix I.

Exhibit 2 Summary Table – Risks and Risk Monitoring/Mitigation

Description of Risks by Result Level	
<p>Key risks at the level of expected impact</p>	<ul style="list-style-type: none"> • Waning Agency commitment to KMI • The difficulties of producing the necessary cultural changes in the Agency • KMI not perceived as beneficial to achieving CIDA's goals • Information overload
<p>Key risks at the outcome or medium-term level of results</p>	<ul style="list-style-type: none"> • Lack of support for KM among CIDA managers • Fragmentation of KM practices given the diversity of the Agency • Lack of full support for revision of business systems and processes • Various levels of planning and reporting in the Agency do not connect • Inability to demonstrate that KM increases job efficiency and satisfaction • Too many competing priorities: no time for knowledge sharing

2.4 Performance Measurement Framework

The Performance Measurement Framework (PMF) set out in Appendix II identifies indicators for measuring progress at the impact, outcome and output levels, as well as showing sources of data, data collection methods, frequency of data collection and responsibility for data collection. Indicators will be adapted and improved as required throughout the life of the initiative.

Baseline data for each indicator will be developed shortly. The data from existing resources will be integrated with new research necessary to capture the situation at the present time.

3. Reporting Strategy

The KMS has requested and received collaboration from the Branches who have the lead responsibility for results set out in the Agency Knowledge Management Initiative. In conjunction with these Branches the KMS will monitor achievements of results and the various risks. Participating Branches will submit information to the KMS, who in turn will be responsible for combining the individual reports into cohesive semi-annual and annual reports to SPWG and the Executive Committee. While preparing the annual reports, suggested changes to results, indicators and risks will also be made.

Those Branches outside of the Office of the President who have key roles to play in the implementation of Agency Knowledge Management Initiative for the current year (July 2002 to June 2003) are:

- Human Resources and Corporate Services
- Information Management and Technology Branch
- Performance Review Branch
- Policy Branch

All of the above Branches have been involved in the definition of the results and indicators set out in the PMF and agree on the delivery of the results as described.

4. Evaluation Strategy

The Agency Knowledge Management Initiative will be evaluated through an external, third-party evaluation process managed by PRB. The first evaluation will be of results achieved over the period of 2000 to 2005 and will be presented to SPWG and to the Executive Committee in June 2005.

5. Roles and Responsibilities

Exhibit 3 Indicative KMI Roles and Responsibilities

Group	Roles and Responsibilities
Executive Committee	Overall responsibility for achievement of outcomes and outputs Approval of annual plan of action as set out in the Results Chain document and approval of progress reports Approval of additional results
SPWG	On-going monitoring and review of the Agency Knowledge Management Initiative
KMS Secretariat	Lead role: advice, support, clarification of responsibilities Collection/analysis of monitoring information from Branches Preparing reports on result achievements and risks Producing reports for SPWG, Executive Committee and others in the Agency as requested Development of annual draft plan of action through the revision of the Results Chain document
PRB	Cooperation on design of performance measurement and monitoring framework Lead in the 2005 evaluation of the initiative Other on-going input in terms of performance measurement/monitoring as required
HRCS Br. Policy Branch IMTB Others	Achievement of several key outputs Providing reports on achievements of outputs to KMS Providing feedback on risk monitoring to KMS Collaborating on design/revision of results and indicators pertaining to their Branch Providing feedback on report to Executive Committee

6. Implementation Schedule

Exhibit 4 Indicative KMI Implementation Schedule – Planning, Reporting, Evaluation

Event	Timeline
Knowledge Management Initiative officially launched	October 2000
Network Support Pilot Project officially launched	February 2001
Consultative process to design results framework and monitoring approach	April–August 2002
Approval of KMI Results Chain by Executive Committee	September 2002
Evaluation of the Network Support Pilot Project	June to December 2002
Performance Measurement Framework tabled with Executive Committee	January 2003
Annual report on progress to SPWG and Executive Committee	June 2003
Work plan and outputs for 2003/2004, Renewal of Results Chain	June 2003
Semi-annual monitoring report to SPWG and Executive Committee	January 2004
Annual report on progress to SPWG and Executive Committee	June 2004
Work plan and outputs for 2004/2005, Renewal of Results Chain	June 2004
Evaluation of outcome level results	January-June 2005

Appendix I Results Chain including Assumptions and Risks

	Expected Results	Assumptions	Risks
IMPACT	<p>All those who work at CIDA value, share and have ready access to: technical*⁴ expertise, learning from experience and knowledge of sustainable development and poverty reduction.</p> <p>This expertise, learning and knowledge is widely available to partners domestically, internationally and in client countries and it continuously informs and stimulates improvement in Agency programs and policies.</p>	<p>Positive culture change in the Agency is possible by demonstrating the value that knowledge management will add in terms of ensuring that CIDA staff can do their jobs better.</p> <p>A sustained commitment to this initiative can be achieved – it cannot be a ‘flavour of the month’. The leadership and accountability for this initiative will be clear. The right pace for change will be found. It will be possible to set proper timing and maintain attention levels.</p> <p>The Agency will be able to think and act in a more horizontal fashion. The Executive Committee (Ex Comm) will play an important role in this process by maintaining active support over the time required. Ex Comm will continue to support the initiative as a corporate team and members will be active within their respective Branches.</p> <p>Staff need better access to knowledge pertinent to their work.</p>	<p>Knowledge management is not perceived as beneficial to achievement of CIDA’s goals and Key Agency Results (KARs).</p> <p>An inability to engage the culture; necessary cultural changes still do not happen. Inability to identify roadblocks for information sharing.</p> <p>The Agency commitment will wane with time. The Agency will not find the right pace for change. It may expect the change to take place too quickly. In case of difficulties the initiative will be slowed down significantly or abandoned.</p> <p>Other corporate initiatives do not work to support knowledge sharing (sectoral/thematic, operations/procedures).</p> <p>Overload of information.</p>

⁴ For the purposes of this results statement, “ technical” is broadly intended to include Canadian and international expertise relating to sectors, themes, priorities, systems, methodologies & disciplines of study

Expected Results		Assumptions	Risks	Responsible for Tracking Result Achievement
OUTCOME A	CIDA supervisors and managers at all levels increasingly demonstrate and actively promote sound knowledge sharing practices.	HRCS and Ex Comm will be able to develop workable strategies to build substantial collaboration among EXs.	Directors-General and Directors will not participate or are not willing to engage as a corporate team. Managers lack understanding about knowledge management, and/or receive limited support from senior managers to operationalize knowledge management effectively.	Ex Comm/SPWG
Output A.1	A process to develop the CIDA community of managers is put in place, which includes the importance of knowledge management and solicits from managers the challenges presented by a knowledge-sharing approach to management.	Organizational Development Division and Ex Comm will be able to develop workable strategies to build substantial collaboration among EXs.	Community of Managers process does not place sufficient emphasis on knowledge management.	HRCS (Paulin)
Output A.2	New Competency Profiles for EXs fully integrate a knowledge-sharing approach to management.		The new profile will not adequately address the knowledge management responsibilities of a modern manager. Profiles are not applied.	HRCS (Bellemare)
Output A.3	A knowledge management Communications Plan is developed and implemented: <ul style="list-style-type: none"> • Speak to BMGs, Field Reps Meetings, Expanded BMGs, Branch retreats, Heads of Aid Meetings; • IMC, Policy Committee, Management Committee to discuss KM; • Plan is fully coordinated with the fall 2003 common communications campaign. 		The plan fails; we are not able to engage staff – we build it and nobody will come!	KMS (Brown)
Output A.4	EXs' Performance Agreements include commitments on: <ul style="list-style-type: none"> • Knowledge management, and • Internal communications. 	Right behaviours in the areas of knowledge management and communications can be identified.	Performance Agreements do not exist and/or do not include knowledge management provisions.	EX Comm

Expected Results		Assumptions	Risks	Responsible for Tracking Result Achievement
OUTCOME B	CIDA human resources practices more effectively support and reward employees, who systematically create, share and apply knowledge in their work.	Current human resources practices/systems can be changed. Agreement on the support and rewards/incentives system and its elements is possible in the Agency.	No universal application of new practices across branches and divisions. Employees who listen to corporate message on knowledge management are not supported by their respective managers.	Ex Comm/SPWG
Output B.1	Recruitment, posting, redeployment and competition exercises include KM components.	The right knowledge management competencies can be identified and documented.	Profiles language will not get to the system in time for this year's exercise.	HRCS (Tourigny)
Output B.2	Two courses are reviewed to integrate a knowledge management module (RBM & Program Management).		An effective knowledge management module cannot be designed.	HRCS (Ledoux) and KMS (Chartrand)
Output B.3	A pilot project is developed to increase the accessibility and dissemination of field staff knowledge as they return from posting overseas	Returning field staff are willing to pilot such a project and to be involved in sharing their experiences. Managers agree to the participation of their returning field staff in the pilot.	Unable to involve the returning field staff and/or to launch a pilot project. HQ staff are not interested in consulting the materials developed in the pilot project.	KMS (Chartrand)

	Expected Results	Assumptions	Risks	Responsible for Tracking Result Achievement
OUTCOME C	<p>CIDA continuously renews its structures, operational systems, business practices and horizontal mechanisms for the better generation, sharing and application of knowledge.</p>	<p>Corporate systems/structures and business practices are being revised and used appropriately to support knowledge management, including a balanced emphasis between planning and reporting systems.</p> <p>Rationalization as well as clarification of processes/roles and responsibilities is possible, so that staff will be able to have time to share and access the knowledge available in the Agency.</p>	<p>Continuous revision of the structures or systems causes confusion among staff, i.e. too much emphasis placed on reporting exercises, not on managing the overall planning/reporting system.</p> <p>Lack of management support and/or lack of discipline in use of the knowledge management systems.</p> <p>Business process rationalization will not happen - people will not have time for content work.</p>	<p>Ex Comm/SPWG</p>
Output C.1	<p>Content Management:</p> <ul style="list-style-type: none"> Develop proposals for a user-friendly atlas of all Agency information sources related to development currently on Entre-nous and formulate a new site map-development information guide as a pilot test. The "e – lessons" project is acts as a pilot. 	<p>Appropriate financial resources will be available.</p> <p>Agreement on the content and structure of the information systems is possible.</p> <p>Appropriate technology will be in place to respond in a timely and user-friendly fashion.</p>	<p>Irresolvable differences among key stakeholders on the structure/content of the information system.</p> <p>User-friendly technology is not available.</p> <p>The proposed system will not meet users needs.</p> <p>The system will not be sustainable over time.</p>	<p>IM Division, CSPRD, KMS & PRB</p>
Output C.2	<p>Roles, responsibilities and organizational structure for sectoral and thematic staff, including policy analysts, are clarified and agreed corporately so that this specialist staff is better able to inform, learn from and provide an overview of programs and policies.</p>	<p>Management at all levels agrees that corporate sectoral and thematic staff and policy analysts are key to sound programming.</p> <p>Sectoral/thematic resources (both internal and external) and analysts are restructured as needed and accept their responsibility for knowledge management.</p> <p>Sectoral and thematic resources and policy analysts have the skills and are given the mandates to provide links between policy and programs and to produce valued input.</p>	<p>The Agency is not able to reach agreement on restructuring the sectoral/thematic and analytical staff.</p> <p>Sectoral and thematic staff and policy analysts do not have clear roles and responsibilities related to effective integration of knowledge management and providing the linkages between policy and program delivery.</p> <p>Branch program staff fail to recognize the value of corporate policy support (feeding what they know to Policy Branch and vice versa).</p> <p>Staff do not have confidence that the sectoral/thematic staff and policy analysts can provide appropriate support.</p>	<p>Policy Branch</p>
Output C.3	<p>Corporate planning:</p> <ul style="list-style-type: none"> KARs, Report on Plans and Priorities, Departmental Reports include KM as a primary subject; Branch planning exercises include knowledge management as a primary subject; RPP include a monitoring framework to track progress in KM. 	<p>Corporate planning and reporting is truly used for programming.</p> <p>RPP, Branch planning, reporting systems/process/tools have the flexibility to include knowledge management.</p>	<p>Over-emphasis on reporting.</p> <p>Various level of reports in the Agency are not connected to sound program planning and management.</p> <p>KMI cannot provide link between day-to-day activities and corporate move towards transformation into knowledge-based organization.</p> <p>Reporting framework does not truly reflect CIDA's transition into knowledge- based organization.</p> <p>The framework created is too complicated for people to monitor. Regular monitoring not followed up with time. RPP/DPR not able to include knowledge management and/or do not have the capacity to monitor it.</p>	<p>Policy Branch and KMS</p>

	Expected Results	Assumptions	Risks	Responsible for Tracking Result Achievement
OUTCOME D	<p>CIDA employees more often create, share and apply knowledge within the Agency and with partners.</p>	<p>Staff/ managers have the confidence to share lessons from successes and from failures. Partners have confidence to share failures/problems with CIDA. Staff are supported by their managers in knowledge sharing. Staff are more disciplined in using the systems/tools/ processes/information buckets, etc. KMI will not be perceived as just another hurdle to clear.</p>	<p>The initiative is not able to demonstrate to staff that knowledge can help to do the job better. CIDA managers and staff don't have or create sufficient time to get involved in knowledge management, due to many priorities competing for their energy and attention. KMI not able to show that knowledge sharing increases capacity/potential for advancement of individual staff.</p>	Ex Comm/SPWG
Output D.1	<p>Recommendations from the Network Support Pilot Project Review are reviewed by Ex Comm and a plan for implementing those recommendations which are accepted by Ex Comm is developed and implemented.</p>	<p>Pilot Project Review will move the Agency in the right direction.</p>	<p>Accepted recommendations from the review are not acted on in a timely fashion by senior management. Decision with respect to sectoral, thematic and analytical staff not taken into account and /or do not include responsibility for networks. Network implementation strategy not seen by all stakeholders as being practical or useful.</p>	KMS and Ex Comm
Output D.2	<p>The Mission Directory which includes the proposed Knowledge Directory 'knowledge' fields, is launched:</p> <ul style="list-style-type: none"> • The directory acts as a pilot for an Agency-wide knowledge directory; • The lessons from the pilot are drawn and inform decisions with respect to an Agency-wide knowledge directory. 	<p>Mission directory will be an effective tool for connecting staff that need expertise with staff that have expertise.</p>	<p>Field staff will not fill in knowledge fields. CIDA staff will not use the knowledge part of the directory.</p>	KMS and IMTB
Output D.3	<p>Field staff are integrated into the knowledge management initiative:</p> <ul style="list-style-type: none"> • Possibility of building branch specific knowledge networks is explored and piloted with Africa Branch; • Fall communications campaign has a special focus on field staff; • Mission directory pilot acts as a venue to begin to integrate field staff into the knowledge management initiative. 	<p>There is openness among field staff for knowledge sharing (giving and receiving).</p>	<p>Inability to identify practical strategies to involve field staff.</p>	KMS
Output D.4	<p>The CIDA behaviour environment moves towards one of trust, confidence and smiles!</p>	<p>Increased understanding and clarity of appropriate roles and responsibilities, increased availability of support and acceptance of mistakes can be achieved in CIDA.</p>	<p>Roles and responsibilities are not clarified, redefined and understood.</p>	Ex Comm

Appendix II Performance Measurement Framework

Expected Results		Performance Indicators	Data Source	Collection Methods	Frequency	Responsible for Tracking Indicators	Baseline Sources
IMPACT	<p>All those who work at CIDA value, share and have ready access to: technical⁵ expertise, learning from experience and knowledge of sustainable development and poverty reduction.</p> <p>This expertise, learning and knowledge is widely available to partners domestically, internationally and in client countries and it continuously informs and stimulates improvement in Agency programs and policies.</p>	<p>Level of transparency, timeliness and accuracy in data sharing in collaborative systems both inside and outside the Agency</p> <p>Changes in partners' perception of CIDA as a knowledge-based organization</p>	<p>Partners and staff</p> <p>Website materials on the project, program, Branch and Agency level</p> <p>Other materials on the project, program, Branch and Agency levels (programming, policy consultations)</p>	<p>Interviews/surveys and focus groups</p> <p>Qualitative analysis of website</p>	<p>Initial look at impacts: March – June 2005</p> <p>Major impact evaluation: March – June 2008</p>	KMS/PRB	<p>Kardish's report – May 2002</p> <p>Review of the NSPP 2003 (including interviews and other data from 2001-2002)</p>

⁵ For the purposes of this results statement, " technical" is broadly intended to include Canadian and international expertise relating to sectors, themes, priorities, systems, methodologies & disciplines of study

Expected Results		Performance Indicators		Data Source	Collection Methods	Frequency	Responsible for Tracking Indicators	Baseline Sources
OUTCOME A	CIDA supervisors and managers at all levels increasingly demonstrate and actively promote sound knowledge sharing practices.	Frequency of inclusion of KM items on the BMG and Ex Comm agendas. Changes in staff perceptions of managers' time allocations to KM-related activities and training. Number and type of new program team configurations to integrate KM.		BMG/Ex Comm minutes Staff Team lists	Qualitative analysis Surveys Focus groups with managers/staff	2005 evaluation 2008 evaluation	PRB/KMS	Minutes for 2000 PS survey – 1999 / 2002 Kardish' report – May 2002 Review of the NSPP 2003 (including interviews and other data from 2001-2002)
Output A.1	A process to develop the CIDA community of managers is put in place, which includes the importance of knowledge management and solicits from managers the challenges presented by a knowledge-sharing approach to management.	Short Term	February management retreat produces raw material for strategy. First draft of strategy for development of Ex Community.	Materials from management retreat Draft strategy	Quantitative analysis	Spring 2003	HRCS	Retreat planning process
Output A.2	New Competency Profiles for EXs fully integrate a knowledge-sharing approach to management.	Short Term	EX 1 and EX 2 competency profiles include KM by February 2003. Ex Comm approval of competency profiles by March 2003.	Competency profiles	Qualitative analysis	Spring 2003	HRCS/KMS	EX1 / EX2 competition for 2001-2002
Output A.3	A knowledge management Communications Plan is developed and implemented: <ul style="list-style-type: none"> • Speak to BMGs, Field Reps Meetings, Expanded BMGs, Branch retreats, Heads of Aid meetings; • IMC, Policy Committee, Management Committee to discuss KM; • Plan is fully coordinated with the fall 2003 common communications campaign. 	Short Term	Feedback from and participation of staff in Knowledge Week is good. Feedback from staff on winter/spring campaign is positive.	Knowledge Week Lessons Learned Report <hr/> Spring communications survey on knowledge management	Qualitative Analysis	Spring 2003	KMS	Kardish's report – May 2002
		Long Term	Staff understanding of knowledge management concepts and best practices increases significantly.	Annual				
Output A.4	EX Performance Agreements include commitments on: <ul style="list-style-type: none"> • Knowledge management, and • Internal communications. 	Short Term	Percentage of performance agreements that include KM.	Manager Performance Agreements	Quantitative and qualitative analysis Content analysis		KMS/HRCS	EX performance agreements for 2001-2002
		Long Term	Degree of consideration of KM practices in the performance agreements of managers.					

Expected Results		Performance Indicators		Data Source	Collection Methods	Frequency	Responsible for Tracking Indicators	Baseline Sources
OUTCOME B	CIDA human resources practices more effectively support and reward employees, who systematically create, share and apply knowledge in their work.	Degree to which KM behaviours ⁶ are used to support promotion, redeployment, and recognition for staff. Degree to which time is allocated to training in a planned manner, and there are opportunities for appropriate conference leave and training.		Staff Survey Results of annual analysis of inclusion of KM component in statement of qualifications	Survey and/or focus groups Qualitative analysis	2005 evaluation 2008 evaluation	PRB/KMS	Competition posting announcements for 2001-2002 PS survey – 1999 / 2002
Output B.1	Recruitment, posting, redeployment and competition exercises include KM components.	Short Term	Degree of inclusion of KM component in statements of qualifications for Sept 2002 – May 2003.	Statements of qualifications	Qualitative analysis	Annually	HRCS/KMS	Competition posting announcements for 2001-2002
Output B.2	Two courses are reviewed to integrate a knowledge management module (RBM & Project Management).	Short Term	Quality and type of KM modules in new courses piloted in 2003.	Course curricula	Qualitative content analysis	January 2004	HRCS/KMS	The structure for the courses (RBM and Project Management) in 2002
		Long Term	Quality and type of KM modules in new courses piloted in 2004 and beyond.	Course curricula	Qualitative content analysis	Annually		
Output B.3	A pilot project is developed to increase the accessibility and dissemination of field staff knowledge as they return from posting overseas.	Short Term	Quality and scope of pilot project proposal & design.	Pilot project description	Qualitative analysis	June 2003	KMS	Pilot project planning stage interviews

⁶ I.e. participation in activities, applying knowledge sharing practices, etc

Expected Results		Performance Indicators		Data Source	Collection Methods	Frequency	Responsible for Tracking Indicators	Baseline Sources
OUTCOME C	CIDA continuously renews its structures, operational systems, business practices and horizontal mechanisms for the better generation, sharing and application of knowledge.	Number, quality and type, origin and replication of user-friendly and time-saving systems/processes/tools ⁷ for sharing knowledge at the corporate level. Degree of utilization of the new system/processes/tools. Degree of active integration of partners, LEPs and field staff in preparation and implementation of CDPFs.		Corporate tools/processes CDPF process participants	Quantitative and qualitative analysis Interviews and focus groups	2005 evaluation 2008 evaluation	PRB/KMS	Bilateral roadmap SAP 4.0 Process of preparation for all CDPFs completed in 2001-2002
Output C.1	Content Management: <ul style="list-style-type: none"> Develop proposals for a user-friendly atlas of all Agency information sources related to development currently on Entre-nous and formulate a new site map-development information guide as a pilot test. The "e-lessons" project acts as a pilot. 	Short Term	Release of at least four distinct designs of a development information atlas A new practical guide is developed and launched. Frequency of use of e-lessons site	Staff feedback	Qualitative analysis	June 2003	IM/CSPRD/KMS / PRB	Entre-Nous inventory of January 27 th 2003 e-Lessons usage data January-March 2003
Output C.2	Roles, responsibilities and organizational structure for sectoral and thematic staff, including policy analysts, are clarified and agreed corporately so that this specialist staff is better able to inform, learn from and provide an overview of programs and policies.	Short Term	Roles, responsibilities, and organizational structure clarified & agreed upon.	Mandate & structure document	Qualitative analysis	June 2003	KMS/Policy Branch	S & T surveys for 2000-2001
Output C.3	Corporate planning: <ul style="list-style-type: none"> KARs, Report on Plans and Priorities, Departmental Reports include KM as a primary subject; Branch planning exercises include knowledge management as a primary subject; RPP include a monitoring framework to track progress in KM. 	Short Term	Rate of completion of corporate planning integration.	KARs Report on Plans and Priorities Departmental Reports	Qualitative analysis	June 2003	Policy Branch and KM Secretariat	2002 RPP 2001 KARs

⁷ i.e. publication series, information portals etc.

Expected Results		Performance Indicators		Data Source	Collection Methods	Frequency	Responsible for Tracking Indicators	Baseline Sources
OUTCOME D	CIDA employees more often create, share and apply knowledge within the Agency and with partners.	Changes in partners' (Canadian, client countries, international organizations) perceptions about level of involvement in knowledge sharing with CIDA. Number/quality and level of participation of outside/inside participants in knowledge sharing events/activities. Changes in staff perceptions (including field staff/PSUs/LEPs) about knowledge sharing activities/interactions between HQ and the field.		NSPP baseline /others Partners	Qualitative analysis Surveys/interviews or focus groups	2005 evaluation 2008 evaluation	PRB/KMS	Review of the NSPP 2003 (including interviews and other data from 2001-2002) Pilot project planning stage interviews
Output D.1	Recommendations from the Network Support Pilot Project Review are reviewed by Ex Comm and a plan for implementing those recommendations which are accepted by Ex Comm is developed and implemented.	Short Term	Quality, precision and appropriateness of the implementation plan/Degree of implementation of agreed recommendations. Number & satisfaction of active participants in existing knowledge networks.	Network implementation plan Membership data Members	Qualitative and quantitative analysis	June 2003	KM Secretariat	2003 NSPP report and management response
		Long Term	Change in participation in knowledge networks meetings, events and projects (number/type/quality). Networks extranets: change in traffic and contributions by members. Change in employee's perception about encouragement and reward for involvement in the networks.	Network membership lists and minutes Interviews/focus groups	Qualitative and quantitative analysis	June 2005		
Output D.2	Mission Directory which includes the proposed Knowledge Directory 'knowledge' fields, is launched: <ul style="list-style-type: none"> The directory acts as a pilot for an Agency-wide knowledge directory. The lessons from the pilot are drawn and inform decisions with respect to an Agency-wide knowledge directory. 	Short Term	Number of registrations. Number of hits/utilization of the piloted Mission Directory.	Mission Directory use statistics	Quantitative analysis	June 2003 Sept 2003	IMTB/KMS	2003 mission directory usage for 1 st to 3 rd months
Output D.3	Field staff are integrated into the knowledge management initiative: <ul style="list-style-type: none"> Possibility of building branch specific knowledge networks is explored and piloted with Africa Branch; Fall communications campaign 2003 has a special focus on field staff; Mission directory pilot acts as a venue to begin to integrate field staff into the knowledge management initiative. 	Short Term	Number of registrations in the Mission Directory	Mission Directory	Quantitative analysis	Annually	KMS	Pilot project planning stage interviews
		Short Term	Existence and quality of agency strategy for a re-enhanced field presence.	Strategy document	Qualitative and quantitative analysis	Annually	KMS	

Expected Results		Performance Indicators		Data Source	Collection Methods	Frequency	Responsible for Tracking Indicators	Baseline Sources
Output D4	The CIDA behaviour environment moves towards one of trust, confidence and smiles!	Short Term	Quality of management response and plan of action to staff survey of 2002.	Staff survey Plan of action	Qualitative and quantitative analysis	June 2003	KMS	PS staff survey – 1999 / 2002
		Long Term	Degree of consultation around collective problem-solving and innovation.	Staff	Surveys/focus group	Annually	KMS	