



ECLAC

Economic Commission for Latin America and the Caribbean

Project Budget Number:

Project Title: Building Capacity in the Caribbean through Knowledge Management

Start Date: Funding date (provisional date June 2012)

Estimated End Date: Funding date + 32 months

Government Coop. Agency: Ministries of planning and departments of public administration

Implementing Agency: International Telecommunication Union

Project Site: ITU Headquarters, Geneva

Beneficiary Country: Antigua and Barbuda, Bahamas
Barbados, Belize, Cuba, Dominica, Dominican Rep., Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago

SUMMARY OF CONTRIBUTIONS	
A) Project Budget	
Description	USD
Project Personnel	654,000
Equipment	8,000
Training of Trainers	183,597
Fellowships	NIL
Monitoring & Evaluation	211,488
Miscellaneous	781,235
ITU Admin Support Cost	TBA
Total:\$	1,838,320
B) Cost Sharing	
• ECLAC	400,90
• Donor funding required	1 052 330
• Participating countries (in kind)	385 600

Brief Description: To improve planning as well as public administration in the Caribbean, the project aims at the development and implementation of subregional and national knowledge management strategies to optimize use of ICT networks, applications and services. Such strategies would focus on ways to enhance maintenance and dissemination of information and data (internal knowledge capture and sharing), as well as to implement good practices needed for formulation of evidence-based policies by national planners and decisions at the national-level. To achieve this objective, ITU shall jointly with ECLAC:

- Assist governments in reaching a consensus on a subregional knowledge management strategy for the Caribbean through:
- Study to survey current information and knowledge management practices employed by selected governments of the Caribbean, to analyse the costs and benefits of these knowledge management practices, and to identify good practices for formulation of evidence-based policies and decisions at the national-level that could be replicated in small island developing States.
 - Expert meeting to validate the subregional knowledge management strategy based on outcomes of the study

- Assist governments in the implementation of subregional and national knowledge management strategies in order to enhance the deployment of ICT networks, applications and services:
- Subregional training of trainers to build national capacity to implement knowledge management strategies leading to more effective and efficient dissemination of information and data, and implementation of good practices needed for formulation of evidence-based policies and decisions at the national-
 - Advisory services to complement national workshops conducted by trainers and to provide technical assistance to governments to strengthen implementation of knowledge management strategies.

Evaluation and follow-up.

1. Background & Context

1.1 General introduction

Knowledge management is a distinct but interdependent set of processes and activities of creation, capture, storage and retrieval, transfer and application, through which data, information and knowledge required for decision-making is made available to those that need it. It can be used in any area or sector, such as improving governance of the public sector. ICTs act as the enablers of these processes in the digital era.

A knowledge management strategy that optimizes the use of ICT networks, applications and services in small island developing States could lead to improved maintenance and dissemination of information and data, and implementation of good practices needed for formulation of evidence-based policies. Improved decision-making processes could lead to improved governance in these States.

Chapter XVIII of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (A/CONF.207/11) emanating from the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, Port Louis, Mauritius 10-14 January 2005, entitled "Knowledge management and information for decision-making", states:

Small island developing States recognize that there are new opportunities afforded by the rapid new developments in ICT to overcome the limitations of isolation and remoteness and build their resilience. These new opportunities include such areas as e-commerce, improved early warning, tele-medicine and distance learning.

Further action is required by small island developing States, with the necessary support of the international community, for:

- (a) The identification and addressing of gaps in data and the characterization of information related to economic, social, environmental and cultural areas;
- (b) Developing databases, vulnerability indexes, geographic information systems and other information systems;
- (c) Establishing national and regional information and database centres, including the collection, quality control and use of metadata, analysis of data, accessibility and sharing of data and information; and
- (d) The expansion and extension of the Partnership in Statistics for Development in the Twenty-first Century initiative to address the concerns of small island developing States;

1.2 Present situation/context

Owing to the small economic size and geographic dispersion of countries in the Caribbean, deployment of ICT networks, applications and services in the small island developing States (SIDS) of the Caribbean is costly, both in terms of financial and human resources. In addition to its cost, the absence of a coherent knowledge management strategy has led to sub-optimal use of existing ICT networks, applications and services needed to maintain and disseminate information and to implement good practices needed for formulation of evidence-based policies by national planners.

1.3 Problem statement/Description of the problem

Despite use of ICT networks, applications and services within the Caribbean, the lack of a subregional consensus and national implementation of knowledge management strategies inhibit full dissemination of information and data and sharing of good practices needed for formulation of evidence-based

policies by national planners. This adversely affects the decision making processes required for improved governance in the subregion.

1.4 National/Government Commitment

Governments in the Caribbean have made efforts towards improving information management which is a prerequisite for knowledge management. Efforts have been made towards the acquisition and safe guarding of indigenous knowledge. There is also an awareness of the benefits of ICT services and applications, such as social media, in the Caribbean.

Governments have also recognized the need for knowledge management strategies so that national planners are able to formulate better evidence-based policies and improve decision-making processes needed for improved governance.

1.5 Process followed in project identification/formulation

Work on knowledge management in the public sector conducted (2011) by ECLAC pointed to the need for implementation of knowledge management strategies for improved governance in the Caribbean.

2. Overall Project Objective

To strengthen capacities of ministries of planning to formulate evidence-based policies and to improve decision-making processes at the national-level in order to enhance planning as well as public administration in the Caribbean.

National/Regional Strategy

The overall strategy will focus on strengthening capacities of ministries of planning in development and implementation of subregional and national knowledge management strategies that optimize use of ICT networks, applications and services. Such strategies would focus on ways to enhance maintenance and dissemination of information and data (internal knowledge capture and sharing), as well as to implement good practices needed for formulation of evidence-based policies by national planners and decision-making at the national-level. Departments of public administration will ensure the implementation of the strategy throughout the government.

The subregional strategy will focus on assisting ministries of planning and departments of public administration in reaching a consensus on a subregional knowledge management strategy for the Caribbean through:

- Subregional study based on five case studies of countries with varied endowments and levels of geography, economic development, infrastructure and human resources--to survey current information and knowledge management practices employed by selected governments of the Caribbean, to analyse the costs and benefits of these knowledge management practices, and to identify good practices for formulation of evidence-based policies and decisions at the national-level that could be replicated in small island developing States..
- Meeting to consider subregional knowledge management strategy based on outcomes of the study.

The national strategy, based on the regional strategy, will assist ministries of planning and departments of public administration in the implementation of subregional and national knowledge management strategies in order to enhance the deployment of ICT networks, applications and services:

- Subregional training of trainers to build national capacity to implement knowledge management strategies leading to more effective and efficient dissemination of information and data, and implementation of good practices needed for formulation of evidence-based policies and decisions at the national-level.
- Advisory services to complement national workshops conducted by trainers and to provide technical assistance to governments to strengthen implementation of knowledge management strategies.

A draft knowledge management strategy for the Caribbean will be developed.

3. Project Strategy

- Develop case study criteria
- Case studies completed in up to five Caribbean countries
- Case study findings validated at expert group meeting
- Develop regional strategy from outcomes
- Validate strategy at expert group meeting
- Develop Train the Trainer course and train trainers
- Trainers conduct training courses in own countries
- Evaluation

4. Outputs

- A subregional knowledge management strategy for government planners in the Caribbean; and
- Implementation of subregional and national knowledge management strategies to enhance the deployment of ICT networks, applications and services.

5. Indicators

Expected results (details of measurable achievements) (ECLAC programme of work 2012-2013 for subprogramme 13)

1. Increased number of government institutions and policy planners acknowledging that they benefited from the products and services of the project
2. Increased number of countries formulating or adopting policy measures in the area of knowledge management that enhance development planning at the national and regional levels, taking into account ECLAC's recommendations.

6. Activities

Key project activities that will be carried out to achieve results:

- Prepare study to survey internal knowledge capture and sharing, analyse the costs and benefits of implementation of knowledge management practices, and to evaluate public sector web presence in selected countries.
- Conduct meeting to consider subregional knowledge management strategy based on outcomes of the study.
- Deliver subregional training of trainers to build national capacity to implement knowledge management strategies leading to more effective and efficient dissemination of information and data, sharing of good practices and decision making.
- Provide advisory services to complement national workshops conducted by trainers and provide technical assistance to governments to strengthen implementation of knowledge management strategies.

7. Inputs

- Contribution from ECLAC: Two professional staff during project implementation, as well as co-funding to conduct a study and hold meetings.
- Donor required contributions: Co-funding to conduct a study and meetings as well as funding for subregional training, national workshops, and advisory services.
- Contributions from the Government Agency in each implementing country (in kind): Provide local counterpart(s), national trainer(s) and support for the project. Premises, communication facilities and the required infrastructure to host in country trainings.

8. Risks

- Level of accessibility of data for survey analysis (High).
- Level of political commitment at different tiers of Government (High).
- Level of required consensus on the subregional knowledge management strategy is not obtained (Medium).

9. Sustainability

Respective departments of planning and public administration will be responsible for the implementation of the national knowledge management strategy with the support of the ECLAC knowledge management programme of work 2014-2015.

10. Management

- Roles and responsibilities for carrying out the Project
 - Project Manager – Chief of Caribbean Knowledge Management Center, ECLAC
 - Project staff – Associate Information Management Officer, Caribbean Knowledge Management Center, ECLAC
 - Regional Advisors (up to two) – develop regional strategy, develop training programme and related materials
 - Country case study consultants (up to five) – conduct case studies
 - Country trainers (up to two per country) – conduct training, complete surveys
 - Country Counterparts - Government focal persons to assist roles above with interactions with government departments
- Overall description of Project management
 - PRINCE2 2 methodology
- Management Committee (if applicable, terms of reference)
 - To be determined in consultation with ITU
- Accountability for project implementation
 - Chief of ECLAC Subregional headquarters for the Caribbean

11. Monitoring and Evaluation

Description of mechanisms and procedures for periodic monitoring, measurement and evaluation:

- The progress of the project will be monitored through reports issued by the project manager; an evaluation report will be prepared at the end of the project.

12. Work Plan

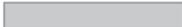
The work plan for the project is prepared at the beginning of the project and reviewed during project implementation, as required.

At the end of each period of activity the performance of activity carried out will be reviewed before starting successor activity; Quarterly^a based progress report by project manager.

ID	Task Name	Duration	Start	Finish	Predecessors	06 May '12		
						S	M	T
1	Preliminary Research - Case Study preparation	100 days	Mon 11/06/12	Fri 26/10/12				
2	Write to Governments	20 days	Mon 11/06/12	Fri 06/07/12				
3	Establish Government Counterparts	20 days	Mon 09/07/12	Fri 03/08/12	2			
4	Prepare Terms of Reference - Country Consultant(s)	20 days	Mon 09/07/12	Fri 03/08/12	2			
5	Prepare Terms of Reference - Regional Advisor(s)	20 days	Mon 09/07/12	Fri 03/08/12	2			
6	Hiring process - Country Consultants	50 days	Mon 06/08/12	Fri 12/10/12	4			
7	Hiring process - Regional Advisors	50 days	Mon 06/08/12	Fri 12/10/12	5			
8								
9	Case Study - Conduct	60 days	Mon 15/10/12	Fri 04/01/13	6			
10	Case Study - First Drafts	1 day?	Mon 07/01/13	Mon 07/01/13	9			
11	Case Study - Review	15 days	Tue 08/01/13	Mon 28/01/13	10			
12	Case Study - Final	5 days	Tue 29/01/13	Mon 04/02/13	11			
13	Case Studies - Released to experts attending EGM	1 day	Tue 05/02/13	Tue 05/02/13	12			
14								
15	Prep EGM Case Studies	30 days	Wed 06/02/13	Tue 19/03/13	13			
16	Experts Group Meeting - Case Studies	5 days	Wed 20/03/13	Tue 26/03/13	15			
17	Case studies finalised	20 days	Wed 27/03/13	Tue 23/04/13	16			
18								
19	Strategy Preparation	30 days	Wed 27/03/13	Tue 07/05/13	16			
20	Strategy Draft	0 days	Tue 07/05/13	Tue 07/05/13	19			
21	Strategy Review Period	15 days	Wed 08/05/13	Tue 28/05/13	20			
22	Strategy released to experts attending EGM	1 day	Wed 29/05/13	Wed 29/05/13	21			
23	Strategy EGM	3 days	Thu 27/06/13	Mon 01/07/13	22FS+20 days			
24	Strategy Finalised	20 days	Tue 02/07/13	Mon 29/07/13	23			
25	Survey on Strategy viability	1 day?	Tue 10/09/13	Tue 10/09/13	24FS+30 days			
26								
27	Preparation - Train the Trainer	30 days	Wed 11/09/13	Tue 22/10/13	25			
28	Training Course and Manual Preparation	60 days	Tue 30/07/13	Mon 21/10/13	24			
29	Training Course and Manual First Draft distribution	1 day?	Tue 22/10/13	Tue 22/10/13	28			
30	Training Course and Manual Draft Review	15 days	Wed 23/10/13	Tue 12/11/13	29			
31	Training Course and Manual - Final Approval	5 days	Wed 13/11/13	Tue 19/11/13	30			
32	Training Course and Manual completed for translation	1 day?	Wed 20/11/13	Wed 20/11/13	31			

Project: ITU Date: Mon 28/05/12	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

ID	Task Name	Duration	Start	Finish	Predecessors	06 May '12		
						S	M	T
33	Training Course Translated - Spanish	30 days	Thu 21/11/13	Wed 01/01/14	32			
34	Training Course Translated - French	30 days	Thu 21/11/13	Wed 01/01/14	32			
35	Training Course Translated - Dutch	30 days	Thu 21/11/13	Wed 01/01/14	32			
36	Train The Trainer Course	5 days	Thu 02/01/14	Wed 08/01/14	35			
37	Post Train the Trainer Feedback	10 days	Thu 13/02/14	Wed 26/02/14	36FS+25 days			
38								
39	Prep for Country Training by trainees, logisitcs, etc (rolling process for each country)	45 days	Thu 09/01/14	Wed 12/03/14	36			
40	Prep for course 1	5 days	Thu 13/03/14	Wed 19/03/14	39			
41	Prep for course 2	5 days	Thu 20/03/14	Wed 26/03/14	40			
42	Training Country 1	5 days	Thu 20/03/14	Wed 26/03/14	40			
43	Prep for course 3	5 days	Thu 27/03/14	Wed 02/04/14	42			
44	Training Country 2	5 days	Thu 27/03/14	Wed 02/04/14	41			
45	Prep for course 4	5 days	Thu 03/04/14	Wed 09/04/14	44			
46	Training Country 3	5 days	Thu 13/03/14	Wed 19/03/14	39			
47	Prep for course 5	5 days	Thu 20/03/14	Wed 26/03/14	46			
48	Training Country 4	5 days	Thu 03/04/14	Wed 09/04/14	44			
49	Prep for course 6	5 days	Thu 10/04/14	Wed 16/04/14	48			
50	Training Country 5	5 days	Thu 20/03/14	Wed 26/03/14	46			
51	Prep for course 7	5 days	Thu 27/03/14	Wed 02/04/14	50			
52	Training Country 6	5 days	Thu 10/04/14	Wed 16/04/14	48			
53	Prep for course 8	5 days	Thu 17/04/14	Wed 23/04/14	52			
54	Training Country 7	5 days	Thu 27/03/14	Wed 02/04/14	50			
55	Prep for course 9	5 days	Thu 03/04/14	Wed 09/04/14	54			
56	Training Country 8	5 days	Thu 10/04/14	Wed 16/04/14	48			
57	Prep for course 10	5 days	Thu 17/04/14	Wed 23/04/14	56			
58	Training Country 9	5 days	Thu 03/04/14	Wed 09/04/14	54			
59	Prep for course 11	5 days	Thu 10/04/14	Wed 16/04/14	58			
60	Training Country 10	5 days	Thu 17/04/14	Wed 23/04/14	56			
61	Prep for course 12	5 days	Thu 24/04/14	Wed 30/04/14	60			
62	Training Country 11	5 days	Thu 10/04/14	Wed 16/04/14	58			
63	Prep for course 13	5 days	Thu 17/04/14	Wed 23/04/14	62			
64	Training Country 12	5 days	Thu 24/04/14	Wed 30/04/14	60			

Project: ITU Date: Mon 28/05/12	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

ID	Task Name	Duration	Start	Finish	Predecessors	06 May '12		
						S	M	T
65	Prep for course 14	5 days	Thu 01/05/14	Wed 07/05/14	64			
66	Training Country 13	5 days	Thu 17/04/14	Wed 23/04/14	62			
67	Prep for course 15	5 days	Thu 24/04/14	Wed 30/04/14	66			
68	Training Country 14	5 days	Thu 01/05/14	Wed 07/05/14	64			
69	Prep for course 16	5 days	Thu 08/05/14	Wed 14/05/14	68			
70	Training Country 15	5 days	Thu 24/04/14	Wed 30/04/14	66			
71	Prep for next course	1 day?	Thu 01/05/14	Thu 01/05/14	70			
72	Training Country 16	5 days	Thu 08/05/14	Wed 14/05/14	68			
73								
74	Technical Report	150 days	Thu 15/05/14	Wed 10/12/14	72			
75								
76	Six months post evaluatuon - Country 1	5 days	Mon 29/09/14	Fri 03/10/14	42FS+132 days			
77	Six months post evaluatuon - Country 2	5 days	Mon 06/10/14	Fri 10/10/14	44FS+132 days			
78	Six months post evaluatuon - Country 3	5 days	Mon 22/09/14	Fri 26/09/14	46FS+132 days			
79	Six months post evaluatuon - Country 4	5 days	Mon 13/10/14	Fri 17/10/14	48FS+132 days			
80	Six months post evaluatuon - Country 5	5 days	Mon 29/09/14	Fri 03/10/14	50FS+132 days			
81	Six months post evaluatuon - Country 6	5 days	Mon 20/10/14	Fri 24/10/14	52FS+132 days			
82	Six months post evaluatuon - Country 7	5 days	Mon 06/10/14	Fri 10/10/14	54FS+132 days			
83	Six months post evaluatuon - Country 8	5 days	Mon 20/10/14	Fri 24/10/14	56FS+132 days			
84	Six months post evaluatuon - Country 9	5 days	Mon 13/10/14	Fri 17/10/14	58FS+132 days			
85	Six months post evaluatuon - Country 10	5 days	Mon 27/10/14	Fri 31/10/14	60FS+132 days			
86	Six months post evaluatuon - Country 11	5 days	Mon 20/10/14	Fri 24/10/14	62FS+132 days			
87	Six months post evaluatuon - Country 12	5 days	Mon 03/11/14	Fri 07/11/14	64FS+132 days			
88	Six months post evaluatuon - Country 13	5 days	Mon 27/10/14	Fri 31/10/14	66FS+132 days			
89	Six months post evaluatuon - Country 14	5 days	Mon 10/11/14	Fri 14/11/14	68FS+132 days			
90	Six months post evaluatuon - Country 15	5 days	Mon 03/11/14	Fri 07/11/14	70FS+132 days			
91	Six months post evaluatuon - Country 16	5 days	Mon 17/11/14	Fri 21/11/14	72FS+132 days			
92								
93	Financial Report	65 days	Mon 24/11/14	Fri 20/02/15	91			

Project: ITU Date: Mon 28/05/12	Task		Milestone		External Tasks	
	Split		Summary		External Milestone	
	Progress		Project Summary		Deadline	

13. Budget

Description	Donor Funding Required	Expected Country Contributions	ECLAC Contribution	TOTAL
STAFF COSTS				
Permanent staff - Base salaries	0	0	368000	368000
External services - Consulting	281000	0	5000	286000
External services - Translation	59520	15360	0	74880
MISSION EXPENSES				
Mission expense DSA staff	97993	0	0	97993
Mission expenses transportation staff	59000	0	0	59000
Other mission expenses staff	7296	0	0	7296
External services consulting				
External services consulting - daily subsistence allowance	13692	0	0	13692
External services consulting - transportation	15000	0	0	15000
External services consulting - miscellaneous	304	0	0	304
National professional project personnel				
National professional project personnel - DSA	94972	0	10000	104972
National professional project personnel - TKT	44500	0	0	44500
National professional project personnel - misc.	4560	0	0	4560
EXTERNAL SERVICES				
External services - Miscellaneous	16830	128000	4350	149180
External services - Printing publication	6000	48000	3000	57000
Rental - Computer systems	9125	48000	500	57625
Rental - Audiovisual equipment	2680	21440	1340	25460
Rental - Conference rooms	15000	120000	7500	142500
PURCHASE OF EQUIPMENT AND SUPPLIES				
Office supplies	600	4800	300	5700
Purchase IT equipment	8000	0	0	8000
COMMUNICATIONS SERVICES				
Postage and expedition charges	10000	0	0	10000
Telecommunication services - fixed phone	3600	0	200	3800
Telecommunication services - mobile phone	3600	0	200	3800
OTHER CHARGES				
External auditing of accounts	25000	0	0	25000
Miscellaneous & contingency charges (4%)	62570	0	0	62570
Administrative Overhead Support Costs (13%)	211488	0	0	211488
TOTAL	USD 1,052,330	USD 385,600	USD 400,390	USD 1,838,320