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**Prepared and developed by Isabeau Vilandre**

# **Knowledge Management and Communications Strategy (DRAFT)**

**Knowledge Management and Communications Strategy[[1]](#footnote-1)**

**EXECUTIVE THE PROJECTARY**

The Project knowledge management and communication strategy (KMCS) includes key messages, identifies project stakeholders and knowledge products, and describes communications channels and activities and how their effectiveness will be evaluated. A detailed schedule of communications activities will be included in annual work plans after the first Annual Workplan once the KMCS has been assessed for implementation with partners.

The PROJECT KMCS entails the following:

* A Knowledge Management and Communication Officer based in the THE PROJECT office in Addis who will coordinate the implementation of the project’s internal and external communications strategy and is responsible for knowledge management internally and through the project website.
* A specific intranet section of the PROJECT website will be set in place to facilitate communication and exchange of information and technical knowledge.
* The project website to be used as a focal tool to provide project updates, access to project-related knowledge, and useful links.
* An agreed protocol to be established to ensure release of project results and products are done in accordance with MoMPNG approval and vetting of content for sensitive State-owned information
* The project knowledge and communication materials are produced in English.
* The Donor’s funding contribution is acknowledged in project communications and knowledge products, and appropriate logos are used as per Government of Canada’s policy.
* The project has its visual identity through its logo that appears on all communications and knowledge products, as well as Donor’s logo, in compliance with donor branding and guidelines.
* The KMCS budget is included in the project financial forecasts and reports.

**The Strategy**

The KMCS outlines key project messages and/or categories of knowledge to be produced, acquired, disseminated over the life of the project, branding and visual identity considerations, analysis of stakeholder needs, and proposed communications vehicles, activities and events.

THE PROJECT key messages reflect:

* Project rationale, including purpose and background, goals and objectives, benefits to be derived, beneficiaries and expected impact
* General project information, including key stakeholders, project management team, experts and consultants, areas of focus, planned activities, timelines
* Project status updates, key findings, lessons learned, achievements, upcoming events/activities
* Media articles, documentaries, radio and television discussions on mining sector reform and on related issues being addressed by the project, underscoring the importance and relevance of the project (also archived and disseminated via the project website)

**Branding and Visual Identity**

A logo is to be developed as a visual representation of the project and is used to brand all communication instruments, project website, promotional materials, and official project stationery. The project logo is used in conjunction with the logos/crests of, MoMPG, Donor and the Government of the Country, in accordance with the respective official guidelines governing the use of these emblems.

**Stakeholder Analysis and Communication Tools**

See Table 1.

**Activities and Events**

See table 2.

**Evaluation of KMCS**

The following will be approaches used and data collected to evaluate the KMCS and ensure its effectiveness:

* Level of participation of target audiences in educational programs and activities
* Extent of knowledge dissemination as measured by specific indicators (e.g. number of handbooks issued, reviews and assessments conducted that have contributed to the codification methodology, number of copies of knowledge products distributed and used etc.)
* Results of “client” surveys conducted periodically on individual basis and through multi-stakeholder meeting help by the MoMPNG four times a year
* Monitoring of THE PROJECT website and social media usage statistics
* Assessment of project’s media presence and coverage of activities and events
* Assessment of efficiency in meeting of timelines for submission of reports, updates, and information exchange

**1. Project Rationale and Strategy Objectives**

**1.1 Project Rationale**

With the ultimate outcome of developing a strengthened, coherent, effective and transparent legal framework that reflects the needs of the citizens and supports equitable economic growth, the Support to Ministry of Mines (THE PROJECT) is designed to assist the Ministry of Mines Petrolieum and Natural Gas( MoMPNG)in enhancing the transparency, quality and effectiveness of enacted laws and the processes and procedures of law-making.

The Project activities are structured around the four core components/pillars of the activities and mandate of the MoMPNG: 1) Mineral Licensing; 2) Capacity building of human resources and coordination with key stakeholders of the sector; 3) Geoscience; and 4) Management and monitoring. This structure is clearly presented in the Work Breakdown Structure (WBS) of THE PROJECT (See PIP – Appendix C8).

**Key Considerations**

The goal of the communication strategy is to enable informed participation and foster ownership by all stakeholders at the different stages of the MoMPNG mining sectoral reform process. It is meant to support the various implementation strategies of the PROJECT.

Mineral discovery often triggers an explosion of unrealistic public expectations. Governments are often under huge pressure from firms and the public to accelerate plans for prompt exploitation and wealth generation. Empirical evidence clearly shows that citizens and stakeholders are often not fully informed about the real implications of mineral resource discovery and endowment.

Moreover, mining issues are among the most vigorously contested and discussed in Africa's resource-wealthy countries. In most countries, stakeholder engagement around these issues is fragmented and uneven. The shortcomings of stakeholder communication and engagement on mining issues is an aspect of the more general problem of weak and unbalanced policy engagement by government, citizens and the private sector, and their bilateral engagements.

Adequate understanding of the economic, social and environmental impact of extractive industries should be promoted in order to foster informed participation by all stakeholders in support of the mining sector reform process as well as alignment with existing mineral policies and legislation to the MoMPNG goals through the codification methodology.

The lack of required skills and capacities by government officers, civil servants and policy makers in generating and delivering effective public messages impacts directly the extractive investments in the country.

A clear communication strategy for THE PROJECT and partners during the course of the project is therefore critical in order to ensure that the MoMPNG transformative agenda is better known at the national level and that all stakeholders understand the critical role that the Ministry intends to play in order to support the implementation of national development goals set by the GTPII for the mining sector and efforts made to reach those objectives for national growth.

This is also critical to achieve effective key stakeholder engagement in the reform process. Such a strategy should be conceived as being a comprehensive package of well-targeted messages and narrative on the developmental and transformative role that an innovative or reformed extractive sector is expected to play for the country. It should also contribute to building the capacity of government officials relating to the mining sector and within MoMPNG.

**Key Contributions of the KMCS:**

* Enhancing awareness and understanding of the mining dimensions of the GTP II and the strategic plan and Master plan for the sector of the MoMPNG that will be developed, over time, by ALL national stakeholders, and promoting informed participation and ownership at all stages of the period design adjustments and implementation of the PROJECT and MoMPNG plans;
* Fostering realistic expectations on mining’s contribution to the implementation of national development plans;
* Promoting wide popularization and understanding of the game- changing ambitions that the MoMPNG and sector reform process embodies;
* Increasing access to information and knowledge packaging in order to improve analysis and decision-making by stakeholders;

However, the considerations stated above represent only a portion of all considerations involved in the mining sector. Key economic and social issues will need to be mapped out, considered and addressed though deliberate strategies to promote inclusiveness, advance consultative processes to establish of stronger links for regular consultations, awareness raising and joint capacity-building initiatives.

**Key Institutions**

Of special importance will be the mapping of the following key institutions in detail to target champions of the sector so no to be just random in the communication practices of the KMCS:

* Parliamentary specialized bodies and other oversight institutions;
* Government and State institutions responsible for regulating and administering the sector.
* Fiscal and planning agencies;
* Development boards and economic planning bodies;
* Educational and research establishments such as Universities and Technical Vocational Education and Training (TVET) centres that can contribute to the sector;
* Institutions responsible for infrastructure;
* Trade and industry departments;
* Chambers of mines, chambers of industry and trade, and other relevant bodies;
* Civil Society Organizations (CSOs), labour and trade unions;
* Banking and financial institutions;
* Commercial and administrative courts and other judicial institutions related to the settlement of disputes and enforcement of the rule of law;
* Professional associations and groups related to the sector;
* Business chambers and lobby groups;
* Relevant regional and continental bodies;
* Donors and International Institutions involved in the sector
* Strategic partners of the implementer of the project who can support the MoMPNG

Stakeholders including MoMPNG Directorates, Government representatives, members of Parliament, representatives of regions, Woredas, the private sector, the investment and banking sector, extractive-affected communities, women and youth groups, Community Development Based Groups, CSOs, and journalists should be the main targets of a comprehensive outreach and information campaign that aims to ensure wide and informed participation and inclusiveness in the implementation process of the national mining reform strategy.

**1.2 Knowledge and Communication Strategy Objectives**

**1.2.1 Overarching Objectives**

Against this backdrop, the issue of establishing a Knowledge Management and Communications Strategy to formulate, maintain, develop and disseminate voluminous loads of knowledge and information inside and outside of the PROJECT and connecting all key players around the PROJECT ultimate outcome is apparent and momentous, especially after the completion of the expected immediate and intermediate outcomes.

The MCS is developed and implemented with a view to help create communities of competence and practice to support a continually strengthened, coherent, effective and transparent mining framework in the country.

The KMC S aims to coordinate project communications and manage knowledge effectively, while being responsive to stakeholders’ information and communication needs and contributing to the sustainability of project outcomes.

**1.2.2 Practical Objectives**

The Strategy is designed specifically to:

* Identify key stakeholders’ information management needs related to achieving the project outcomes and address them through project activities and tools;
* Formulate and disseminate key THE PROJECT messages and support stakeholders in raising their awareness to enhance the cooperation between THE PROJECT and key stakeholders, and strengthen their engagement to ultimately achieve the project outcomes;
* Create knowledge products in support of project outcomes and disseminate them while developing communities of practice for policy development and legislative drafting;
* Share extensive technical and operational documents produced, purchased, exchanged, translated, and collected by the PROJECT local Project Office, experts and consultants on every working aspect of the Project.
* Disseminate lessons learned to help develop national norms and standards to implement the new mining legal and regulatory framework.
* Mainstream gender equality and the other cross-cutting themes into all initiatives and knowledge products with the goal of using strategic planning and policy development to enhance the coherence of the mining legal and administrative system and improve the quality of MoMPNG interventions and management in the sector.
* Maintain a sound, effective, consistent and informative relationship with key THE PROJECT stakeholders, including donors, key partners, mass media, social organizations, groups of national and regional audiences that are involved directly or indirectly or have an interest in mining reform development campaigns and activities.
* Ensure follow-up activities and updates on the performance measurement framework and cross-cutting themes that the PROJECT conducts according to donor policies throughout project implementation.
* Build a proactive networking platform for government agencies, social organizations, policy developers, legislative and regulatory makers, supporting officers, academics, research institutes, and stakeholders at both central and regional levels to access and utilize an enriched database of materials and documents that THE PROJECT possesses to support these entities in their work.
* Place the PROJECT as a source of information on developments in the mining sector in light of key strategies being developed in the sector in the country .
* Build confidence of the Canadian public in support to targeted technical assistance delivered to the country government.

**2. Communication Strategy**

**2.1 Branding - Visual Identity**

A THE PROJECT logo and visual identity will be created to be used in project communications leading to increased recognition of THE PROJECT as a Donor vehicle to support the country’s mining framework improvement.

**2.2 Audience Analysis**

The following section describes the PROJECT main audience by looking at the project management structure and its key stakeholders. The analysis of the PROJECT audience is included in the annexed table.

**2.3. THE PROJECT Management Structure and Key Stakeholders**

**2.3.1 THE PROJECT Management Structure**

To implement the project, an internal structural mechanism within the project management team is developed to ensure that information is exchanged in an efficient and appropriate way.

**2.3.2. THE PROJECT Key Stakeholders**

As mentioned above, the main partners of the Project is first and foremost the Ministry of Mines, Petroleum and Natural Gas and its various departments including:  Directorate for Planning, Directorate of Licensing and Administration, Directorate for Community Engagement and Environment, Directorate for Women and Youth Affairs, Directorate of Research and Development, Directorate for Legal Affairs, Directorate for Change Management, MOMPNG Project Management Unit (PMU) members, technical working group members’ that are officials of MoMPNG including those of the Geological Survey (GS) and selected participating Regions and related units linked to THE PROJECT.

THE PROJECT will also foster relationships with research institutes such as Universities; international organizations and donors (UN Women, United States Agency for International Development (USAID), United Nations Development Program (UNDP), World Bank (WB), African Minderals Development Centre (AMDC), African Development Bank (AfDB)), regional governments, etc.

THE PROJECT intends to strengthen the current cooperation with the above institutions, and extend the relations to other institutions such as the press and media, and other think tanks in country that can have considerable influence on the economic and sectoral development and implementation.

**2.4.3 Public Communication Tools**

**2.4.3.1 THE PROJECT Website, Facebook Fan page and Other e-Tools**

Below is an overview of suggested e-tools to be used for project communication and dissemination purposes, further explored below:

* The website THE PROJECT in the country will be created with the aim to disseminate technical documents to interested agencies and individuals based upon the project components, themes, topics.
* A secure intranet is set up to share classified documents with different target groups for different purposes such as partners, international consultants, cost norms and, templates.
* Project activities conducted by THE PROJECT and THE PROJECT’s partners are regularly updated. All documents prepared by consultants, resource persons for each activity are shared on the website in the form of PDF with the PROJECT and appropriate partner and donor logos represented.
* A Facebook page is used as a tool to guide Facebook followers to reach the project website and access sources of information.
* Collaborative document sharing sites such as Basecamp and Dropbox are recommended for particular circumstances.
* Email is used by all THE PROJECT partners and is frequently checked and updated to ensure the continuance of sharing and exchanging information. Distribution groups are created so that when a document or series of documents need to be shared, they can reach the right groups or the right persons based on the content of the materials. A more specific description of email communications will be added in the Communication Strategy section.

Various tools that THE PROJECT uses to communicate with key stakeholders are:

* Verbal tools:
* *Staff meetings:* THE PROJECT staff meetings are a useful tool to exchange information within the project. It is a good chance for THE PROJECT staff to share new information, discuss current issues, recommend solutions and plan new activities to achieve different levels of outcomes.
* *Seminar/workshops* to deliver THE PROJECT findings or deliver THE PROJECT-led activities: In the annual work plan, besides numerous activities that THE PROJECT supports its partners, there are some activities proactively conducted by THE PROJECT. For example, in the early stages of the project, THE PROJECT will support conduct of a comprehensive and systemic assessment on internal administrative practices and sectoral issues managed by MoMPNG to support the organizational reviews and strategic planning processes. To collect comments and opinions on this report, THE PROJECT will hold seminars and conduct outreach to different audience groups such as senior officials participating in various working groups. Comments delivered will be key to finalize the draft reports and consolidate them in various ways through the Codification Methodology ( See Appendix C1 in the PIP .
* *Study Missions:* During the project cycle, THE PROJECT plans to organize some study missions for the country senior officials to selected jurisdictions in Canada and other countries to study and understand comparative country experience in many aspects of efficient and fully functioning mineral sectors confronting similar issues as the country . The international models from developing countries and the Canadian model can enhance understanding of potential cost effective solutions and sharing of lessons to improve the mineral sector reform process in the country.
* *Television/Radio:* THE PROJECT will seek opportunities to be broadcasted on televisions channels through interviews introducing the project and its outcomes. In the next few years of the project, it is expected that THE PROJECT coverage in the media will be improved and a larger number of viewers will know about THE PROJECT and its mission.
* Electronic tools:
* *Targeted emails* to identified stakeholders (one on one and group emails). In addition to the main partners that are frequently contacted by THE PROJECT during project implementation, some specialized groups will be created to conduct specific missions for partners and THE PROJECT’s activities. A group of consultants could be contracted to develop a handbook on policy development process following gaps identified in the codification process; another group could be commissioned to develop a logic framework and a national set of indicators to monitor the reforms of the Mineral law implementation of the country. These groups will be contacted regularly by a responsible Project Officer and the Knowledge Management and Communications Officer to assure the mutual understanding between them and THE PROJECT on their duties, progress and final results.
* *Intranet:* In the local THE PROJECT Office in Addis, an Intranet will be fully developed to accelerate the sharing and exchanging information, documents between members of the office. On the PROJECT website, there will also be an intranet to share specialized documents to various groups: partners, consultants, experts, etc. Every time a specific group or a mission is created, a user and a new password will be introduced to enable access the PROJECT website to download essential documents.
* *Facebook:* A THE PROJECT Facebook page will be created to connect the interested parties to the website, where documents and information are updated.
* *THE PROJECT website* will be a useful tool for communicating with stakeholders and the public.
* Written tools:
* It is agreed that the introduction documents for THE PROJECT should be concise, visual and simple to understand. A set of documents (THE PROJECT Outline, THE PROJECT Schematic view and THE PROJECT Work Breakdown Structure – short version) will been created to be shared with partners, interested parties at several workshops, events, on THE PROJECT website.
* THE PROJECT will prepare a number of contracts and tender documents adjusted for different purposes and different targets.

**3. Knowledge Management Strategy**

To ensure exchange of information and dissemination is done in agreed conditions and rules between THE PROJECT and MoMPNG a release protocol will be drafted and implemented to ensure the safety and preservation of key and sensitive information which are of a governmental nature is done in confidence. The MoMPNG will have the possibility to review and confirm appropriateness of public release of information.

**3.1 Knowledge Products in the PROJECT context**

In the context of THE PROJECT, Knowledge Products can be defined as:

* Technical documents prepared by national and foreign experts, consultants, resource persons in events, workshops, conferences, seminars that THE PROJECT supported, co-sponsored or co-chaired. These documents include reports, speeches, presentations, comments, handbooks, guidelines, tool kits, case studies, training materials, best practices, strategies etc.
* Technical documents prepared by the Project Director, Project Officers, Project Coordinators during project implementation. These include reports, speeches, presentations, interviews, media releases, website postings, newsletters, success stories, lessons learned, comments, handbooks, guidelines, best practices, etc.
* Monitoring and evaluation tools and instruments such as charts, maps, lists, tables, templates, forms for the purpose of project management and implementation.
* Operational materials such as project cost norms, human resource policy, working protocols with donor, with partners, TAT, PSC, between The implementing agency and THE PROJECT etc.

**3.2. THE PROJECT Knowledge Management**

Knowledge Management involves a multi-disciplinary approach that pursues achieving planned outcomes through the best use of existing and newly created knowledge. Knowledge Management is best employed as a tool for continuous and sustainable improvement.

In the PROJECT context, Knowledge Management will involve developing and maintaining a database of information products, both in electronic form and hard copies. These knowledge products will be tailored to share with numerous target groups in order to serve their specific purposes. The nature of a governance capacity building project such as THE PROJECT is a diversity of topics, themes, processes, procedures, components, and entities involved in the process, which requires the information to be created, adjusted, and shared internally and externally in an effective, timely and organized way.

With the 4-component structure of THE PROJECT, it is suggested to classify the knowledge into 4 groups of work and share with related stakeholders whenever and wherever knowledge is requested. However, the mining sector is a multi-sectoral environment, requiring multiple players from among inter-ministerial, inter-organizational agencies, who will be engaging in the codification process, assessing gaps and needs, developing and implementing annual laws and ordinances making process, developing policy proposals, drafting guidelines and administrative rules, conducting policy development and legislative drafting process, implementing the laws and regulations to ensure the consistency, coherence, and systematization of the mining legal framework. Therefore, managing and sharing the knowledge obtained from this cycle is of critical importance for THE PROJECT.

**3.3 Methods of Knowledge Management**

**3.3.1 Ensure Consistency in Managing Documents**

THE PROJECT deals with 4 components, equivalent to 4 stages of the mining sectoral management process. Concurrently, THE PROJECT also cooperates with one main partner and various entity that revolve in and around it, including the particular competences and jurisdictions of the regions in the mining sector, conducts cross-cutting themes such as results-based management and gender equality mainstreaming during the project cycle. This situation requires the highest level of consistency in the numbering and coding of materials and documents.

Every particular activity is encoded with a code as such XXXX-YYY-U-VV, in which:

* XXXX stands for the number of WBS
* YYY stands for the shortened name of implementing agencies, such as THE PROJECT, the MOMPNG , various Directorate
* U stands for the order of an activity in a series
* VV stands for work year, such as 16 for year 2016, 17 for year 2017

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Support has been provided to establish a consistent, accountable and transparent licensing system and put in place standards, norms and practices are in place for effective delivery of licence administration. | Technical assistance and support is provided for institutional structures that progressively and inclusively establish, coordinate and adapt a coherent, coordinated, stakeholder responsive, framework for advancement of the minerals sector. | Capacity building to meet modern requirements to support the development of the minerals and mining sector in order to advance and receive the benefits of investment in priority industrial and other minerals through optimization of the use of geoscientific data and information. | Project Management |
| Work Breakdown Structure (WBS) | 1000 | 2000 | 3000 | 4000 |
|  | ↑ | ↑ | ↑ | ↑ |
| Output level = target to be reached | **WBS 1101**  | **WBS 2101** | **WBS 3101** | **WBS 4101** |
|  | ↑ | ↑ | ↑ | ↑ |
| Activities conducted to reach the target (output level above)  | **WBS 1101** - 1 | **WBS 2101** -1  | **WBS 3101** - 1 | **WBS 4101** – 1 |

*Appendix Table 1: Example for the encoding system for activities within an annual work plan*

This code is used consistently in every project document: annual work plan, budget plan, progress status, lists of activities with consultants and deliverables, finance-related documents for easier and quicker management.

The PROJECT identification is assured on every document created, produced by THE PROJECT. Documents are to includes the PROJECT logo on the header, the statement “Project undertaken with financial support from the Government of Canada, provided through Global Affairs Canada” on the footer of a document, and donor and partner logos.

It is a mutual understanding that in order to achieve the consistency in the project management, a strict policy must be followed. Materials prepared by parties must be reviewed by Project Officers in terms of content, validated with the identification mark of THE PROJECT by Knowledge Management and Communications Officer before being shared or uploading to the website of the PROJECT. It must also be submitted to the disclosure protocol agreed with MoMPNG.

**3.3.2 Content Management and Version Control of THE PROJECT Materials**

Technical documents prepared by consultants, experts, the Director, THE PROJECT and Project Officers are to be kept intact unless there are some substantive changes being made by their own authors with the agreement or request from THE PROJECT Office. In that case, it is necessary to make sure that individuals and/or groups using them or benefitting from those documents will be informed of changes and updated with the latest version.

Monitoring and evaluation and project management tools and instruments are to be amended to serve different groups or audiences based on the circumstances and needs.

A list of all documents produced by consultants, experts, including those translated by professional translators who are contracted by THE PROJECT will be created to track all intellectual assets of the project and assure that they will be used for reporting purposes.

**3.3.3 THE PROJECT Filing System**

Documents and materials are filed under different topics and themes based on purpose and usage.

In THE PROJECT intranet server and in the PROJECT shared drives, folders of materials are to be created as follows:

* By partners:
* By Directorates within each partner (MoMPNG and GES)
* Pre – Documents: Event concept papers (for workshops, seminars, conferences), agendas, expected list of participants, estimate budget, etc.
* Consultant/Resource Persons package
* Deliverables: Reports, templates, comments.
* By components:
* Component 1
* Component 2
* Component 3
* Component 4
* Result-based management related activities
* Gender equality and GE mainstreaming activities
* By chronological order:
* 2016-2017: AWP 1
* 2017 - 2018: AWP 2
* By purposes of project management:
* Technical aspect - Reporting
* Finance, Human Resource, Office Administration aspect – Reporting

# **TABLE 1 – STAKEHOLDER ANALYSIS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stakeholder** | **Objective** | **Key Message / Project Information** | **Communication Vehicles** | **Responsibility** |
| **Internal Stakeholders** |
| Donor | * Satisfy contractual and Contribution Agreement (CA) requirements
 | * Project progress details, performance indicators
* Schedules
* Budget status
* Procurements processes
* Risk updates
 | * Technical progress semi-annual and annual reports
* Financial reports
* Official correspondence (regular/electronic)
* Telephone
* Project website
 | THE PROJECT |
| THE PROJECT | * Satisfy contractual and CA requirements
* Ensure efficient access to and accountability for use of project funds
* Ensure timely and efficient hiring and deployment of quality staff, consultants and contractors
* Maximize use of Strategic Partnership
 | * Contractual terms and conditions of CA
* Project budgets, schedule for funds disbursement
* Project progress/milestones
* Information on Strategic Partners Contributions /contracts/contractors
* Requests for funds
* Accounting for funds disbursed
 | * In person meetings
* Technical progress reports
* Financial reports
* Written requests
* Correspondence
* Telephone, fax
 | THE PROJECT |
| Project Steering Committee (PSC) | * Facilitate efficient PSC functioning
 | * Contractual terms and conditions of the CA and MOU
* Project progress details, performance indicators
* Project budgets and budget status
* Advisory information
 | * In person meetings
* Technical progress reports
* Financial reports
* Project documents
* Electronic mail
 | THE PROJECT |
| Project Management Unit (PMU) | * Review consolidated reports in order to authorize dissemination
 | * Privacy policy and safeguard of State secrets
* Restriction of access to sensitive information
 | * Secured dissemination
 | THE PROJECT |
| Technical Assistance Team (TAT) | * Facilitate efficient TAT functioning
 | * Project progress details, performance indicators
* TOR, work plans, deliverables
* Requests from PSC and CEA
 | * In person meetings
* Technical reports
* Project documents
* Electronic mail
 | THE PROJECT |
| THE PROJECT Monitor or Auditor | * Satisfy contractual requirements
 |  |  | THE PROJECT Monitor |

**TABLE 2 – KNOWLEDGE MANAGEMENT AND COMMUNICATIONS STRATEGY – ACTIVITIES**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity/Event** | **Purpose** | **Stakeholders** | **Timing** | **Responsibility** |
| Project Website | Primary source of knowledge and general information and updates on all aspects of the project | All | Updated periodically throughout the life of the project | KMCO |
| Preparation and distribution of status reports and other reports | To apprise stakeholders on project progress, achievements and successes, risks, constraints etc. | Relevant stakeholders | According to schedules  |  |
| Regular posting to Project blog and Facebook page | Keep all stakeholders up-to-date on project activities, programs, services and achievements | All  | Weekly throughout the life of the project | KMCO |
| Newsletter (electronic)  | To apprise stakeholders on project progress; to promote programs, activities and services offered under the project | Relevant stakeholders | Quarterly | KMCO |
| Features/Press releases/updates | To apprise stakeholders on project progress; to promote programs, activities and services offered under the project | General and specific stakeholders | As required throughout the life of the project | Project, KMCO |
| Conferences, workshops, seminaries | Promote advanced knowledge and communities of practice for Ministry experts and working groups | Relevant stakeholders | As per project AWPs | Project, MOMPNG |
| Establishment and maintenance of databases and mailing lists of stakeholder groups, partners, associations, media and contacts with key Strategic partners of the implementer to service project | Used for mailings- regular and electronic; and other communication as required  | Project | Established at start of project and updated/maintained throughout | Project , KMCO |
| Data base development in support to Components  | To provide IT tools for policy and legislation, regulations, guidelines, administrative procedures, directives codification and reviews, and support consolidation national database on mining | Relevant stakeholders | Life of project | Project, MOMPNG |
| Gender equality mainstreaming into policy, legislation, regulations, guidelines, administrative procedures, directives | To mainstream gender equality into policy development and lawmaking and into all project-supported activities | All | Life of project | Project, Partners |
| Establishment and maintenance of communications and operational rules between Codification Task Force, Gender Equality Working group, and other working groups | To ensure approved the coordination of the codification methodology is reflected in the various results of review and assessments to support the organizational review and strategic planning process for reforms | Relevant stakeholders | Life of project | Project, Partners |
| Establishment and improvement of consultative processes with key stakeholders | To support consultative processes through handbook /guidelines and workshop /seminars to develop skills | Relevant stakeholders | Life of project | Project, Partners |
| Establishment of effective dissemination of laws and related information | To support accessibility to laws and related information.  | All | Life of project | Project, Partners |

1. *NOTE: This is a draft, to be developed and validated with partners during first year of implementation of the Project.* [↑](#footnote-ref-1)