CENTRE FOR KNOWLEDGE CO-CREATION AND DEVELOPMENT RESEARCH (CKC)

BUSINESS PLAN

FEBRUARY 2018

'Trans-Disciplinary Research for Sustainable Development'

1. THE CKC STORY

In 2014, Van Nguyen and Hanh Nguyen were ignited by a desire to connect and actualize the knowledge, skills and experiences they had acquired during their study time in Australia. The husband and wife team were both studying a Master program at the University of Queensland under the Australia Awards Scholarship. Their idea was for a small not-for-profit development research organization to promote sustainable development for less advantaged communities back in Vietnam.

In early 2015, they shared their idea with other Australian Awards graduates in Hue and agreed to establish a research center here in their home town. All those founding members have postgraduate degrees in the field of community development and share the same desire to contribute their international knowledge and skills to our host organizations and to work together to bring positive impacts to local communities in their areas of expertise.

In December 2017, the Center for Knowledge Co-creation and Development Research was established under the management of Thua Thien Hue Union of Science and Technology Associations. The Center emphasizes knowledge co-creation through trans-disciplinary research so that individuals and organizations from university, industry and government - the 'triple helix' - can work together with local communities to solve inter-connected and complex development problems. CKC is committed to working alongside its partners to develop an organization that embraces change, seeks continuous improvement, and encourages trans-disciplinary research.

In November 2018, CKC received their first funding. It was a Small Grants Scheme under the Australia Awards Vietnam to conduct a conference on the social and gender impacts of hydropower development on communities in Central Vietnam and the Central Highlands. The conference provided a voice for women from ethnic communities and enabled government agencies and hydro-operators to further improve their practices.

This was followed by projects for two major environmental consultancies – ERM and Mott MacDonald – to carry out household surveys in the South Central Region, to collate the data, and to prepare reports on the surveys. Further funding has been received from the AVI Community Grants Scheme to support economic development and women's empowerment at Ngu My Thanh – a village on the shores of the Tam Giang Lagoon.

In December 2018, CKC welcomed Mr Philip Thomas as a Business Development Mentor through the Australian Volunteers Program. He is with CKC for twelve months until November 2019 preparing a business plan, communications strategy, and project proposals, but will have a continuing and long-term involvement with CKC.

2. VISION & VALUES

2.1 Vision

'CKC will be a small and independent research centre providing social planning, project management and research services for NGOs, government, business and the community in Hue and surrounding provinces. It will have a small core of professional staff but will have connections to a wide network of social, environmental, climate change and gender specialists. It will produce reports, books and information which offer a social and community benefit and for a range of public and private sector clients. Co-working, trans-disciplinary research and knowledge co-creation are central to CKC's philosophy and it will work with government, NGOs, the community and the private sector as equal partners in all of its activities. CKC takes its social responsibilities seriously and will develop a role as a learning resource and information provider for young professionals and graduates in the region.'

2.2 Values - 'Edicts'

· **Education** – we believe in the importance of education and learning for everyone and throughout our lives. We apply this in the workplace and through our projects.

· **Disadvantaged groups** – we direct our work towards disadvantaged people and communities including ethnic minorities, women, and people with disabilities.

· **Integrity** – we are reliable, honest, ethical and committed and deliver high quality and professional outputs for our clients and the community.

· **Co-working** - we work with the community, NGOs, government and the private sector as equal partners. We practice dialogical discourse which is based on logic, not power.

· **Trans-disciplinary** - we work collaboratively with other disciplines such as social sciences, environmental studies, and economics to achieve holistic and creative solutions for the community.

· **Social responsibility** – we want to ensure that the benefits CKC has gained from our education and work experience are shared with young people and with the local and wider community.

3. GOALS & STRATEGIES

3.1 Activities

Goal 1: Develop a diverse and professionally challenging portfolio of projects which require CKC skills and expertise and which provide community benefits.

Outputs

a. Publish at least one book every year on a research topic relevant to CKC's vision including development studies, social planning, sociology, disadvantaged groups and women.

b. Focus on small funded projects in 2019/2020 but move towards a mix of small, medium and large projects over time.

c. Prepare a business plan to clarify and guide CKC's progress over the next five years 2019-2024.

d. Review the CKC business plan at the start of the year or as required.

e. Prepare an annual report at the start of each year to reflect on achievements and challenges for the coming year.

Scope & Dissemination

f. Carry out research and projects which focus on subjects such as sustainable development, the environment, climate change, social issues, ethnic minorities, and gender empowerment.

g. Develop a diverse portfolio of projects in terms of size, subject matter, and funding sources.

h. Ensure that the outputs from all larger projects are disseminated through training or information sessions, online channels, publication etc. as appropriate.

3.2 Promotion

Goal 2: Develop a positive and strong profile for CKC as an independent and high quality research centre for Hue and the surrounding provinces.

Marketing

a. Develop a CKC style and branding for use in offices, stationery, publications, and online material.

b. Develop a website to promote CKC and to inform potential clients, funders, partners, staff and the wider community about CKC's activities and values.

c. Design and present any online and published material such as the business plan, annual report and books so that it builds a strong and contemporary profile for CKC.

d. Prepare a marketing and communications plan to guide CKC's marketing and networking activities.

Networking

e. Build links, connections and partnerships with NGOs, universities, government agencies, and the private sector for mutual benefit and in order to secure 'word of mouth' opportunities.

f. Develop an achievable and realistic networking program which sees responsibilities shared among all staff members.

g. Ensure that all staff see networking as a shared responsibility and through a variety of channels including social media, attendance at professional events in Hue, attendance at national and international conferences, and informal networking events such as coffee mornings and meetings.

h. Ensure that senior professional staff make at least one annual presentation at a professional event or publish an article in a professional journal in their area of expertise.

3.3 Assets

Goal 3: Progressively secure finance and assets which enable CKC to achieve its vision

Finances

a. Achieve a positive financial return by 2022/2023 and after.

b. Progressively move away from majority NGO funding towards a more sustainable and diverse funding base using private, research and government sources.

c. Appoint or nominate a staff member who will have responsibility for identifying formal funding opportunities through grant finders such as FundsForNGOs.

d. Identify and evaluate formal funding opportunities against the CKC checklist to inform decisions about which opportunity to pursue.

e. Adopt a selective and targeted approach to formal funding opportunities with a small number of high quality proposals, rather than a large number of applications which have only a low likelihood of success.

Other Assets

f. Make arrangements for people with disabilities to access CKC's facilities and so that CKC can obtain their input, knowledge and skills for all activities.

g. Engage professional accounting services to review CKC finances

h. Rent or buy offices in an accessible and prominent location which is well located in relation to CKC's clients and communities.

I. Provide offices to accommodate up to six staff with associated furniture, IT and communications equipment, security, books and reports, meeting areas and facilities.

3.4 Human Resources

Goal 4: Ensure that CKC has people, practices and standards which reflects its values and will support its progress as a workplace and a not-for-profit research centre.

Staffing

a. Over time, develop a core group of professional staff with expertise in project management and research in sustainable development e.g. environmental, social and economic studies.

b. Appoint support staff as necessary – part- or full-time - with expertise in accounting, team management, human resources, website management and social media, and administration.

c. Appoint staff who will advocate for CKC values and demonstrate team-working, project management, English speaking and trans-disciplinary skills - as well as in their professional discipline.

d. During CKC's establishment phase, engage a network of professionals who share CKC's values and who can be engaged on a consultancy basis to help implement projects.
e. Prepare a database for this professional network with contact details, CV, qualifications etc.
f. Engage international volunteers to advise and mentor CKC on specialist issues and to bring a different outlook to CKC.

Skills & Staff Development

a. Develop a lifelong learning culture within the workplace by encouraging professional and personal development for all staff - including management - to continually develop their professional and management skills through training, study, reading, attending professional events, and professional discussions.
b. Ensure that staff with responsibilities for team management undertake management training and obtain accreditation or recognition in this area.
c. Nominate a director who will have responsibility for staff and management development.

Workplace Standards

d. Develop workplace policies which reflect CKC values regarding disability, equal opportunity, ethics, child protection, 'green office', staff support and staff responsibilities
e. Develop co-working and knowledge co-creation in the workplace through practices such as regular team meetings, team participation and input to all projects, annual workshops, and professional discussion.
f. Achieve accreditation for transparency and accountability for CKC through the Management and Sustainable Development Institute (MSD) or similar, to at least TAPA Level 2 (Transparency and Accountability Practice Assessment).
g. Nominate the Director who will be responsible for this accreditation.

3.5 Social Responsibility

Goal 5: Carry out projects and activities which provide benefits for the local and wider community, and especially for disadvantaged groups.

Information Sharing Facility

a. Develop a learning exchange/information sharing facility for graduates and young professionals.
b. Conduct a feasibility or options assessment for an informal learning resource or information space - or online opportunities - where young graduates and professionals who have not yet found suitable work can visit, network, obtain and share information, and provide and receive training or coaching at no or minimal cost.

Social Responsibility Program

c. Investigate and evaluate opportunities for CKC to provide a community benefit for Hue and the Central Region

d. Nominate a staff member to initiate and implement a social responsibility program which provides benefits to disadvantaged groups or to your professionals and graduates.

e. Develop a training/information sharing program which shares the learning gained by CKC projects with other agencies and young graduates/professionals.

f. Nominate a staff member who has responsibility to implement this training program.

4. IMPLEMENTATION

5-Year Indicative Work Plan

No	GOALS & STRATEGIES	2019	2020	2021	2022	2023
3.1	**Activities**					
3.1.1	**Outputs**					
a	Publish at least one book every year	■	■	■	■	■
b	Focus on small funded projects in 2019/2020	■	■			
c	Prepare a business plan	■				
d	Review the CKC business plan		■	■	■	■
e	Prepare an annual report			■	■	■
3.1.2	**Scope & Dissemination**					
f	Carry out projects which focus on sustainable development etc.	■	■	■	■	■
g	Develop a diverse portfolio of projects	■	■	■	■	■
h	Ensure that outputs are disseminated	■	■	■	■	■
3.2	**Promotion**					
3.2.1	**Marketing**					
a	Develop a CKC style and branding	■			■	
b	Develop a website	■				
c	Build a strong and contemporary profile for CKC.	■	■	■	■	■
d	Prepare a marketing and communications plan	■				
3.2.2	**Networking**					
e	Partnerships with NGOs, universities, government, private sector	■	■	■	■	■
f	Develop an achievable and realistic networking program	■				
g	Ensure that all staff see networking as a shared responsibility	■	■	■	■	■
h	Ensure that senior staff make one annual presentation			■	■	■
3.3	**Assets**					

No	GOALS & STRATEGIES	2019	2020	2021	2022	2023
3.3.1	**Finances**					
a	For 2022/2023 and after, achieve a positive financial return.			■	■	■
b	Progressively move towards sustainable and diverse funding base				■	■
c	Nominate staff member responsible for funding opportunities.	■				
d	Identify and evaluate funding opportunities against CKC checklist	■	■	■	■	■
e	Adopt selective and targeted approach to funding opportunities	■	■	■	■	■
3.3.2	**Other Assets**					
f	Arrange for people with disabilities to access CKC's facilities	■				
g	Engage professional accounting services	■	■	■	■	■
h	Rent or buy offices in an accessible and prominent location	■				■
I	Provide offices to accommodate up to six staff					■
3.4	**Human Resources**					
3.4.1	**Staffing**					
a	Develop a core group of professional staff	■	■	■	■	■
b	Appoint support staff as necessary.	■	■	■	■	■
c	Appoint staff who will advocate for CKC values	■	■	■	■	■
d	During CKC's early phase, engage a network of professionals	■	■			
e	Prepare a database for this professional network	■				
f	Engage international volunteers	■		■		■
3.4.2	**Skills & Staff Development**					
g	Develop a lifelong learning culture	■	■	■	■	■
h	Ensure that staff undertake management training				■	■
I	Nominate director responsible for staff/management development			■		
3.4.3	**Workplace Standards**					
j	Develop a sound and transparent framework of standards				■	■

No	GOALS & STRATEGIES	2019	2020	2021	2022	2023
k	Develop workplace policies which reflect CKC values					
l	Develop co-working and knowledge co-creation in the workplace					
m	Achieve accreditation for transparency and accountability					
n	Nominate the Director who will be responsible					
3.5	**Social Responsibility**					
3.5.1	**Information Sharing Facility**					
a	Develop a learning exchange/information sharing facility.					
b	Conduct a feasibility or options assessment					
3.5.2	**Social Responsibility Program**					
c	Investigate opportunities for CKC to provide a community benefit					
d	Nominate staff to implement social responsibility program					
e	Develop a training/information sharing program					
f	Nominate a staff member who has responsibility					

5. KEY STAFF

Nguyen Ngoc Khanh Van
MSS (Queensland), BA (Hue)
Director/Social Planner and Researcher
Key Skills: Project management, social planning, gender studies.

Nguyen Quy Hanh
PhD Development Studies (Bonn), MDP (Queensland), BEd (Hue)
Senior Researcher/Social Planner and Researcher
Key Skills: Strategic planning, impact assessments, community development.

Philip Thomas
Grad Dip LED (Glasgow), Grad Dip TRP (Melb), BA Hons (Melb)
Business Development Mentor
Key Skills: Strategic planning, business planning, project management, grant writing.

Panel of Experts

CKC is supported by a 'Panel of Experts' who are called on for their special skills and expertise for larger and specialist projects. They all have post-graduate qualifications from overseas universities and have established themselves as leading professionals in Hue. CKC knows the experts well and has worked with them on many occasions and has a proven record of co-working with them effectively.

Mrs Pham Thi Thuy Dung
MDP (Queensland), BA (Hue)
Key skills: Community-based education, business development

Mrs Ho Thi Dieu Trang
MDP (Queensland), BA (Hue)
Key skills: Community development, project management

Mr Vo Dinh Anh Tuan
MDP (Queensland), BA (Hue)
Key skills: Community development, public diplomacy, public administration

Mr Hoang The Vinh
MDP (Queensland), BA (Hue)
Key skills: Project management, impact assessment, communications, public speaking

Mrs Mai Le Quyen
MSc (Wageningen), BA Hons (Hue)
Key skills: Strategic planning, business planning, community based tourism, heritage governance, economics