



**FEED THE FUTURE**

The U.S. Government's Global Hunger & Food Security Initiative



*Preliminary Lessons  
Learned:*

**Designing a  
project KM plan  
using stakeholder  
input**

June 2016

Enabling Environment for Food Security Project



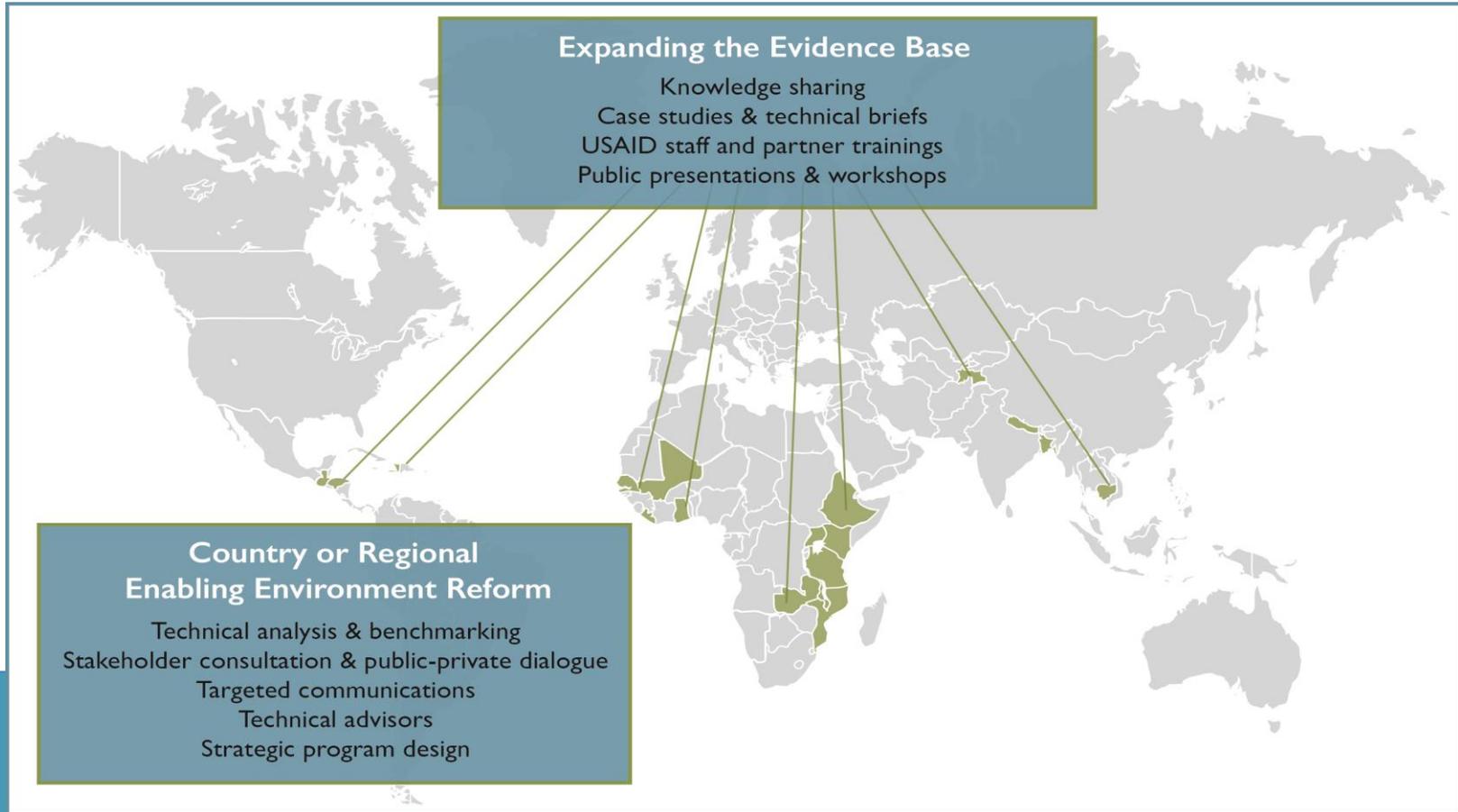
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## Feed the Future Enabling Environment for Food Security

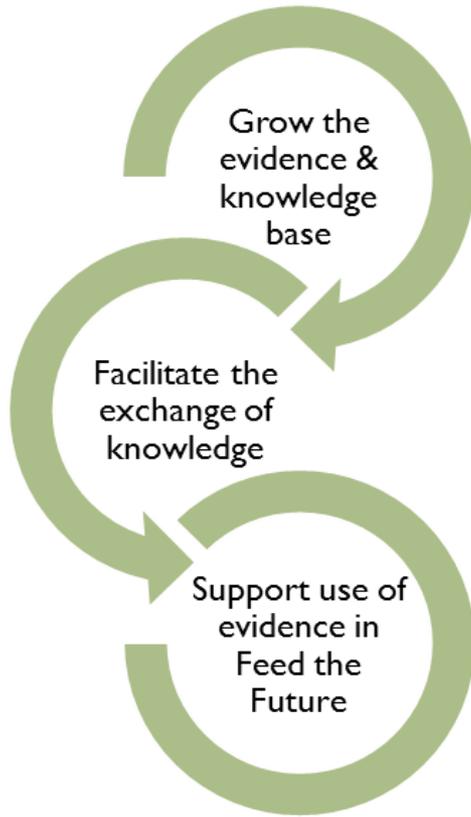


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## OUR PROJECT KM GOALS

..... Ultimately, to be more effective & impactful in how we improve enabling environments for food security in countries where we work





## WHY A KM ASSESSMENT?



- Understand priority technical challenges and issues
- Highlight preferences regarding formats and methods for *accessing* and *exchanging* information
- Document influencers to leverage existing networks & platforms
- Inform strategies and our approach to increase the uptake and use of technical information





## ABOUT THE ASSESSMENT

### Methodology

**USAID Feed the Future Staff Survey**

**Multi-stakeholder Online Survey**

**Key Informant Interviews**

**Document review**

### Analysis

**Technical knowledge gaps & priorities**

**How technical knowledge is used**

**Knowledge synthesis & communication preferences**

**Knowledge exchange formats & preferences**

**Trusted sources & influencers**

**Online exchange platforms**

### Presentation of Results

**Summary findings**

**5 Stakeholder User Profiles**

**Database of over 23 online platforms**

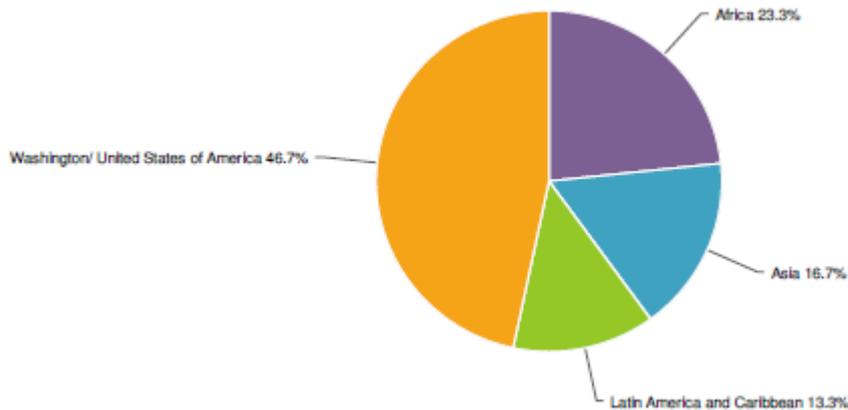
**Recommendations for the KM Implementation Plan**



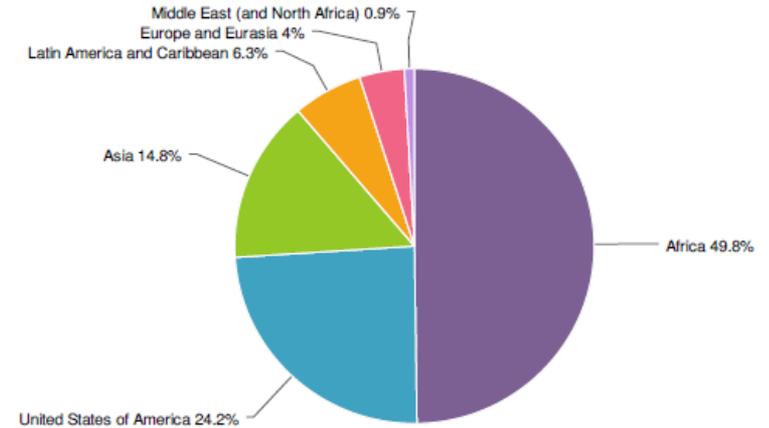


## STAKEHOLDER INPUT

### Where were people from?



**USAID Feed the Future Staff Survey**  
(60 total)



**Multi-Stakeholder Survey**  
(225 total respondents)



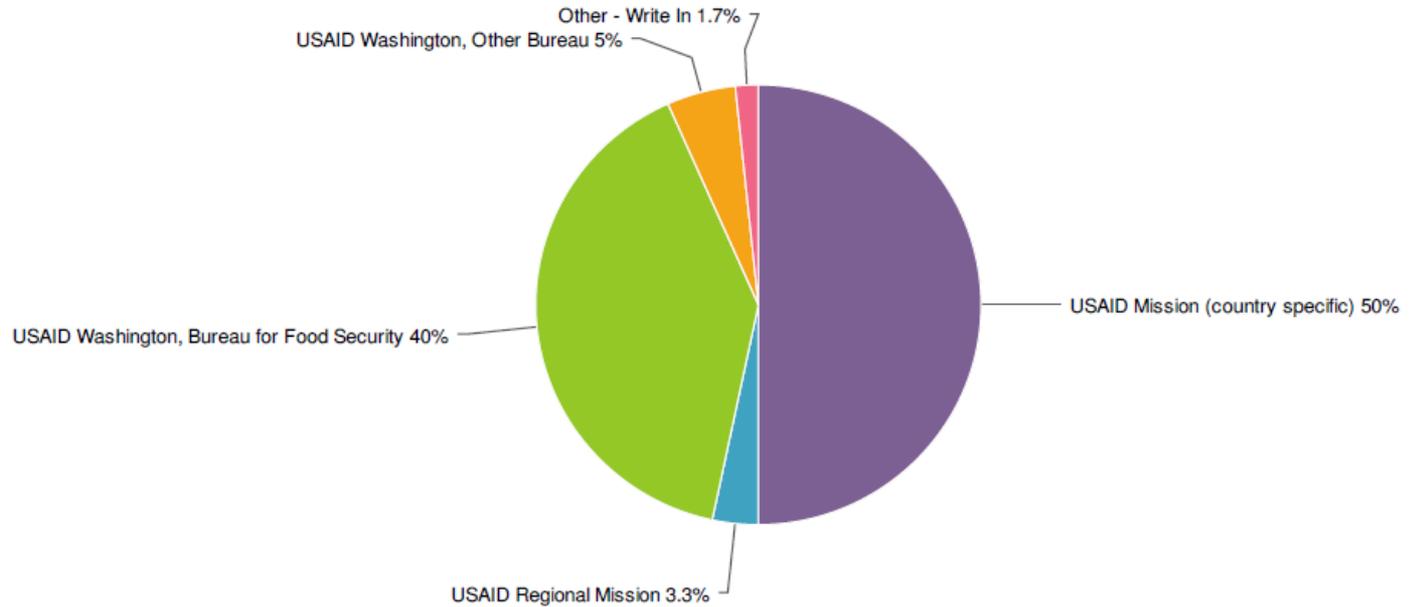


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## STAKEHOLDER INPUT

*Whose USAID views are these ?*

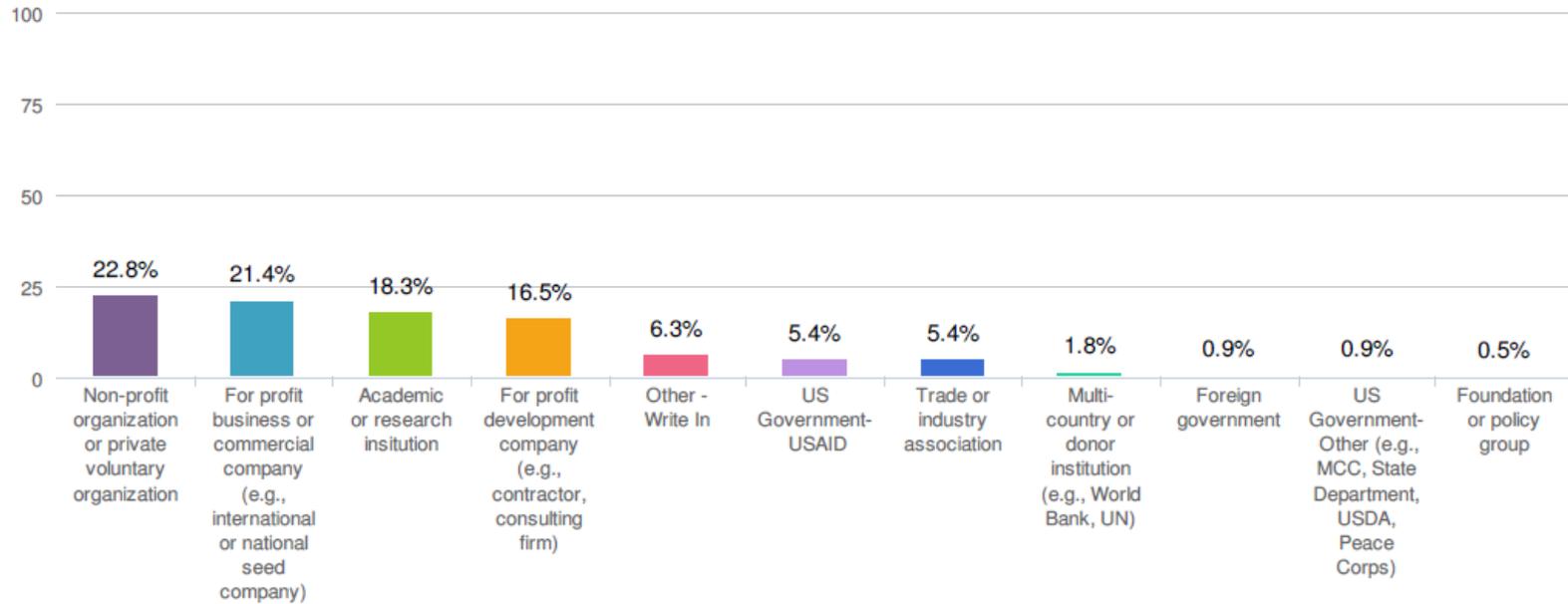


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## STAKEHOLDER INPUT

*Whose multi-stakeholder views are these?*





## WHAT WE LEARNED: CONVERGENCE

### *Top technical issues interested in learning more about*

	<b>USAID Stakeholder Survey</b> (55 respondents)	<b>Multi-Stakeholder Survey</b> (224 respondents)
<b>Top Issues-Tier 1</b>		
Agricultural input policies (e.g. seed, fertilizer, land)	67%	80%
Market infrastructure and information systems	60%	62%
Governance	56%	49%
Institutions and/or institutional capacity	66%	44%
<b>Top Issues-Tier 2</b>		
Food safety	22%	33%
Gender equity/ issues related to role of women	24%	31%
Finance and tax related issues/and or policies	24%	31%
Enforcement of regulations and/or standards	36%	25%
Investment promotion policies and/or initiatives	15%	25%
Cross-border trade	36%	21%
Policies impacting domestic output markets	24%	21%





## WHAT WE LEARNED: DIVERGENCE

### *Involvement in technical working groups and/or communities or practice*

	USAID Survey (50 respondents) % of total	Multi-Stakeholder Survey (144 respondents) % of total
Frequent involvement	16%	41%
Occasional involvement	40%	39%
Infrequent due to other commitments/work load	20%	13%
Infrequent due to the group level of activity/interaction	6%	<1%
Not involved in any	18%	7%





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Alliance for a Green Revolution in Africa (AGRA)	AgTechXChange
International Fertilizer Development Center	AgTalk
AIARD Food Security/Nutrition Working Group	USAID Scaling Project
Aflatoxin Group	AgBioChatter
AgriLinks/ AskAg	Agriculture Data Working group Kenya
Arava International Centre for Agricultural Training	BOND private sector working group
Badrul Islam Siddique	Bunge la uchumi Tanzania
Brazil: Centro de Pesquisas Meteorológicas e Climáticas Aplicadas à Agricultura (CEPAGRI)	CGIAR - several groups
Commercial <u>dairy</u> farming, feed processing dairy groups	Community of practice of seed systems
Community of practice marketing value addition	Community of practice nutrition sensitive agriculture
FAO Climate Smart Agr Community of Practice	FAO community of practices/ groups
Nigeria: Federal Min. of Ag. and Rural Development	Feed the Future project networks in Bangladeshh
Fertilizer and seed platforms in Mozambique	Finance Community of Practice
Gender and Resilience Working Group	Gender in Agriculture Partnership
Govt of Nigeria Food Security Task Group	IITA youth agripreneurs
Intergovernmental Panel on Climate Change (IPCC)	IR Maize project
India: Int'l Symposium on Underutilized Plants Species	Institute of Food Technology
Jeunesse Benin et Environnement (JBVE)	LinkedIn
Local Initiative for Empowerment-Sierra Leone	MINRESI Cameroon
MSU African Studies Center, USAID websites	McKnight Foundation ccrp
PACA	Patient Procurement Platform
Pedro Prado	Rural Farmer Practice Association
Seed Trade Association of Malawi	SEEP Gender network
Soybean Innovation Lab	UPendo Group
Kibwe boys group	Pangawe farming group in rural Morogoro
Feed the Future	UN Sustainable Development Solutions Network
WFP	Wangoh One Laptop Per Child Project
Zari APPSA Partners	Drying Project in Bangladesh (seed related)
Food security donor coordination group (Zimbabwe)	Morogoro group
Project Water	Quynh Nguyen
Mesa Nacional de Cambio Climático	Business Development Network for African Initiative
International Potato Centre	FFP Technical and Operational Program Support task forces
CORE Working Group	Red Sur Occidental de Cambio Climático
Mesa Regional del Agua	Red de Investigadores del Occidente de Guatemala
1,000 Days Advocacy Working Group	M&B SEEDS
BFS/ARP Policy Team Annual Partner Meetings	Donor Committee of Enterprise Development



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## USER PROFILES

Results synthesized by different key audience group

### User Profile: USAID Missions (Regions/Countries)

#### Incentives to engage in knowledge sharing on EE for FS

Broadly, seek to capture latest information and best practices on enabling environment policies and practices related to food security to inform USAID programs already in progress as well as Mission strategies/future programming. Seek to engage or use KM especially to:

- Identify best practices from other USAID Missions (and Feed the Future countries) for improved program effectiveness.
- Align strategies and collaborate strategically and effectively with other donors, governments, and leaders at the national and regional level.
- Strengthen Mission portfolio strategies and program design through access to latest data, trends, policies, and innovations.
- Identify technical priorities and knowledge gaps to inform future resource allocation and directions (i.e., Feed the Future programming).
- Promote engagement and knowledge-sharing within their country and region around similar issues, and share results and lessons learned.
- Enlist support for technical and management needs within their own offices as well as implementing partners.
- Support long-term expansion of the evidence base around the EE for FS as well as increased access and use of this knowledge by all stakeholders including implementing partners, the private sector, and researchers

#### USAID respondents and informants from surveys/interviews

- Thirty-two USAID survey respondents of which 69% reported male, 94% work in bilateral USAID Missions (only a few respondents were from regional Missions).
- Forty-four percent were based in Africa, 31% Asia, and 25% LAC. Forty percent reported working on Feed the Future most of the time, 38% all of the time, 19% sometimes, and less than 5% rarely.
- Eight key informants, including a blend of BFS staff and other staff of other Bureaus. Interviewees had different thematic focuses and roles related to the EE for FS.

#### Most common purposes cited for how technical information and knowledge is used

- Provide technical or management support to existing programs or implementation activities (86%)
- Engage with host country governments (76%)
- Engage with civil society and/or the private sector (71%)
- Design new programs or activities (69%)

#### Top cited issues for improving the EE for FS, and areas for future learning

- Agricultural input policies (69%)
  - Market infrastructure and information systems (69%)
  - Institutions and/or institutional capacity (59%)
  - Governance (59%)
  - Cross-border trade issues (45%)
- Food safety, gender, enforcement of regulations/standards, and investment promotion policies were also of notable interest for future learning.

#### Preferred Methods: Accessing technical information

- Workshops or conferences (67%)
- E-newsletters (67%)
- In-person presentations (58%)
- Online platforms (46%)
- Webinars (46%)

#### Preferred Methods: Exchanging/ Sharing technical information

- In-person presentations (69%)
- Workshops/conferences (69%)
- Conference calls (46%)
- Online platforms (46%)
- Webinars (42%)

Overall respondents were more interested in in-person or remote real-time interactions than virtual.



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## PLATFORM INVENTORY & REVIEW

- Types of data collected on 23 different technically relevant platforms

Name	Institution	Funder	Brief description	Website	Audience/ End Users	Types of KM/Learning Products	Illustrative Results

- Criteria for review of relevance to the project

<b>Content Management</b> <i>Frequency updated, freshness of content, evidence of use</i>	<b>Site Interface</b> <i>User friendly, intuitive, appealing interface</i>	<b>Interactivity and KM Exchange Functionality</b> <i>Varied types of functionality possible for exchange</i>	<b>Ability to contribute content</b> <i>Opportunities to share information and resources</i>	<b>Technical Content Applicability to FTF and FTF EEFS scope</b>
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# HOW DO WE USE THIS TO INFORM OUR KM APPROACH?

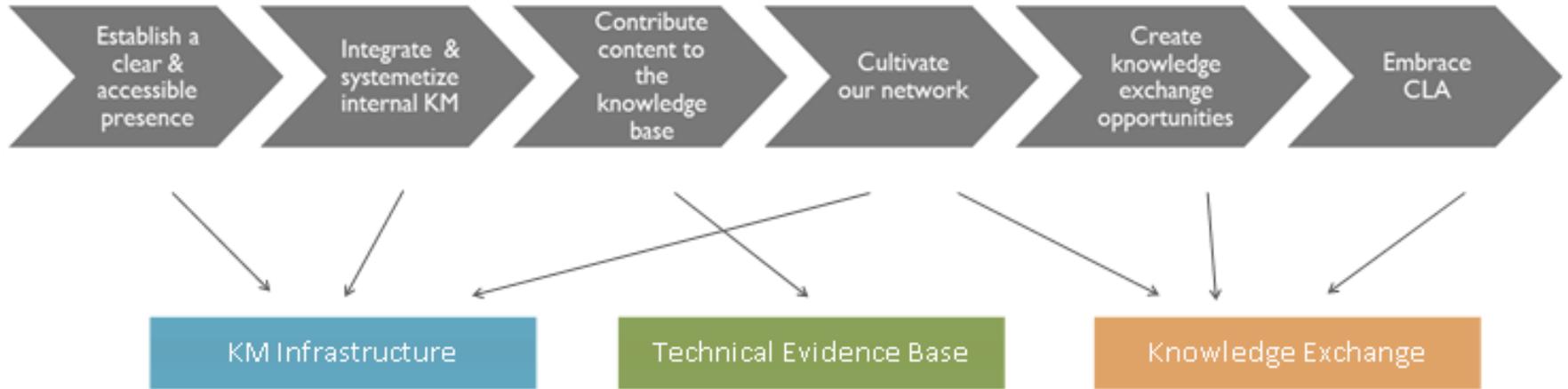


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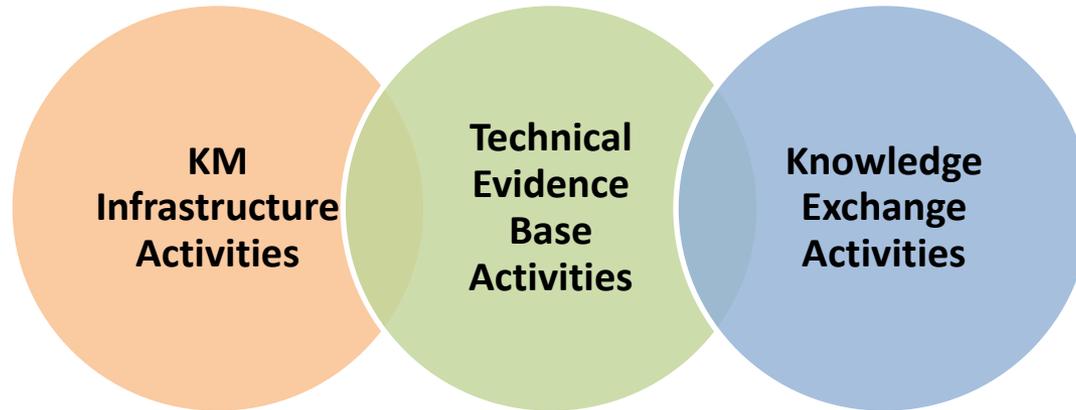
## KM IMPLEMENTATION PLAN

### *Guiding principles and approach*





## ACTIVITY AREAS



During the annual **project work planning** process, build out relevant activities across the project, including but not limited to the KM component.





# KM INTEGRATION FRAMEWORK

How to integrate KM into our work from the beginning of new assignments, calls or activities

**Step 1: Engage with USAID to define the top-tier and if relevant second-tier audiences. Wherever possible try to isolate the top potential users.**

- *Who do we want to reach as our top priority audience?*
- *Are these the end users? Are there other audiences we should consider?*

**Step 2: Establish what the purpose of the activity is, i.e. what we hope the end users do as a result of engaging with the activity.**

- *What is the objective we are trying to accomplish with this activity or product?*
- *What do we want people to do as a result of engaging in this activity?*

**Step 3: Consult KM assessment user profiles. Follow-up with USAID and other stakeholders to learn more about the context and specific user preferences or needs.**

- *What do we know about this audience's preferences and how to reach them?*

**Step 4: Consider different resources available and weigh against the resource investments required of different methods.**

- *What are the resources we have to work with to accomplish this?*
- *What are potential tradeoffs in terms of value and return on investment from different methods?*

**Step 5: Review possible influencers and key stakeholders, and consider what roles they could play to support activity (i.e. partners, working groups, or others that are have access to networks and channels to increase activity uptake or impact).**

- *What assets outside the project should we consider that could be useful to accomplish activity objectives?*

**Step 6: Define our role. Select an approach and method/format for capturing, exchanging, and/or disseminating knowledge. Identify others we need to work with and garner their support.**

- *What can we capture, disseminate, and/or facilitate in terms of knowledge to support the objectives?*
- *Who else offers comparative value to accomplish the objectives? How will we work with them?*





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## SOME OTHER KEY LEARNINGS

- Leveraging existing technical networks is key
- Peoples 'trusted sources' offer a lot of opportunity for engagement and exchange
- Build on and utilize the many existing platforms and dissemination channels
- Emphasis on in-person and person to person where possible
- Follow preferences, some traditional and less innovative methods are what people appreciate (for example, curated routine email newsletters)



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## WHERE WE ARE

- Foundational systems and infrastructure
- Operationalize our framework as we develop new activities
- MOU's with KM partners
- Prioritize initial online platforms to build out our presence
- Respond to USAID's interest and demand for enabling environment knowledge and reforms
- Generating and curating content around key priority areas



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## EARLY LESSONS LEARNED

### KM Assessment

- Tools
- Content & Audience Decisions
- Analysis
- Resourcing
- Follow-up

### KM Plan

- Structuring the plan/approach
- Ability to address topical priorities
- Integration with other project planning documents
- Systematic yet flexible

*What is going to be most helpful for implementation?*





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## LET'S DISCUSS

- How can we build on existing networks and platforms? What are good practices to realize synergy with other KM efforts?
- What are good practices we should consider to monitor and evaluate the success of our KM approach and plan? How can we tell how well we are doing?



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