Strategic Technical Knowledge Management

&

Stakeholder Driven Knowledge Sharing

November 2016
Feed the Future Enabling Environment for Food Security Project
BFS Brownbag

OUR OPPORTUNITY TODAY

Feed the Future Enabling Environment for Food Security

Expanding the Evidence Base
Knowledge sharing
Case studies & technical briefs
USAID staff and partner trainings
Public presentations & workshops

**Country or Regional
Enabling Environment Reform**

Technical analysis & benchmarking
Stakeholder consultation & public-private dialogue
Targeted communications
Technical advisors
Strategic program design
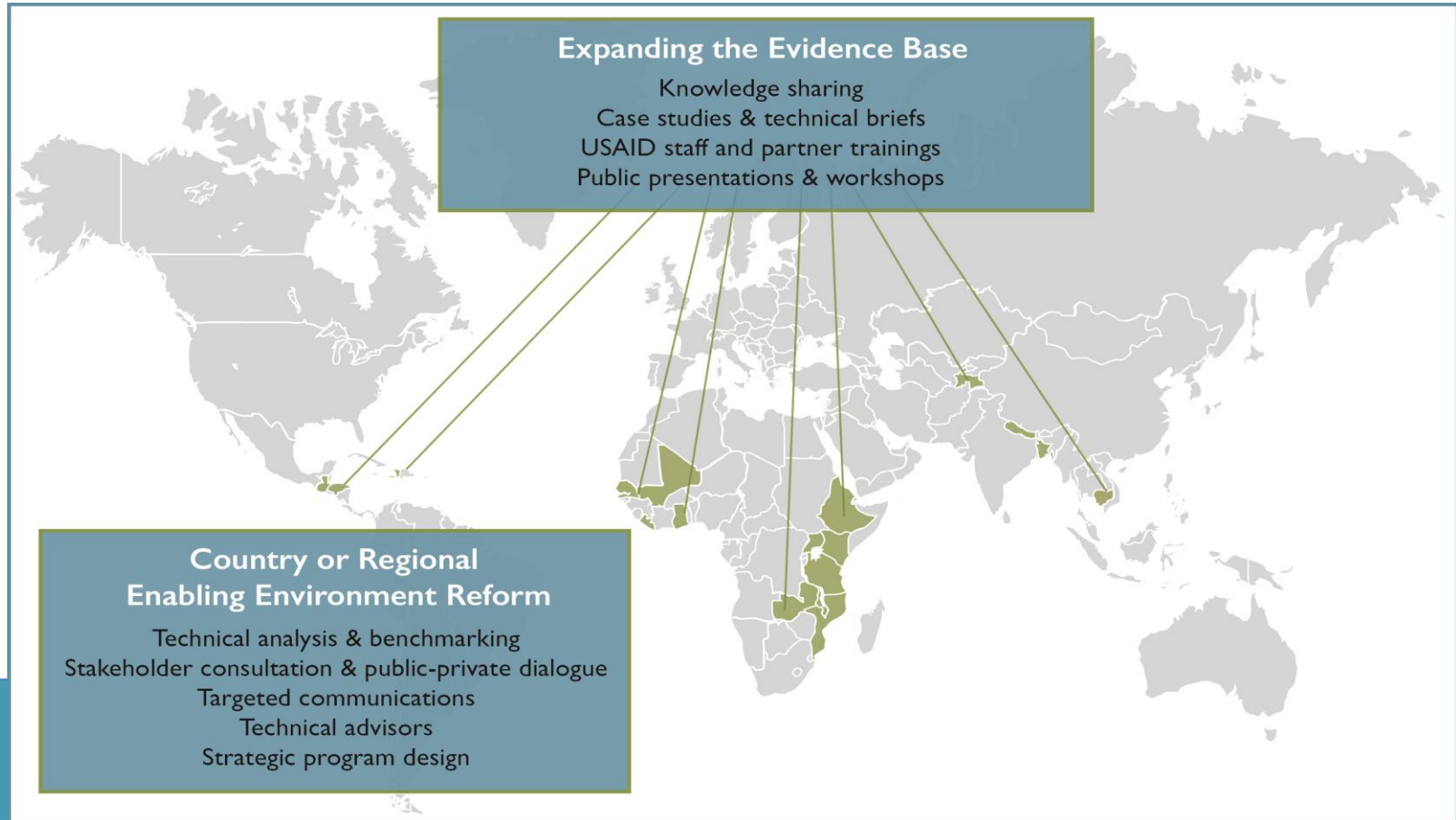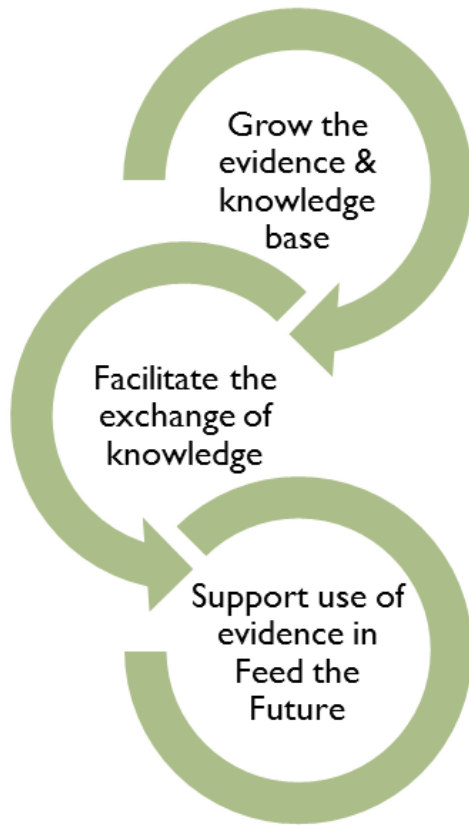
OUR PROJECT KM GOALS

…… Ultimately, to be more effective & impactful in how we improve the enabling environment for food security in countries where we work

WHY A KM ASSESSMENT?

- Improve understanding of priority technical challenges and issues

- Hear preferences regarding formats and methods for *accessing* and *exchanging* information

- Identify influencers to leverage networks & platforms

- Increase the uptake and use of technical information

ABOUT THE ASSESSMENT

Tools

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

Results

Summary findings

5 Stakeholder user profiles

Database of 23 online platforms

Recommendations for the KM Implementation Plan

STAKEHOLDER PERSPECTIVES

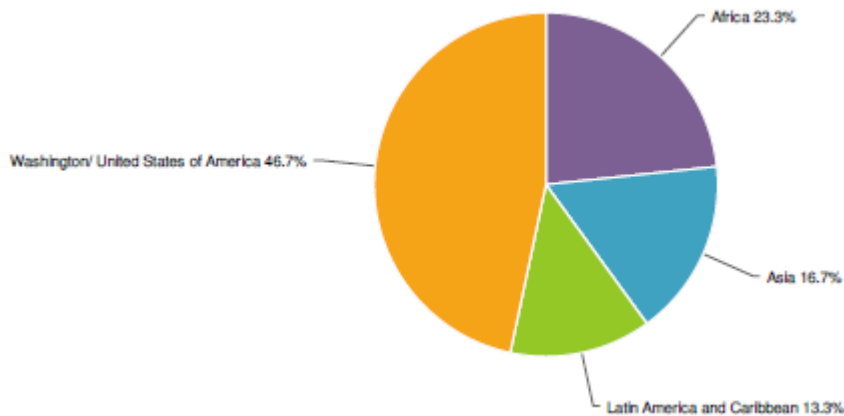*Where were people from?*

**USAID Feed the Future Staff Survey
(60 total)**
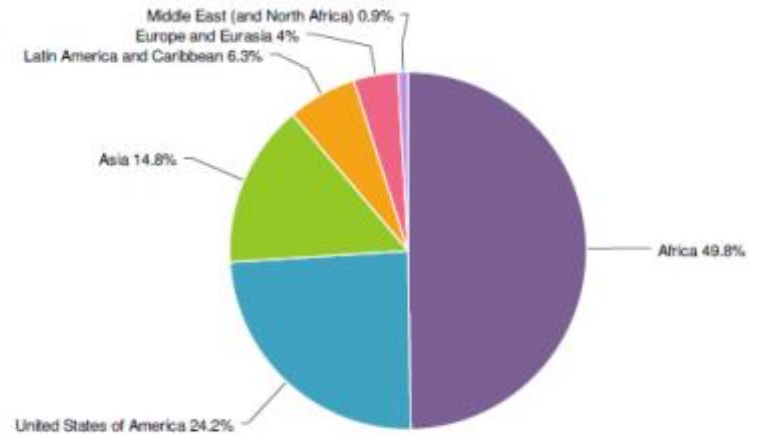
**Multi-Stakeholder Survey
(225 total respondents)**

TECHNICAL KNOWLEDGE GAPS

Top technical issues interested in learning more about

	USAID Stakeholder Survey (55 respondents)	Multi-Stakeholder Survey (224 respondents)
Top Issues- Tier 1		
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%
Top Issues- Tier 2		
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%

HOW TECHNICAL KNOWLEDGE IS USED

Likelihood of Using Knowledge by Different Purposes

	USAID Survey (50-53 respondents)				Multi-Stakeholder Survey (173-180 respondents)		
	Likely/ Very Likely	Maybe	Unlikely/ Very Unlikely		Likely/ Very Likely	Maybe	Unlikely / Very Unlikely
Technical or management support to existing programs, projects or other implementation activities	85%	15%	0%		89%	7%	4%
Design of new program, project, or activities	77%	23%	0%		87%	7%	6%
Engage civil society and/or private sector	72%	25%	2%		76%	18%	6%
Engage host country government officials	60%	37%	4%		61%	23%	16%
Technical thought leadership at global, regional, or country events and forums	53%	39%	8%		71%	20%	9%
Support internal office operations, strategies, or daily functions	58%	28%	14%		57%	22%	21%
Inform business strategies	N/A*	N/A*	N/A*		73%	18%	9%
Inform research and learning agendas	N/A*	N/A*	N/A*		76%	16%	8%

Not asked in the USAID survey

USAID
FROM THE AMERICAN PEOPLE

KNOWLEDGE SYNTHESIS & COMMUNICATION PREFERENCES

	USAID Survey (47-49 respondents)				Multi-Stakeholder Survey (139-141 respondents)		
	Likely/ Very Likely	Maybe	Unlikely/ Very Unlikely		Likely/ Very Likely	Maybe	Unlikely/ Very Unlikely
Reports/ in-depth technical documents	86%	6%	8%		81%	9%	10%
Internal technical synthesis documents	78%	18%	4%		N/A*	N/A*	N/A*
Public technical synthesis documents	66%	23%	11%		82%	13%	5%
Mixed media products	33%	43%	24%		66%	26%	8%
Tool kits, guides, and/or training curricula	39%	47%	14%		66%	25%	9%

KNOWLEDGE SYNTHESIS & COMMUNICATION PREFERENCES

	USAID Survey (50 respondents)			Multi-Stakeholder Survey (151-153 respondents)		
	Likely/ Very Likely	Maybe	Unlikely/ Very Unlikely	Likely/ Very Likely	Maybe	Unlikely/ Very Unlikely
E-newsletter	58%	26%	16%	78%	16%	6%
Email-based listserv	42%	30%	28%	58%	27%	15%
Online knowledge sharing platform or website	50%	34%	16%	75%	18%	7%
Blogs, Twitter, LinkedIn, or other social media	16%	22%	62%	38%	31%	31%
Mainstream media sources	34%	30%	36%	55%	30%	15%
Podcasts	16%	40%	44%	25%	35%	40%
Webinars	54%	34%	12%	47%	33%	20%
Conference calls	40%	46%	14%	62%	26%	12%
Workshops or conferences	74%	18%	8%	82%	16%	2%
In-person presentations	74%	20%	6%	75%	20%	5%
Industry or trade specific journal or associations	40%	32%	28%	65%	22%	13%
Community of practice, working groups, or learning networks	38%	40%	22%	68%	23%	9%

KNOWLEDGE EXCHANGE FORMATS & PREFERENCES

Involvement in technical working groups and/or communities of 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%

TRUSTED SOURCES

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 Tanaznia
Brazil: Centro de Pesquisas Meteorológicas e Climáticas Aplicadas à Agricultura (CEPAGRI)	CGIAR - several groups
Commercial dairy 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

PLATFORM INVENTORY & REVIEW

Inventory of 23 different relevant knowledge exchange platforms

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

Reviewed by 5 key criteria for relevance to project

Content Management	Site Interface	Interactivity and KM Exchange Functionality	Ability to contribute content	Technical Content Applicability to FTF and FTF EEFS scope
Frequency updated, freshness of content, evidence of use	*User friendly, intuitive, appealing interface*	*Varied types of functionality possible for exchange*	*Opportunities to share information and resources*	

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	Top cited issues for improving the EE for FS, and areas for future learning
- 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%)	- 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	**Preferred Methods: Exchanging/ Sharing technical information**
- Workshops or conferences (67%) - E-newsletters (67%) - In-person presentations (58%) - Online platforms (46%) - Webinars (46%)	- 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.

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

KM INTEGRATION TOOL

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

USAID FROM THE AMERICAN PEOPLE

Step 1: <u>Define our audience</u>. Engage with USAID to define the top-tier and, if relevant, second-tier audiences or end users. 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: <u>Define what we want to achieve</u>. Establish what the purpose of the product or activity is, i.e. what we hope end users do as a result of engaging with the product or 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: <u>Know our audience</u>. Consult KM assessment user profiles. Follow up with USAID Mission or Washington and other stakeholders to learn about context and specific stakeholder preferences and needs.

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

Step 4: <u>Review resources.</u> Consider different resources available (especially financial) 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: <u>Identify potential influencers and key stakeholders</u>. Consider what roles they could play to support the activity (i.e. partners, working groups, or others that 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: <u>Define our role and plan.</u> 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?*

USER PROFILES

Tool to inform knowledge exchange and dissemination efforts

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OUR SHARED KM LEARNING

- To internalize these steps takes time and practice, and the process and commitment are key

- Build in processes to adapt plans based on internal and external changes. Build internal and external KM systems that can reinforce each other.

- Be willing to make choices and learn from them.

- Online is necessary but not sufficient!

OUR SHARED KM LEARNING

- Mapping existing technical networks, working groups, dissemination channels is key

- Peoples 'trusted sources' and networks offer a lot of opportunity to define influencers and leverage points. Collaborating takes time and resources but can offer big value.

- Emphasis on in-person and person-to-person where possible- juggling the value vs resources. There are many other tools to consider.

- Curation and synthesis is needed and demanded by many key users.

- Reaching key audiences: Choosing/ combining innovative methods and traditional

DISCUSSION ACTIVITY:

Divide into pairs and discuss for 5-7 minutes

1) What resonated with you given current technical KM challenges you see?
2) What tools or approaches could be helpful in coming up with your plans?
3) What other challenges or questions come up after hearing some of this in terms of what is needed for demand driven knowledge management in your technical area?