

**UNITED STATES AGENCY
FOR INTERNATIONAL DEVELOPMENT**

KNOWLEDGE FOR DEVELOPMENT STRATEGY

FY 2004-2008

KfD Mission Statement:

*Getting the **right knowledge** to the **right people**
at the **right time** in support of the USAID mission.*



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ACRONYMS AND ABBREVIATIONS

AAL	After Action Learning
AAR	After Action Review
BRM	Business Reference Model
BTEC	Business Transformation Executive Committee
CDIE	Center for Development Information and Evaluation
CIDA	Canadian Development International Agency
CoP	Community of Practice
DAC	Development Assistance Committee
DoD	Department of Defense
DRM	Data Reference Model
EA	Enterprise Architecture
EGAT	Economic Growth, Agriculture, and Trade
FHA	Federal Highway Administration
FSN	Foreign Service National
FTE	Full-time Equivalent
HC	Human Capital
IBRD	International Bank for Reconstruction and Development (World Bank)
IR	Intermediate Result
IRM	Information Resources Management
IT	Information Technology
JMC	Joint Management Council
JPC	Joint Policy Council
KfD	Knowledge for Development
KM	Knowledge Management
KMI	Knowledge Management Initiative
NSC	National Security Council
OMB	Office of Management and Budget
OSD	Office of the Secretary of Defense
PASA	Participating Agency Service Agreement
PMA	President's Management Agenda
PPC	Policy and Program Coordination
PSC	Personal Service Contractor
PVO	Private Voluntary Organization
RFP	Request for Proposals
SO	Strategic Objective
TRM	Technical Reference Model
USAID	U.S. Agency for International Development
USDH	U.S. Direct Hire (employees)

GLOSSARY

After Action Learning (AAL) or After Action Review (AAR): A cost-effective adoption of a continuous process of learning by the whole organization, augmenting formal training efforts. Learning reviews are normally held before, during, and after particular events, to reflect on practices and identify lessons that could be used in the future.

Collaboration Software: Web-based software that enables virtual cooperation among widely dispersed individuals, through such features as sharing of files, threaded (i.e. organized by related topic) email discussions, or instant messaging.

Communities of Practice: A group of professionals who come together around a topic (a domain of knowledge) to share ideas, insights and information, help each other solve problems, and advise each other.

Development Marketplace: A single point of access to all field-based development knowledge and activities. Through a development marketplace portal, access to all available knowledge repositories, lessons learned, best practices, collaborative work-spaces, communities of practice, learning resources, and other knowledge-sharing tools will be integrated.

Enterprise Architecture: Uses various models to better systematize people, process, technology and data to more efficiently support our development work. An EA “blueprint” is mandated by OMB as a prerequisite for USAID and other federal agencies to obtain future, operational information technology budget allocations.

Explicit Knowledge: Things we know that we can write down, share with others, and put into a data base.

Extended Enterprise: The full spectrum of stakeholders, partners, customers and suppliers, plus USAID itself. Key members of extended enterprise include contractors, Private Voluntary Organizations, other donors and agencies, Congress, and beneficiaries in developing countries.

Extranet: An extension of an organization’s intranet that has been opened to selected outsiders, such as customers, suppliers, partners, vendors or even members of the organization itself.

Intranet: A private, “in-house” Internet, accessible only to those inside the organization.

Knowledge Coordinator (KC): The Knowledge Coordinator is a role intended to be filled by existing mission staff to keep the field and Washington based KfD initiatives in synch. The local KC will provide KfD training and support at the mission. The BTEC KfD Sub-committee will rely on the KCs for field feedback and input for the KfD program.

Knowledge for Development (KfD): USAID's overall "knowledge management" program, building on existing efforts underway and extending to include a five-year strategy that addresses the knowledge needs of three "faces" of USAID: the field, strategic and operational.

Knowledge Management (KM): Systematic approaches to help information and knowledge emerge and flow to the right people, at the right time to create value.

Knowledge Mapping: A method used to understand current core business processes and the knowledge resources needed to execute them. A "Knowledge Map" involves locating important knowledge in the organization and then publishing a list or picture that shows where to find it. Knowledge Maps typically point to people, documents and databases, showing users where to go when they need expertise.

Learning Organization: An organization that creates, acquires, transfers and retains knowledge. Learning organizations are particularly good at changing their behavior to reflect new knowledge and insights.

Listserv: A small program that automatically redistributes email to names on a mailing list. Users subscribe by e-mail, and the Listserv automatically adds their names to the list. Then, future e-mail postings are distributed to every subscriber on the Listserv.

Peer Assist: A process or technique where colleagues help each other, to advance overall learning objectives. The focus is on achieving learning goals and strengthening individual skills in an environment based on collegial respect and regard.

Portal: A one-stop access to resources, entered through a web site. The Knowledge for Development portal, for example, is planned to be the USAID knowledge worker's single unambiguous point of entry into his or her work, projects, teams, Communities of Practice, and other sources of knowledge and information.

Springboard Story: A Knowledge Management storytelling technique that enables a leap in understanding by the audience, so that listeners grasp how an organization or community or complex system may change.

Tacit Knowledge: What we do not know that we know, including know-how, rules of thumb, experience, insights, and intuition.

Taxonomy: Hierarchical categories to be used for organization, classification, search and retrieval of USAID information and knowledge.

Three Faces of USAID: Using USAID's extended enterprise as context, these faces reflect a complex, decentralized, geographically distributed organization. The field face includes on-the-ground development and humanitarian assistance involving partners who are crucial to knowledge generation; the strategic face defines USAID, Bureau and country strategies and program plans; and the operational face includes USAID's administrative services, processes, and support functions.

Yellow Pages: Planned for USAID, to catalogue locations and description of major knowledge assets that are or will be useful to the Agency. These will include databases, cross-sectoral teams, and directories of specialist skills and knowledge.

EXECUTIVE SUMMARY

CONTEXT AND OVERALL ENVIRONMENT

The National Security Strategy (NSS) of the United States of America places great emphasis on the role of international development in securing our nation and helping fight terrorism. The U.S. Agency for International Development (USAID) is faced with an unprecedented opportunity to play a visible and influential role. USAID is an agency spread over the globe, working in some of the most remote, impoverished countries in the world. The ability to tap into the vast USAID knowledge and development experience amassed over USAID's lifetime as an important member of the international development community comes with its own challenges. We need to be equipped to draw on and learn from our expertise, capabilities, and networks in order to respond quickly in today's complex, fast-moving geopolitical environment.

USAID's need to access knowledge to fulfill its increasingly visible role is clear. Furthermore, the Strategic Management of Human Capital initiative under the President's Management Agenda (PMA) requires that we use knowledge management systems as "...part of an effective strategy that will help generate, capture and disseminate knowledge and information that is relevant to the organization's mission."

As knowledge sharing and knowledge generation must be basic precepts of effective development efforts, we have linked *what we do* with *what we need to know* to coin the name "Knowledge for Development" as the Agency's overall knowledge management activity. In essence, the underlying mission of the Knowledge for Development (KfD) strategy is to meet the above stated challenges by ***getting the right knowledge to the right people at the right time.***

FOUNDATION AND CURRENT CAPABILITIES

USAID has a number of knowledge management initiatives in place right now. However, lacking the overall leadership and framework of a common Agency knowledge-sharing strategy, individuals, missions, and bureaus have had to develop ad-hoc solutions to address many pressing knowledge sharing needs. Although these innovative solutions are to be commended, the drawback with the many on-going activities is that we have no clear Agency-wide means to know and share what is already working and to use already proven solutions when similar knowledge sharing needs arise. The KfD strategy seeks to synthesize knowledge sharing activities and resources already in use, while laying a strong foundation on which to build a truly cross-cutting, Agency-wide Knowledge for Development capability. To do this, the KfD strategy introduces two new, key concepts:

The "*Extended Enterprise*" and the "*Three Faces of USAID.*"

The Extended Enterprise

The concept of an “*extended enterprise*” recognizes that the knowledge we need to do our business is not just found among USAID employees. This knowledge resides in many areas – with federal partners, international donors, contractors and grantees, recipient countries, development organizations, and even among USAID’s retirees, to name but a few. To access these many sources of knowledge we must identify *WHO* has it, *WHERE* it is, *HOW* we will access it, and *WHAT* we will do to ensure the knowledge is shared again after we stamp our experiences to it. USAID’s KfD strategy was designed with those needs in mind.

The Three Faces of USAID

As a frame of reference for the different knowledge sharing requirements within the Extended Enterprise, the KfD strategy introduces the idea of the “*Three Faces of USAID*”. Knowledge sharing and generation by each face are critical in helping USAID accomplish its development objectives, and each face’s representatives view themselves differently, depending on which face(s) they represent. The faces of USAID are:

- **The Field face:** Provides on-the-ground development and humanitarian assistance that involves partners who are crucial to knowledge generation and who are an extension of the USAID enterprise;
- **The Strategic face:** Found both within USAID/Washington and within each mission, this face defines Agency policy, Bureau and country strategies and program plans; and
- **The Operational face:** Encompasses all administrative services, processes, and support functions of the Agency.

THE KFD STRATEGIC OBJECTIVES

The KfD strategy introduces three Strategic Objectives (one per face) to address the different knowledge interactions that USAID’s Three Faces and the Extended Enterprise require. Providing links to existing Agency strategies (especially Human Capital and Enterprise Architecture), these Strategic Objectives provide the framework on which a long-term, process-integrated KfD capability will be built. These objectives are:

SO1 – Knowledge accessed and leveraged across the extended enterprise

SO2 – Strengthened strategic operations of the Agency

SO3 – Knowledge-based high performing workforce achieved

MEASURING OUR SUCCESS

With this strategy, USAID is pursuing an aggressive course for improving its knowledge posture and fulfilling the Strategic Management of Human Capital initiative under the PMA. In the end, the true measures of the Knowledge for Development strategy's success will be when:

- we are able to get answers to basic, factual questions answerable by one source within hours or a few days, or within weeks for more complex research questions that require in-depth analysis.
- we can create a finalized and approved blueprint for a USAID strategic plan or technical strategy in a matter of months in response to complex emergencies where U.S. assistance has significant impact.
- we do our work faster and with improved quality because we all know where necessary information can be accessed and/or who to ask for the right answers.
- we provide the knowledgeable workforce as stated in the PMA expected long-term results.

When knowledge sharing is integrated as a standard, daily practice that enables us to do these things, USAID will have demonstrated its skills and talents as a “can-do” knowledge agency.

WHAT'S NEXT: A SNAPSHOT

The following two pages provide a brief summary of the key initiatives planned to start over the next 24 months that will advance the Knowledge for Development goal and overall program. This “snapshot” is provided for use as a removable take-away and is not all inclusive.

**Knowledge for Development Strategy Executive Summary
24 Month Focus “Snapshot” Take-Away”**

KfD will Develop or Provide...	To Give Us...
Yellow Pages	A web-accessible database of USAID knowledge assets.
Expertise Directory	A web-accessible database of USAID experts, organized by area of expertise.
Communities of Practice (CoPs)	Informal groups (organized around specific Agency functions, roles or topics such as Program Planning and Strategic Planning, Contracting Officers, Gender) of USAID practitioners able to share the knowledge and expertise needed to more effectively perform their jobs.
After Action Learning (AAL) Methods and Tools	A means for continuous (Before, During and After) learning and improvement techniques.
Guidelines and Training on KfD Strategy Preparation	Mission KfD plans to meet knowledge needs and requirements of the Missions.
USAID Taxonomy	Improved Search and Retrieval capabilities by identifying hierarchical subject categories (<i>taxonomy</i>) for organization and classification of USAID knowledge.
Collaboration Tools Suite	Web-based solutions for sharing, co-creation and use of information and knowledge by Agency groups such as organizational units, teams, projects, communities, etc.
Knowledge for Development Center	The physical location of the staff providing key knowledge sharing support, such as direct support and facilitation for CoPs, knowledge and information assistance, library collection management, research services and overall knowledge management expertise.

KfD will Develop or Provide...	To Give Us...
State/USAID Joint Knowledge Sharing Activities	Means for better USAID/State communication and collaboration of knowledge sharing capabilities.
Development Marketplace Portal	<p>A single point of access to all field-based development knowledge and activities integrated to all available knowledge repositories, lessons learned, best practices, collaborative work-spaces, communities of practice, learning resources, and other knowledge-sharing tools.</p> <p><i>The KfD “One-Stop Shop”</i></p>
Extranet Use	A venue for virtual collaboration with the Extended Enterprise.
Document Management	<p>The strategic objectives and intermediate results for an enterprise-wide approach to storing, publishing, and creating access to Agency records/documents.</p> <p><i>In concert with IRM</i></p>
KfD Change Management Program	<p>An integrated set of training, incentives, and communications necessary to bring about the behavioral changes required for the integration of KfD initiatives with USAID policies, practices, and processes.</p> <p><i>Vital to KfD success</i></p>
Trained Mission and Bureau Knowledge Coordinators	<p>A group of “go-to” people who can identify and catalogue existing knowledge sharing capabilities as well as clearly state unmet knowledge sharing needs. These Knowledge Coordinators will spread knowledge best practices throughout the Knowledge Coordinator network.</p> <p><i>Vital to the success of KfD implementation</i></p>

I. USAID's Knowledge Landscape

A. Organizational Setting

The National Security Strategy (NSS) of the United States of America places much emphasis on the role of international development in securing our nation and helping fight terrorism. Like never before, the U.S. Agency for International Development (USAID) is faced with an unprecedented opportunity to play a visible and influential role. This opportunity comes at a time when USAID is confronted with new and complex challenges of managing assistance to post-conflict states, countries that are politically fragile, and to areas where famine is a renewed threat.

To meet these new challenges, capitalize on its knowledge, and become a more effective player on the foreign policy stage, USAID must overcome certain internal organizational constraints:

- **Depletion of knowledge** as half of its human capital retires in the next four years (FY 2008) and with it much of the Agency's institutional memory,
- **Uneven sharing** across organizational boundaries, and
- The **inability to manage volumes of data** and information for the daily conduct of work.

USAID prides itself on its knowledge and methods for delivering assistance to promote educated, healthy children and families, foster stronger economies and grow more food, prevent conflict, support a cleaner environment, and encourage democracy to achieve a more secure world. However, it has limited ability to access and use its knowledge in systematic and efficient ways.

In an increasingly complex global environment, USAID's knowledge has assumed greater significance in U.S. foreign policy making than before. The role and importance of knowledge as a resource should be understood within an organizational context that extends beyond USAID to include its partners, the State Department, the National Security Council (NSC), and stakeholders such as the U.S. Congress, and the Office of Management and Budget (OMB). In an increasingly interconnected world, organizational relationships with bilateral and multilateral organizations are no less significant.

It should be noted that constraints as identified above exist, to some degree, Government-wide. The Strategic Management of Human Capital initiative under the President's Management Agenda (PMA) calls for agencies to develop a method to "generate, capture, and disseminate knowledge and information that is relevant to the organization's mission." To understand how well USAID is rising to the challenge of optimizing the use of its knowledge, a core Knowledge for Development (KfD) strategy team began conducting background research

and interviewing USAID senior staff in Summer 2003. The research and interviews looked at the “Knowledge Management” (KM) challenges facing the Agency in recent years.

Emerging from the months of analysis and discussion, the KfD strategy team identified two key concepts relating to knowledge sharing, generating and re-using with the Agency: The Extended Enterprise and the Three “Faces” of USAID.

The Extended Enterprise

The concept of an “*extended enterprise*” recognizes that the knowledge we need to do our business is not just found among USAID employees. This knowledge resides in many areas – with federal partners, international donors, contractors and grantees, recipient countries, development organizations, and even among USAID’s retirees, to name but a few. To access these many sources of knowledge we must identify *WHO* has it, *WHERE* it is, *HOW* we will access it, and *WHAT* we will do to ensure the knowledge is shared again after we stamp our experiences to it. USAID’s KfD strategy was designed with those needs in mind.

The Three Faces of USAID

These three “faces” reflect a complex, decentralized, geographically distributed organization, and they show the different knowledge sharing needs of each face.

- The **Field face** includes the on-the-ground development and humanitarian assistance that involves partners who are crucial to knowledge generation and who are an extension of the USAID enterprise;
- The **Strategic** face defines Agency policy, Bureau and country strategies and program plans; and
- The **Operational** face encompasses all administrative services, processes, and support functions of the Agency.

Whether viewed separately or considered together as part of the comprehensive Agency-wide KfD program, working to addressing the needs of each “face” is a focus of the KfD strategy’s objectives. The strategy intends to advance USAID’s overall KfD mission: **getting the right knowledge to the right people at the right time** in support of the USAID mission.

As part of our analysis, several themes emerged as we examined USAID’s range of **explicit knowledge** (things we know that we can write down, share with others, and put into a data base) and **tacit knowledge** (what we do not know that we know, including know-how, rules of thumb, experience, insights, and intuition). Most knowledge management strategies address three elements:

people, process, and technology. USAID's KfD strategy aligns around those elements as well.

1. People

As a knowledge gathering and knowledge-sharing Agency, USAID's staff is often constrained by organizational behavior that inhibits the flow of knowledge, creating gaps that affect how business is conducted. For example:

- Creative knowledge sharing occurs within sectors;
- Senior executives and oversight groups have difficulty obtaining information for decision making;
- There are limited opportunities for Civil Service staff to travel to obtain a broader, "field" perspective;
- The potential impact of knowledge sharing between central support services and program staff is not recognized, and selected support functions are not well informed about user requirements; and
- Knowledge that resides primarily with USAID's implementing partners is not shared with USAID on a systematic basis, nor is it always shared in real time.

2. Process

USAID has numerous ad hoc knowledge sharing processes and groups organized around specific initiatives. Many of these processes are excellent, but they can be insular. The KfD strategy development working group's process findings include the following:

- There is room for more sharing across sectors, as there is call for better knowledge sharing between support and program technical functions;
- Knowledge is often in people's heads; when they leave USAID, the knowledge goes with them;
- Reinventing the wheel happens all too often;
- Similar projects and programs do not always share lessons learned; and
- There are few, clear criteria for establishing learning and quality standards, whether for best practices, lessons learned, or management performance.

3. Technology

There are numerous systems set up within the organizational boundaries described above to collect and share information. These initiatives often occur within a Pillar, Bureau, office, or project and are not often integrated with other similar efforts throughout USAID. The KfD strategy development working group's main technology findings include:

- Too much data, too little information; and
- Inadequate planning and coordination among and across technology solutions.

B. Rationale: Why Knowledge for Development?

Knowledge for Development is important to USAID because:

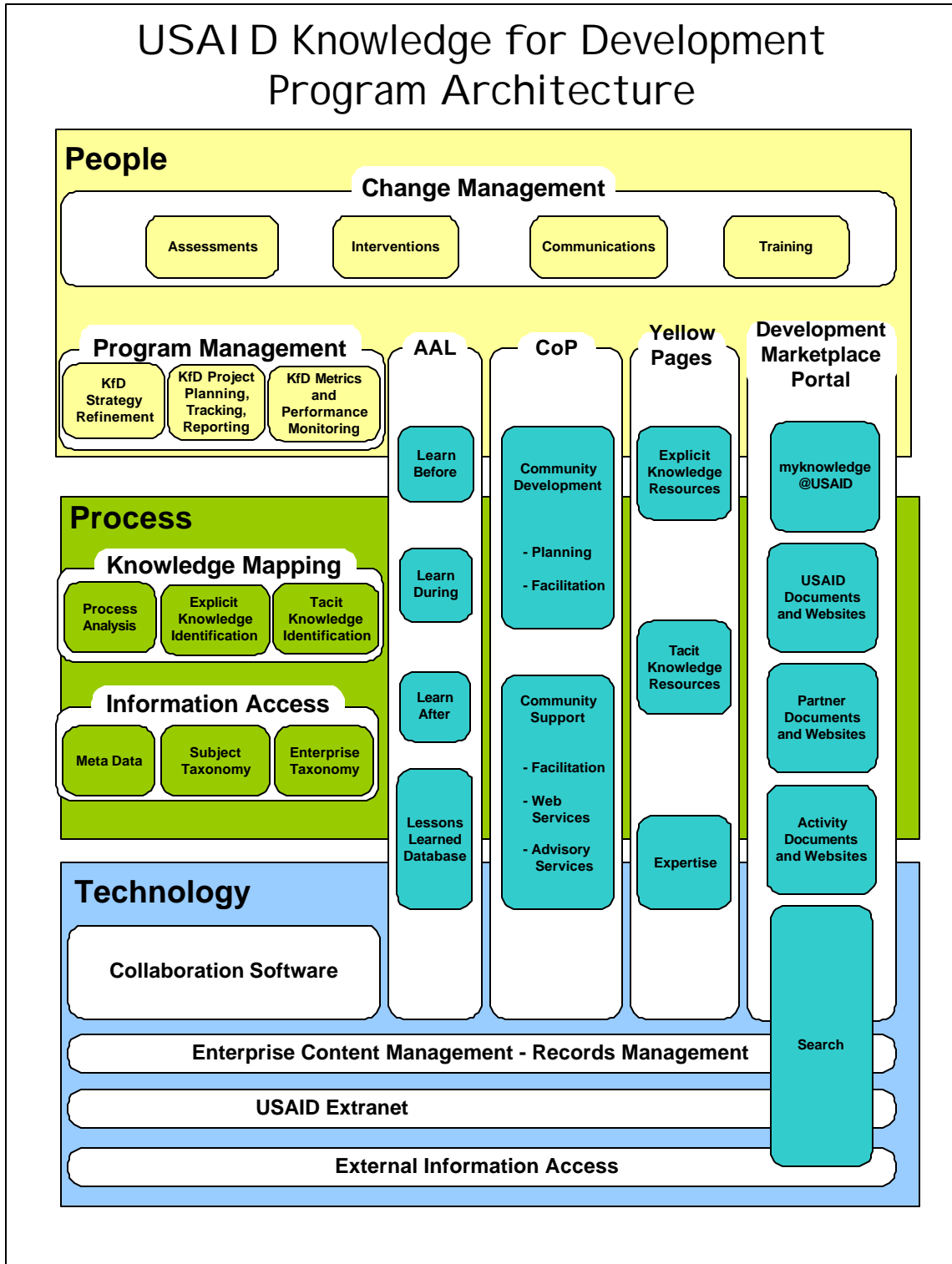
- It increases staff efficiency and effectiveness in use of a variety of knowledge management techniques to collect, standardize, and disseminate best practices if properly implemented and integrated into USAID culture;
- It offers a “one-stop shop” for Agency staff to obtain most of the relevant knowledge needed to do their jobs;
- It speeds the application of innovative ideas for Agency decision-making, learning, and partnering to achieve USAID objectives and goals, through organizational techniques such as Communities of Practice (CoPs);
- It develops mechanisms for tapping tacit knowledge to compensate for rapid staff turn-over and to orient new staff in the conduct of USAID’s business (e.g., designing, implementing, managing, and evaluating development programs);
- It creates effective Agency-wide mechanisms for knowledge sharing and learning in program development and implementation; and
- It promotes linkages between knowledge sharing communities in Washington, DC and the field and provides links to other external knowledge sources relevant to USAID’s international development business.
- It provides the means to “generate, capture and disseminate information” as called for in the Strategic Management of Human Capital initiative under the President’s Management Agenda.

C. USAID’s Vision for Knowledge for Development

As a premier development agency, USAID envisions providing its staff, stakeholders, partners, the development community and aid recipients with the power to **access and leverage** worldwide development knowledge, **generate** new intellectual capital, and **continuously learn** from their activities. As we look into the future, we see USAID as an “extended enterprise” that includes its partners in producing the results and impact expected of an innovative international organization. In the next two to four years, we expect USAID to be valued as a development leader, committed to knowledge generation and sharing, and acknowledged as an organization that works smarter using cutting edge technology.

Connected to this vision, the mission of USAID's KfD strategy will be to ensure that the **right knowledge gets to the right people at the right time**, in support of the USAID mission. Achievement of the results (identified under the three Strategic Objectives presented in Section IV, The Strategic Plan) will enable USAID to accomplish this important KfD mission.

USAID Knowledge for Development Program Architecture



The USAID KfD program consists of an integrated set of initiatives, all of which have people, process and technology dimensions. It is possible to group these initiatives in terms of their primary focus across these three dimensions. The blueprint (or architecture) illustrated above presents the major KfD program activities recommended to meet the objectives of the USAID KfD Strategy.

II. Proposed Short-term Results

A. Approach

A number of organizational changes, planned to be introduced incrementally, will be required to fulfill the KfD vision. Small changes and successes will allow USAID to integrate new methods and tools for knowledge sharing and knowledge creation directly into its business processes for operations and development activities. Development of specific KfD solutions will be shared among USAID's Bureaus and Missions, each contributing to and using those solutions that solve real and immediate problems. Organizational learning from localized KfD implementations will be shared for the benefit of the entire organization.

The detailed implementation plan (presented in Section VI.A), presents a three-phase proposal for how the various KfD initiatives will be carried out over the duration of the KfD program.

B. Activities

The following table summarizes the anticipated activities expected to begin over the first twenty-four months of this strategy. Implementation of any of these KfD activities relies on a systematic approach to outreach/communications and supporting training, to ensure that staff understand, endorse, and adopt these initiatives.

KfD Initiative	Direct Result	Broader Implications
Yellow Pages Web-accessible database of USAID knowledge assets	Washington and field personnel have ready access to the knowledge needed to do their jobs	Better use of USAID's existing knowledge assets; less 're-inventing the wheel'
Expertise Directory Web-accessible database of USAID experts, organized by area of expertise	Improved ability to quickly identify development/operational expertise across the extended enterprise	Ramping up more quickly for projects and addressing development challenges

KfD Initiative	Direct Result	Broader Implications
<p>Communities of Practice (CoPs) Informal groups of USAID practitioners interested in supporting each other with the knowledge and expertise needed to perform their jobs more effectively – organized around specific Agency functions, roles or topics (e.g., Program Planning and Strategic Planning, Contracting Officers, Gender)</p>	<p>Improved access to development and operational knowledge; improved mentoring; improved knowledge sharing; more rapid problem resolution; better introduction of new employees to the Agency via their support from CoPs; broadening of personal networks to Agency-wide communities</p>	<p>Improved employee morale and retention; enhanced social capital</p>
<p>After Action Learning Methods and Tools A complete program (facilitator’s guide, process description, database, reports, training, communications and incentives) for application of continuous learning / improvement techniques (Learn Before, Learn During, and Learn After components)</p>	<p>Better solutions developed more quickly; support for USAID as a true learning organization; continuous improvement of development and operational processes; improved processes; peer-assisted learning augmenting formal training</p>	<p>Less re-work; faster application of lessons learned; cross-organizational access to lessons-learned; USAID’s improved efficiency and effectiveness; improved view of formal evaluations performed by USAID</p>

KfD Initiative	Direct Result	Broader Implications
<p>Mission-specific KfD Strategies Guidelines and training for the creation of KfD plans at the Mission level; adaptation of the Agency-wide strategy to the specific needs and requirements of the Missions</p>	<p>Local application of KfD solutions to field-based problems</p>	<p>USAID leadership in use of KfD provides enhanced opportunity for development leadership</p>
<p>USAID Taxonomy A plan for the development of the hierarchical subject categories to be used for organization, classification, search and retrieval of USAID information and knowledge</p>	<p>Standard categorization and identification of knowledge and information simplifies access and improves sharing across USAID</p>	<p>Better use of USAID knowledge throughout the extended enterprise</p>
<p>Collaboration Tools Web-based solution for the sharing, co-creation and use of information and knowledge by Agency groups (organizational units, teams, projects, communities, etc.)</p>	<p>Improved access to information and knowledge needed for development and operational activities; less data redundancy; improved knowledge sharing</p>	<p>Improved effectiveness of teams throughout the extended enterprise</p>

KfD Initiative	Direct Result	Broader Implications
<p>KfD Change Management Program The integrated set of training, incentives, and communications necessary to bring about the behavioral changes required for the integration of KfD initiatives with USAID policies, practices, and processes</p>	<p>Agency-wide awareness, understanding and support for KfD initiatives; acceptance and use of KfD-provided solutions; KfD training workshops developed resulting in trained coordinators for each mission providing local support and promotion of the KfD strategy</p>	<p>Enhanced knowledge sharing culture throughout the extended enterprise; policy issues/gaps identified and addressed</p>
<p>Knowledge for Development Center The organizational embodiment of the USAID KfD program, a virtual organization composed of the KfD Program Office (Project Manager and key staff), Advisory Services (direct support and facilitation for CoPs), Library Services (knowledge and information classification, library collection management and research services) and technical assistance (from Pillar Bureaus)</p>	<p>Roles and responsibilities defined and staff identified for support of the KfD program</p>	<p>Model virtual organization for the extended enterprise; access to external knowledge sources</p>

KfD Initiative	Direct Result	Broader Implications
State/USAID Joint Knowledge Sharing Activities	Addressing similar needs and working toward common “knowledge management” objectives offers a clear point of convergence for overall knowledge sharing	Better communication and connectivity enables more effective collaboration of knowledge sharing capabilities among agencies and with other foreign affairs partners
Development Marketplace Portal Provides a single point of access to all field-based development knowledge and activities; integrates access to all available knowledge repositories, lessons learned, best practices, collaborative work-spaces, communities of practice, learning resources, and other knowledge-sharing tools	By simplifying access to USAID’s knowledge assets and knowledge-sharing resources, this portal will increase the use of those resources and enable more effective enterprise-wide sharing of development knowledge	Enables much of the benefit of the KfD program to be realized; in many ways this is a primary vehicle for fulfilling USAID’s overall KfD mission (refer to Annex B for a graphic representation of this portal)
Extranet An extension of an organization’s intranet that is opened to selected outsiders, such as customers, suppliers, partners, vendors, or even members of the organization itself	Provides immediate access to a web location, allowing the extended enterprise to collaborate and share knowledge	Eventually, to be integrated with other technical capabilities supporting KfD activities

KfD Initiative	Direct Result	Broader Implications
<p>Document Management Will work closely with IRM to define a plan for the ongoing implementation of the Agency's document management solution; the plan will address the strategic objectives and intermediate results for an enterprise-wide approach to storing, publishing, and creating access to Agency records/documents</p>	<p>Will help direct document management efforts across the Agency; will work to leverage the results of pilot projects in the Agency to define processes and procedures</p>	<p>The plan will provide input to other planned KfD initiatives including the Taxonomy and the Development Marketplace Portal activities; when implemented, the plan will provide improved information access for the entire Agency</p>
<p>Knowledge Coordinator Identification/Training The person in the Mission or Bureau identified as the "go to" person for KfD</p>	<p>A trained person at each mission, with access to KfD assets throughout the Agency, who can identify knowledge sharing assets as well as knowledge gaps for the mission or bureau</p>	<p>Sharing of proven knowledge sharing solutions; less re-inventing the wheel; Knowledge Coordinators will assist in the implementation of an Agency-wide program rather than one that is more AID/W- centric</p>

III. Other Strategies and Donors

A. Other Strategies

1. USAID Human Capital Strategy

The Human Capital (HC) strategy lays out five strategic objectives to meet USAID's overarching human capital goal - "Getting the right people in the right place, doing the right work, at the right time to pursue U.S. national interests". The purpose of the KfD strategy is to ensure that those people have the knowledge they need to do that work efficiently and effectively. KfD will provide the USAID workforce with Agency-wide methods and tools that will help identify and meet its knowledge needs.

The HC and KfD strategies relate to each other directly through a common SO, *achieving a high-performing workforce*. The HC strategy notes a variety of needs of the USAID workforce, including:

- enhanced mentoring and training of the USAID workforce,
- increased ability to respond to swiftly changing demands,
- more efficient assessment of skills required for new programmatic and policy challenges, and
- improved ability to identify the skills and experience of the workforce.

The KfD strategy provides solutions to meet these needs (with communities of practice, after action learning, expertise locators, knowledge mapping, knowledge 'yellow pages', collaboration software, and improved document management, search and portal technologies). KfD provided leadership and incentives for knowledge sharing also align with the HC strategy's recommendations for improvements to the USAID culture (by breaking down the barriers between the various employment categories within the Agency).

The HC strategy observes that by 2007, over half of all the Agency's Foreign Service Officers and one-third of its Civil Servants will be eligible for retirement. USAID anticipates that it will undergo continuing high levels of retirement over the next five years—particularly among the most senior, experienced, and hard to replace employees. Those retiring are taking much of USAID's institutional memory with them. So much of what USAID employees learn over their careers, including ways of operating, negotiating, and solving problems, is tacit knowledge learned "on the job" and not in a classroom.

Codifying and retaining both tacit and explicit knowledge requires the innovative "knowledge management" strategies and capabilities proposed by the KfD strategy. This approach, in conjunction with the recommendations of the HC strategy, will meet enable the Agency to successfully meet this challenge.

2. State/USAID Strategy FY 2004-2009

Two joint councils have been created, to address policy and to address management. The charter for the Joint Management Council (JMC) offers a clear point of convergence with “knowledge management” activities. A joint State/USAID knowledge management implementation plan is a key element in ensuring coordination between the two agencies. The State and USAID knowledge initiatives each underscore the importance of improving communication and collaboration with foreign affairs partners. Both State and USAID have common knowledge management objectives and needs, and they are taking steps to improve connectivity and collaboration between the agencies. They are working to adopt virtual collaboration tools and other technologies intended to facilitate knowledge management initiatives.

3. Enterprise Architecture

Enterprise Architecture (EA) portrays an organization’s information technology asset base and offers a blueprint (or policy tool) to inform users about business requirements and/or information technology (IT) solutions in use or needed. USAID’s EA solutions will:

- Reduce redundancy in business processes and IT investments;
- Identify common processes, skills, and IT components;
- Determine the effects and costs of information-gathering mandates from Congress of oversight agencies;
- Discover and address data collection redundancies and gaps in security coverage;
- Standardize business operations; and
- Improve planning and decision making by linking EA activities to overall capital planning processes.

Several of USAID’s EA models are of interest to the KfD initiatives, including the Business Reference Model (BRM), offering common definitions of the Agency’s business processes; the Technical Reference Model (TRM), enabling coordination and alignment of the technology deployed; and the Data Reference Model (DRM), leading to common understanding of the data needs of the Agency.

EA offers several points of convergence with the KfD strategy. While knowledge management and information management are not identical, the two strategies can come together around joint outreach and training initiatives. In addition, they can draw on and use each other’s models, tools, and definitions to better ensure that solutions are developed and implemented that improve USAID’s overall efficiency and effectiveness.

B. Other Donors and U.S. Government Agencies

The Knowledge Management (KM) work of other donors offers both reference models and possible partners, in particular in the field. USAID engages in dialogue with donor organizations that are active in knowledge management, working in particular with the Canadian International Development Assistance Agency (CIDA) and the International Bank for Reconstruction and Development (IBRD) –The World Bank. This dialogue, along with efforts of other Federal government agencies, has contributed ideas and solutions relevant to the development of USAID's KfD strategy.

In late 2000, **CIDA's** Policy Committee approved the first Agency-wide KM Initiative focused on connecting CIDA staff with each other and with external partners to create, exchange, and apply new knowledge in agency programs. Initiative elements include creating a knowledge directory and instituting a new human resources policy that values knowledge creation and sharing through continuous learning programs.

The **World Bank** pioneered implementation of KM under President James Wolfenson since 1997, as a new way of delivering development services to Third World partners and as an organizing principle for the Bank and its staff. The Bank established an independent, senior level KM Coordinator with a mandate to institutionalize knowledge management throughout the Bank via a mix of communities of practice ("thematic groups"), and a budget for training, IT infrastructure, and personnel incentives to promote these practices. One feature of the Bank's KM program is its Advisory Services or "Help Desks," which offer similar services to the research and library services knowledge performed by USAID's Policy and Program Bureau's Center for Development Information and Evaluation. The Bank's services support thematic groups, serve as information brokers among them, respond to outside queries, and provide linkages between Bank users and other knowledge resources.

The **Development Assistance Committee** (DAC) is a key forum in which the major bilateral donors work together to increase the effectiveness of their efforts to assist developing countries in implementing their capacity building and poverty reduction strategies. The DAC has organized its knowledge around a broad base of sectoral topics easily accessible to donor countries and their implementing partners. Also available is a highly useful statistical database that measures the flows of development assistance and other financial resources from donors to assisted countries

Apart from the logical members of the international donor community, a wide variety of U.S. Government agencies offer useful models and programs that could interact with or relate to USAID's KfD strategy. In addition to the **State Department**, the **Department of Defense** (DoD) offers a wide variety of KM programs and expertise. An even broader range of KM resources throughout the

U.S. federal government – workshops, communities, and information – is available from the inter-agency KM working group on www.km.gov. At its second Annual Knowledge Fair (in October 2003), USAID advanced the dialogue around KM issues and collaboration models, through panel presentations representing the DoD, the **Federal Highway Administration**, and the State Department. Other Federal agencies offer new ways to package information and share knowledge through corporate Intranets (for example, through the **Army's** Army Knowledge Online and the ongoing work of the **Navy**).

IV. The Strategic Plan

A. Introduction and Results Framework

USAID's KfD Results Framework contains three Strategic Objectives (SOs) that reflect the breadth, diversity, and complexity of USAID as a development agency. These SOs represent the "three faces" of USAID already discussed above: **the field face** (Strategic Objective 1), **the strategic face** (Strategic Objective 2), and the **operational face** (Strategic Objective 3). Each SO is appropriately ambitious given the corporate-wide issues it addresses; while each objective represents a dominant face, there are clearly interrelationships among them.

A common problem that the SOs address is the **lack of timely, available knowledge** within the Agency and connecting to the extended enterprise. An improved flow of knowledge among pillar, regional, and central Bureaus and with the field and partners can assist USAID in its strategy, budgetary, and annual reporting review processes. Some of the benefits of access, reuse, and sharing of knowledge include:

- More systematic strategic management of USAID's development portfolio,
- Better-informed and more efficient decision making by senior USAID managers,
- Clear and coherent guidance on program funding parameters, and
- Improved coordination among USAID, the U.S. government and other donors.

SO1 – Knowledge accessed and leveraged across the extended enterprise:

Speaks to the problem of sharing across organizational boundaries in the field whether among missions, across geographic regions, or U.S. partners sharing with USAID or with host country counterparts. The value of multiple sources of knowledge, including indigenous knowledge is often not recognized.

SO2 – Strategic operations of the Agency strengthened: Seeks to find new ways of reducing the strategic planning process and thereby improve the Agency's response time for critically important foreign policy countries.

SO3 – Knowledge-based high performing workforce achieved: Underscores the importance and high value of knowledge in improving the central services support functions to the entire Agency. This SO directly supports and links to USAID's Human Capital strategy.

Readers should note that the KfD Results Framework varies slightly in format from the Agency's accepted guidance, in that Intermediate Results shown in the Results Tree are interwoven in the discussion below each SO. Furthermore, because of the corporate reach and high level of the KfD strategy, a number of

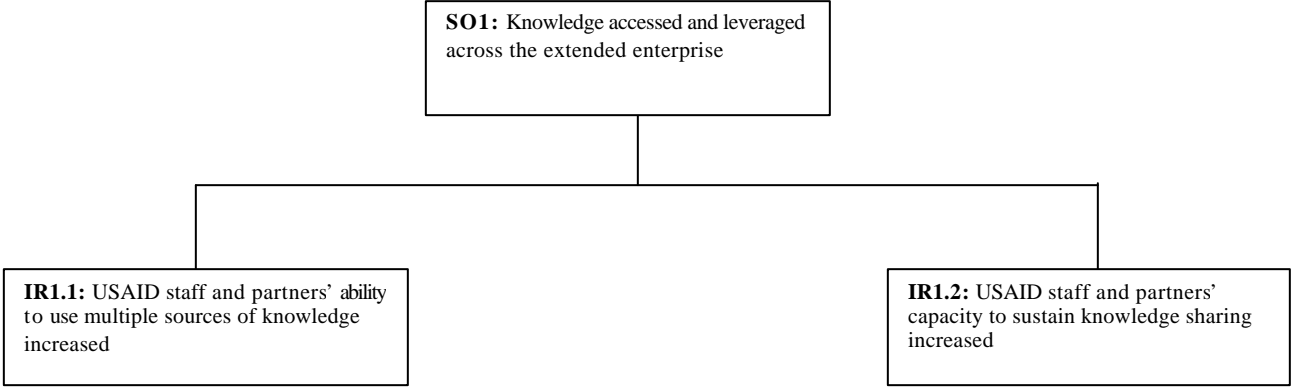
actions/activities may be identical in their methodology, but are intended to address different problems.

The illustrative activities reflect a blend of interventions intended to bring about changes in how knowledge is shared across organizational boundaries and to offer the best available collaborative tools and technology to promote access to, use and re-use of USAID's knowledge assets. Developing a repository for lessons learned that is accessible by all, anywhere and anytime, is one example of how technology and behavior change can work together to benefit USAID and the extended enterprise. Promoting Communities of Practice (CoPs) to support the ongoing work of practitioners in key sectoral, regional, organizational, or other specialty topic areas is another way to foster innovations in knowledge sharing, to better carry out the Agency's business.

The success of USAID's KfD strategy will depend on several assumptions underlying each SO. In the main, the assumptions deal with the availability of sufficient financial resources (and USAID's implied resource commitments) and the ability to undergo those necessary organizational changes that are required to implement a long-term strategy in a complex agency with international scope and reach.

KfD strategic solutions can be found in the discussion that accompanies each Strategic Objective as well as in the Results Framework that depicts the results for each objective.

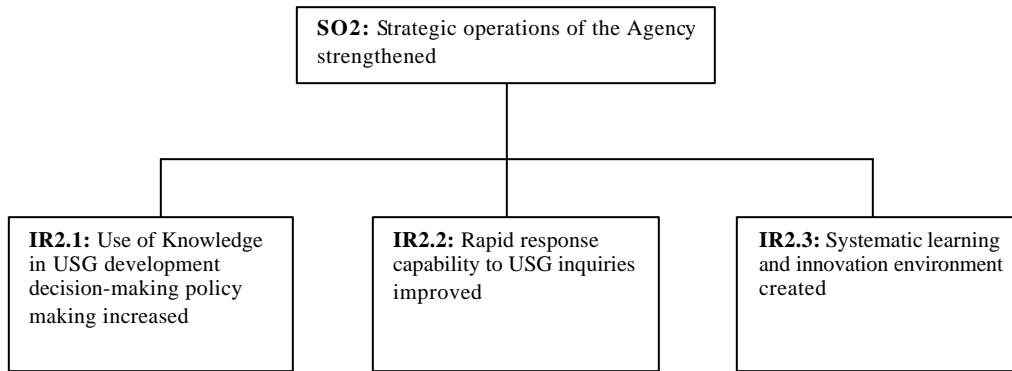
Mission: Getting the right knowledge to the right people at the right time in support of the USAID mission



- Illustrative Actions/Activities:**
- Integrate knowledge sharing and learning into development programs and activities.
 - Establish systems and policies to provide incentives and recognition for knowledge sharing and innovation at the local level.
 - Provide KfD training workshops on learning and knowledge sharing methods (for example, After Action Learning, Peer Assist, Mentoring, Coaching, etc.).
 - Create personalized portals for learning and decision-making support and to bridge the existing systems for knowledge creation and sharing among host countries, partners, and USAID.
 - Design, implement and deploy technical and procedural system for knowledge sharing at the field level.
 - Create capacity for simplified information access (for example, standard information classification, also known as *taxonomy*).

- ASSUMPTIONS:**
- Sufficient financial resources available
 - USAID staff and partners embrace a sharing culture through networks

Mission: Getting the right knowledge to the right people at the right time in support of the USAID mission



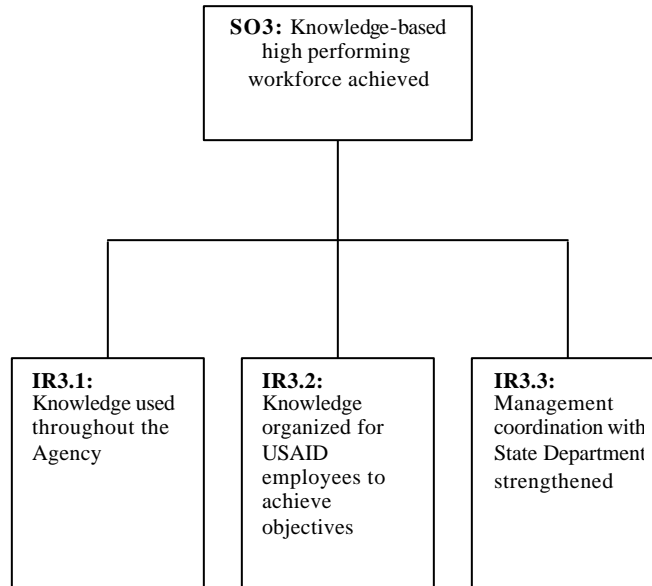
Illustrative Actions/Activities:

- Promote and sustain a Strategy Community of Practice (CoP).
- Establish After Action Learning processes to enable strategic planning teams to benefit from and pass on lessons learned.
- Develop a repository of model strategic plans.
- Institute procurement policies that require partners to share knowledge with the Agency.
- Develop Agency guidance that incorporates KfD concepts into Agency strategy, budgetary and annual reporting documentation.
- Design, test, and replicate decision-making tools where strategies are a central feature.
- Provide/develop up-to-date repository of activity assessments.

ASSUMPTIONS:

- Communities of Practice promoted within Agency
- Organizational learning culture easily institutionalized
- Agency learns from experience
- Sufficient financial resources available

Mission: Getting the right knowledge to the right people at the right time in support of the USAID mission



Illustrative Actions/Activities:

- Test, select, and introduce collaboration software.
- Establish and maintain expertise directories.
- Develop document management systems for organizing and retrieving documents.
- Establish an employee portal that will become a one-stop shop to share and retrieve multiple sources of information.
- Carry out knowledge mapping to identify the knowledge that the organization wants to manage.
- Establish a KfD Yellow Pages that catalogues locations and descriptions of the main knowledge of the Agency (its assets, activities, and expertise).
- Institute After Action Learning programs.
- Develop and deliver a training program that provides USAID with the understanding and skills to use new knowledge sharing technologies and processes.

ASSUMPTIONS:

- Sufficient financial and human resources available
- Agency staff receptive to knowledge sharing incentives
- Agency staff use collaborative software

B. Strategic Objective 1: Knowledge accessed and leveraged across the extended enterprise

1. Summary Statement

Use of knowledge, gathered and generated from the Agency, partners, and the indigenous populations in the countries in which USAID works, as well as from external sources such as business, educational, and scientific organizations, builds a foundation for and better understanding of how to achieve planned development results. Working across this extended enterprise involves close collaboration and knowledge sharing among local USAID Mission staff, host country organizations, beneficiaries, international donors, and other development partners. This collaboration offers USAID development practitioners an invaluable opportunity to match host country needs with USAID's programs, resources, and experience in addressing development challenges. Knowledge for development methods and approaches must be fully integrated into the planning and implementation of country development programs in order for USAID-supported activities to be sustainable.

2. Problem

USAID's knowledge sharing and learning approaches tend to be annual, country-by-country activities. Cross-sectoral or regional knowledge sharing is primarily done through annual or episodic conferences, carried out regionally or globally. At present, USAID's formal evaluation system is not designed to deliver timely development experience for local analysis and decision-making. While much time and energy are spent improving internal Agency communications, equal emphasis needs to be placed on using the rich knowledge resources of our in-country development partners and indigenous beneficiaries.

Some of the problems facing developing country programs include the following:

- USAID and its partners are often not learning from and avoiding past development failures, nor are they building on past successes.
- Useful development knowledge is not always transferred, embedded or learned by developing country beneficiaries, their peers, partners, and USAID Missions.
- USAID staff and partners can strengthen their ability to share and learn from local knowledge to improve the design of development programs.
- As USAID programs expand to include an increasing number of country-based participants and partners, the full range of knowledge generated is not easily available to those who need it.

- Host country institutions, non-governmental organizations, and the private sector need to be made aware of and adopt the principles of a learning organization in order to build their own capacity as knowledge-sharing facilitators.

3. Rationale

Creating and implementing timely and relevant development solutions require an ability to access multiple sources of knowledge and to discern the most relevant knowledge, as plans are made to meet local development needs. Finding ways to sift through the mountain of information will enable the entire USAID extended enterprise to optimize the use of a wide variety of knowledge sources to achieve the best results.

4. Illustrative Indicators of Success

These indicators are under development and are presented below for illustrative purposes.

- Number of communities of practice sharing knowledge
- Membership in communities of practice
- Number of lessons learned occurred from re-posting in KfD portal(s)

5. Illustrative Actions/Activities

- Develop KfD knowledge and skills in field personnel as well as for USAID/Washington strategic teams.
- Integrate knowledge sharing and learning into development programs and activities.
- Establish systems and policies to provide incentives and recognition for knowledge sharing and innovation at the local level.
- Provide KfD training workshops on learning and knowledge sharing methods (for example, After Action Learning, Peer Assist, Mentoring, Coaching, etc.).
- Create personalized portals for learning and decision-making support and to bridge the existing systems for knowledge creation and sharing among host countries, partners, and USAID.
- Design, implement and deploy technical and procedural system for knowledge sharing at the field level (connected to a global system, and including standards for developing tools and data collection based on a learning model).
- Build networks and practices to support knowledge sharing around USAID strategic goals.
- Create capacity for simplified information access (for example, standard information classification, also known as taxonomy).

C. Strategic Objective 2: Strategic operations of the Agency strengthened

1. Summary Statement

Strategic operations in USAID define the parameters by which policies are shaped and processes by which results are defined, program parameters are delineated, and human and financial resources are rationalized. Strategic operations occur at Country and Bureau levels, are seminal to USAID's overall performance and effectiveness, and are critically dependent on the flow of timely and relevant knowledge for the preparation of analyses that are the basis of choices and decisions. Yet the knowledge that such planning generates is not captured, stored, or in many cases reused. There is no clear or well-articulated learning environment in which lessons learned, including those gleaned from evaluations and assessments, can be accessed to avoid repeating mistakes or where proven practices in preparing model strategies can be shared.

2. Problem

As an organization that generates knowledge, USAID has over 40 years of institutional knowledge about how to design and implement development programs and projects. It has the opportunity to affect overall foreign policy by helping to ensure that policy decisions are informed through real-world international development experience. One challenge is how to synthesize the range of the Agency's documented knowledge in ways that inform policy-related decision-making. Another is how to capture knowledge that is in people's heads and how to apply that knowledge to similar problems when staff rotates into new assignments. These problems can be addressed if USAID overcomes the following barriers:

- USAID's learning system is unable to provide the range of lessons learned and proven practices that can most effectively inform policy; these lessons are neither captured nor stored systematically to allow for easy retrieval.
- Knowledge flows unevenly between USAID/Washington and the field and among field missions. Major interagency decisions are not fully communicated to the field. For example, funding decisions to missions are not always conveyed to missions during country strategy development.
- Much of the Agency's explicit knowledge resides with USAID's implementing partners – contractors and grantees – and there is uneven access and retrieval of this knowledge by Agency policy makers and planners in the field and Washington. Country-level strategic planning can be time-consuming, often taking a year or more to complete. Individual sector assessments and other analytical products that lead to finished country strategies often begin from scratch instead drawing on lessons from assessments conducted in countries with similar conditions. Assessments are often conducted by USAID's partners, and the results are then known by only a few members of USAID's staff.

- Valuable knowledge created by and collected from program and activity evaluations, assessments, and close-outs is not easily accessed by Agency staff.
- Policy guidance to educate, encourage, and practice knowledge management activities needs to be developed, disseminated, and implemented with partners, Personal Service Contractors (PSCs), and Foreign Service Nationals (FSNs).
- Quick turn-around answers to complex questions posed by the foreign policy community, internal and external to USAID, show agility but are not always based on field knowledge.

3. Rationale

Strategic operations are instrumental to USAID's planning and budget process. Country development strategies and pillar bureau sector strategies determine priorities and resource allocation. In foreign policy priority countries (Afghanistan, Iraq, and Pakistan, for example) country strategies need to be prepared on a fast track prior to funding decisions. Pillar bureau sector strategies face similar challenges.

A standard learning system that contains a repository for model strategies, lessons learned, and analyses that are accessible to mission and bureau staff can reduce strategy preparation time and provide relevant knowledge. Other benefits include reuse of knowledge and well-conceived programs that are effective producers of results. Frequently, USAID finds that it is necessary to play catch-up, as political pressures often dictate results on the ground before there is time to carry out more careful up-front, in-depth analysis and planning.

Viewed as an organization steeped in development expertise, answers are often sought from USAID in response to urgent requests on a wide range of issues. Expertise locators and a repository of knowledge can be strengthened to increase the Agency's response capability. Furthermore, a robust strategy for sharing among practitioners will measurably strengthen USAID's existing capabilities. This concept of sharing should extend to other donors in collecting data, information, and other knowledge pertinent to development issues and solutions. The Development Assistance Committee's knowledge is one such example.

4. Illustrative Indicators of Success

These indicators are under development and are presented below for illustrative purposes.

- Number of users accessing existing knowledge from strategy document repository
- Self-service strategy repository in place
- Reduced time for strategy preparation through use of strategy repository
- Number of strategies using KfD approaches

5. Indicative Actions/Activities

- Promote and sustain a Strategy Community of Practice (CoP).
- Establish After Action Learning processes to enable strategic planning teams to benefit from and pass on lessons learned.
- Develop a repository of model strategic plans.
- Institute procurement policies that require partners to share knowledge with the Agency.
- Develop Agency guidance that incorporates KfD concepts into Agency strategy, budgetary and annual reporting documentation.
- Design, test, and replicate decision-making tools where strategies are a central feature.
- Provide/develop up-to-date repository of activity assessments.

D. Strategic Objective 3: Knowledge-based high performing workforce achieved

1. Summary Statement

This Strategic Objective is focused on improving the provision of knowledge internally in direct support of USAID's business operations in Washington and in the missions. The SO also provides the primary linkage between USAID's KfD strategy and the Agency's Human Capital Management strategy. Equipped with the knowledge to work effectively and the technology to better access and share that knowledge, USAID staff can be molded into a high performing workforce through improved operational capacities and efficiencies.

2. Problem

To meet USAID's increasingly complex demands on its workforce, it is imperative that USAID improve its overall effectiveness and increase the productivity of its internal technologies, business operations, and human capital. A number of

barriers must be overcome in order to achieve a high performing workforce. For example:

- Decision-makers often do not have the luxury of obtaining all knowledge that is necessary for decision-making – they are frequently operating under conditions of “not enough information, not the right information, and not the right time,” despite continued reporting demands.
- USAID generates and receives volumes of information relevant to carrying out its business, but the information is often overwhelming and is not well organized, synthesized, and stored for easy retrieval, use, and reuse.
- USAID has broad and specific expertise in technical areas and skills (for example, sector specialties and languages), but too often USAID staff cannot easily access these sources of knowledge.
- Business operations that deal with human resources, procurement, financial management, information management and administrative operations need to be strengthened through sharing existing knowledge and experience.
- Often, appropriate technologies are not readily available across the Agency, for use by field and other programs. Systems, tools, and methods need to be better developed, coordinated, and shared to more effectively support business operations.
- The advent of a joint USAID/State strategy introduces an additional challenge: coordinating knowledge sharing around the tasks of managing overlapping business operations.

3. Rationale

This SO will help maximize USAID’s overall productivity and effectiveness through improved management and knowledge sharing under certain conditions:

- **Draw on USAID’s full body of knowledge** to simplify processes and establish systems that allow employees to achieve higher performance, greater flexibility, and quality results.
- **Assure and support faster decision-making** throughout the extended enterprise.
- Better ensure that **greater access to the right knowledge** is built into USAID’s processes.

4. Illustrative Indicators of Success

These indicators are under development and are presented below for illustrative purposes.

- Decision response time

- Number of incentives for knowledge sharing included in Agency staff performance measures
- Number of users accessing Yellow Pages
- Number of After Action Learning programs

5. Illustrative Actions/Activities

Many activities under this objective overlap with and link to interventions proposed by/underway in USAID's Human Capital Management strategy. Possible pilot project activities could include the following:

- Test, select, and introduce collaboration software.
- Establish and maintain expertise directories.
- Develop document management systems for organizing and retrieving documents.
- Establish customized employee portals that become "one-stop shops" to share and retrieve knowledge and information.
- Develop and deliver a training program that provides USAID with the understanding and skills to use new knowledge sharing technologies and processes.

To ensure that KfD is embedded into the full business operations of USAID, this SO will include:

- Carrying out knowledge mapping to identify the knowledge that the organization wants to manage.
- Establishing a KfD Yellow Pages that catalogues locations and descriptions of the main knowledge of the Agency (its assets, activities, and expertise).
- Nurturing the growth of Communities of Practice to foster knowledge sharing and expertise across organizational boundaries.
- Instituting After Action Learning programs to capture learning while tasks are being done and after they have been accomplished, to encourage innovation and to allow for and learn from failure.
- Developing and delivering a training program that provides USAID with the understanding and skills to use new knowledge sharing technologies and processes.

6. Relationships to Other Strategic Objectives

USAID's Human Capital Strategy identifies the overarching human capital goal as "**Getting the right people in the right place, doing the right work, at the right time to pursue U.S. national interests**". This goal aligns well with the KfD mission: **Getting the right information to the right people at the right time** in support of the USAID mission.

Illustrative activities under this SO dovetail with the interventions proposed by the Human Capital Management strategy for achieving a high performing workforce. They are summarized in the table on the following page.

Planned HC Strategy Actions / Problems	Supporting KfD Initiatives
Support for new Mid-level and Senior Managers with continuing training, mentoring and coaching	Communities of Practice supporting internal operations; Expertise locator that identifies 'who knows what' about internal operations; Learn before, during and after all activities
Encourage greater respect for all elements of the diverse workforce	KfD Change Management programs that support a learning organization
Improve the performance culture	Improve the knowledge sharing culture
Establish credible incentives and awards	Create incentives and awards for increased knowledge sharing activities
High levels of attrition of senior USAID Staff	Capture knowledge of exiting employees
Many staff moving into senior management positions without sufficient experience	Knowledge Yellow Pages for knowledge ('know how') of core business operations and processes

V. Management and Resource Considerations

A. Management Approach

In order to stimulate best practices and to facilitate consistent high-quality KfD activities, the strategy team proposes a KfD Secretariat, housed in a new Knowledge for Development Center. This unit, if staffed fully, will contribute to achieving the strategy's objectives and successful implementation of the activities over a five-year period.

USAID's staffing of the KfD Secretariat will be lean and managed by USAID senior-level leadership with resources to achieve results. Where possible the staffing for the Secretariat draws from new and existing USAID officials and institutional contractors. Representatives will provide guidance and support from senior-level leaders within other parts of USAID. The KfD Secretariat will act as a clearinghouse for information and best practices, lead KfD activities within the organization, and support new initiatives. The key functions of the new KfD Secretariat will be to:

- Develop and oversee KfD policy
- Develop, implement, and update KfD technology and architecture
- Develop KfD communication and education initiatives
- Initiate, catalyze, sponsor, and help maintain CoPs
- Facilitate learning reviews
- Develop and implement performance measures
- Manage, organize, and develop content (at least initially)

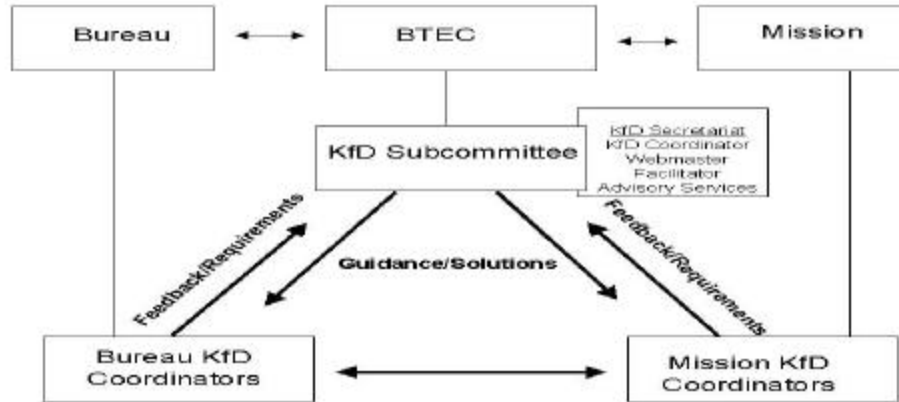
Central to the KfD program are the executive sponsorship, the governance committee, the KfD Secretariat, and Bureau and Mission coordinators. Elements of technical and program support will be provided from expertise found in the KfD Center. Their roles are as follows:

- **Executive Sponsor:** Senior leadership commitment to ensure adequate representation and participation of USAID's senior management.
- **KfD Subcommittee:** A governance body (knowledge management council) in which the entire Agency has representation that is responsible at the corporate level for overall knowledge management policy, guidance, standards and solutions; the Subcommittee reports to the BTEC.
- **KfD Center:** Providing key knowledge support and housing the Secretariat.
 - KfD Secretariat: A small central unit (three to five people) with overall coordination and facilitation responsibilities, supporting the

KfD Subcommittee, with

- Coordinator and Communications: KfD Secretariat management, tracking, scheduling, and performance measurement
 - Facilitator: CoP coordination and support, After-action Learning facilitation and documentation, and day-to-day liaison with Advisory Services
 - Webmaster: Facilitating communications, maintaining the KfD website, updating a knowledge newsletter, first-tier technical support with KfD products and tools
 - Knowledge Analyst: Operational managers in the regions who are responsible for implementing the knowledge-sharing program
- **Other Technical Support:**
- Advisory Services: Assigned to functional areas and mapped to CoPs
 - Content Management: Ensuring data is properly maintained, current and relevant.
 - Taxonomy Specialist: To identify the means in which information is catalogued, thus allowing for easy retrieval of the required information.
 - Portal Developer: For the Agency Developmental Marketplace Portal.
 - Application Developer: Providing appropriate applications in support of identified Agency needs.
- **Bureau Knowledge Coordinators**: Serve as liaisons between the KfD Secretariat and the individual Bureaus and coordinate knowledge sharing through their own network(s).
 - **Mission Knowledge Coordinators**: Serve as liaisons between the KfD Secretariat and the Mission (and the regional Bureaus). As members of the KfD Knowledge Coordinator network, they facilitate knowledge sharing across and between the individuals filling the roles described above.

The following organization chart illustrates the relationship between the major players in the KfD management structure.



Roles in KfD Program Implementation

Each participant in the KfD structure will play a key role throughout overall program implementation at specific points in strategy development and implementation, the prototype phase, and the roll-out. The roles are depicted in the following table, with each role or function defined in the legend below the table.

KfD Participant	Strategy	Prototype	Roll-out	Ongoing
BTEC	Strategic	Strategic	Strategic	Strategic
KfD Subcommittee	Management	Strategic	Strategic	Strategic
KfD Secretariat	Participant	Management	Management	Strategic
KfD Bureau Coordinators	Participant	Participant		Management
KfD Mission Coordinators	Participant	Participant		
Advisory Services	Participant	Participant		Participant
USAID	Representative	Participant	Participant	Participant
USAID Extended Enterprise	Representative	Participant	Participant	Participant

Legend:

- Strategic: Provides strategic leadership and insight; helps ensure sure that the activity is directly linked to the overall strategy and objectives of USAID
- Management: Responsible for task management
- Representative: Has representation in the requirements, design, and implementation of the activity or task
- Participant: Active participant in the activity

Performance Metrics

An important function of the KfD Secretariat will be to develop performance measures and carry out ongoing monitoring and evaluation of performance across the various elements of the KfD program. These metrics should coincide with the KfD Strategy – its Strategic Objectives and Intermediate Results – as presented in this document. The performance measures will allow USAID managers and KfD leaders to determine:

- How KfD actions contribute to overall strategic goals
- Which KfD mechanisms produce benefits
- Whether the program is on track
- The rationale for KfD initiatives
- What investment trade-offs are needed
- What program modifications or improvements are needed

B. Resource Requirements

1. Staffing Resources

To launch the KfD activity, an initial increase of contractor staff support is expected. We do not anticipate the need to increase Direct Hire positions in the initial phases of this program. However, we would expect that Knowledge Coordinators spend no more than 20% of their time on Knowledge for Development efforts in the implementation phases for their Mission. As indicated previously, numerous knowledge sharing activities are underway throughout the Agency. An initial task for the KfD Secretariat is to develop the means to identify the number and type of staff currently engaged in KfD activities. This information will give the Agency a complete picture of the efforts it is applying to Knowledge for Development.

Details regarding the core staff to support the implementation phase of this effort are found in Section VI.A.3, below. The new roles were defined in Section V.A, above.

2. Financial Resources

The expected five year total (program and OE) for the KfD Program can be found in a separate document to this strategy.

VI. Implementation Approaches

A. Implementation Plan and Schedule

1. Introduction

The strategy's success will rely on each Mission and Bureau to deploy a set of targeted interventions as appropriate to help meet their respective goals and objectives. In addition, with guidance and support from the KfD Secretariat and Agency senior management, USAID will be well positioned to incorporate KfD principles in the Agency's daily conduct of business. Implementation of the KfD program will occur when the Agency's Missions and Bureaus transform the way they do business by fully incorporating knowledge sharing mechanisms into their programs and processes.

2. Implementation Phases

USAID's KfD program will consist of a broad set of integrated initiatives developed and implemented across the entire Agency. Every initiative will follow a three-phase approach. The **Prototype phase** will quickly create the specific solution working with a small sample of the Agency and a subset of the functions that are potentially available. The main purpose of the prototype is to create a working model of the potential solution and use that model to drive out the full set of requirements and issues associated with the solution. The Prototype phase will provide a low risk environment in which the Agency can test and master the methods and tools that will eventually used to deliver the full KfD solution. A post-Prototype assessment will identify lessons learned for subsequent development and deployment activities.

In the next phase, the **Pilot phase**, the planned implementation of the solution will be carried out across a defined population of users. Each Pilot will allow full deployment of the KfD initiative, under a limited scope, with careful management and technical assistance provided by USAID's core KfD resources. Upon successful completion of the Pilot and when the initiative solutions are deemed efficient and effective, an initiative package will be made available for use by the entire Agency.

Finally, the Pilot phase will be followed by a **Rolling Deployment phase**. Depending on the nature of the initiative, this phase will be either a planned Agency-wide rollout or an on-demand rollout. Both will use the initiative package developed subsequent to the Pilot. Full change management (training, communications, and incentives) and maintenance / support programs will accompany the Pilot and Rolling Deployment phases.

Successful KfD initiatives require a holistic approach: three **implementation** dimensions (people, process and technology) and three **enabling** dimensions

(leadership, culture, and measurement). Every KfD solution will incorporate plans that draw on all of these dimensions throughout the implementation of USAID's KfD program.

3. Staffing Requirements

Successful program implementation and sustainability will require support and engagement of Agency staff, key committees, and pillar and regional bureaus and field missions. Several conditions must be in place in order for the proposed schedule to take place:

- Continuation of the BTEC KfD Subcommittee for strategy development, decision-making and communication throughout the five year planning horizon;
- Pillar Bureau and Regional Bureau support through their participation in the BTEC KfD Subcommittee and through their own allocation of resources for KfD deployment activities;
- Mission support through designated Knowledge Coordinators with responsibility for local KfD strategy development and local KfD deployment activities;
- Active participation by management at all levels to promote the KfD principles, including the "internalization" of core knowledge sharing and knowledge management principles into the Agency's business operations and development processes; and
- Dedicated staffing by the Agency of a core team of KfD professionals who will lead the development and deployment of the strategy's initiatives. This staffing will build rapidly to its maximum level (10 full-time equivalents, FTEs) within the first six months of the program, and will be sustained at this level throughout years two through four, decreasing to a small central staff (2 to 3 FTEs) in the fifth year. By then, the processes, tools, methods, and mechanisms will be in place, to better enable USAID's knowledge sharing and knowledge management activities to be a regular part of the Agency's business operations and development processes. A reference staffing table is found on the following page.

KfD Secretariat	Full Time Equivalent (FTE)
<i>BTEC KfD Subcommittee Chair</i>	0.50
<i>KfD Coordinator</i>	1.00
KfD Solution Architect	1.00
<i>KfD Facilitator / Trainer</i>	2.00
Communications / Change Management	1.00
Portal Architect	1.00
Technical Support	1.00
<i>Advisory Services Support</i>	3.00
Content Specialist	1.00

Italics indicate positions already in existence, and if program costs, already funded. The exception is one Advisory Service Support person.

4. Proposed KfD Solution Implementation Schedule

(Note that this schedule is still under development, so the individual elements and sequence could change.)

KfD Solution	Activity	Start (FY)	Complete (FY)
KfD Yellow Pages	Prototype	1Q04	3Q04
	Assess	3Q04	4Q04
	Pilot / Assess	4Q04	1Q05
	Rolling Deployment	2Q05	On-going
Expertise Directory	Prototype	2Q04	3Q04
	Assess	3Q04	4Q04
	Pilot / Assess	4Q04	1Q05
	Rolling Deployment	2Q05	On-going
Communities of Practice	Sustain Current CoPs	1Q04	On-going
	Define Policies and Procedures	4Q04	1Q05
Collaboration Software	Define Requirements	1Q04	2Q04
	Create Business Case (A11-300)	3Q04	3Q04

KfD Solution	Activity	Start (FY)	Complete (FY)
<i>Collaboration Software (continued)</i>	Interim Collaboration Tool Procurement and Pilot	4Q04	1Q05
	Enterprise-wide RFP	1Q05	2Q05
	Enterprise-wide Procurement	3Q05	1Q06
	Enterprise-wide Deployment	2Q06	On-going
Taxonomy	Initial Development	3Q04	2Q05
	Working Model Test	3Q05	4Q05
	Continued Development (by CoPs)	2Q05	On-going
	Exploration of Usage in Other KfD Tools	4Q04	On-going
	Translation / Integration of Agency Taxonomy	1Q05	3Q05
After Action Learning	Prototype / Assess	1Q05	2Q05
	Pilot / Assess	3Q05	4Q05
	Rolling Deployment	1Q06	On-going
KfD Portal (Development Marketplace – Business Solution Center)	Define Framework / Architecture	4Q04	4Q04
	Prototype	1Q05	1Q05
	Detail Requirements	2Q05	2Q05
	Create Business Case (A11-300)	3Q05	3Q05
	Interim Portal Procurement and Pilot	4Q05	4Q05
	Enterprise-wide RFP	1Q06	2Q06

KfD Solution	Activity	Start (FY)	Complete (FY)
<i>KfD Portal Development (continued)</i>	Enterprise-wide Procurement	3Q06	1Q07
	Enterprise-wide Deployment	2Q07	On-going

5. Proposed KfD Program Support Schedule

KfD Support Activity	Phase	Start (FY)	Complete (FY)
KfD Strategy	Finalize Strategy and Obtain BTEC Endorsement	1Q04	4Q04
	Field Review	2Q04	4Q04/1Q05
	Bureau Review	2Q04	4Q04/1Q05
	Develop Bureau KfD Action Plans	3Q04	3Q05
	Develop Mission KfD Action Plans	3Q04	3Q05
	Pilot / Assess	4Q04	3Q05
USAID / State Department KfD Collaboration	Define Shared Knowledge Processes	1Q04	On-going
	Define Shared Knowledge Technologies	1Q04	On-going
	Define Shared Knowledge Policies	1Q04	On-going

KfD Support Activity	Phase	Start (FY)	Complete (FY)
KfD Change Management	Communication: <ul style="list-style-type: none"> • KfD Web site • Knowledge Fairs • Partner and Donor Collaboration • Newsletters • Internal 'Road shows' Seminars (ACVFA, PSC, KM.GOV)	1Q04	On-going
	Training: <ul style="list-style-type: none"> • Regional Mission Workshops • NEP Course • Strategic Planning and Program Course • KfD Seminars • KfD Distance Learning APQC	2Q04	On-going
	Identify Incentives <ul style="list-style-type: none"> • Individual Awards • Project Recognition 	3Q04	On-going
	Identify Policy Gaps: <ul style="list-style-type: none"> • Privacy • Access • Security Ethics	1Q04	On-going
KfD Program Management	Planning and Budgeting	1Q04	On-going
	Reporting (KfD Metrics)	3Q04	On-going

KfD Support Activity	Phase	Start (FY)	Complete (FY)
<i>KfD Program Management (continued)</i>	KfD Center Development and Launch	4Q04	1Q05
	Define KfD Support Services		
	• Develop 2006 BPBS	3Q04	4Q04
	• Detail Requirements	4Q04	1Q05
	• Enterprise-wide RFP	2Q05	4Q05
	• Award Contacts/grants	1Q06	2Q06

B. Implementation Options

In the initial stages of the KfD program (especially during the first year), implementation is expected to be done using a balanced, two-pronged approach.

The USAID/W-centric prong:

The Pillar Bureaus, along with the Bureau for Policy and Program Coordination (PPC) will play key roles in developing and implementing specific knowledge management tools, approaches, and standards (e.g., for supporting specific Communities of Practice). The Pillar and Regional Bureaus will also implement their KfD prototypes and activities.

The field- and Mission-centric prong:

The KfD program will seek, reinforce, and initiate activities that are more field- and Mission-centric. During this time, it is likely that USAID/Washington will be slightly ahead in its overall implementation of KfD program activities. For Regional and Pillar Bureaus and field Missions, KfD implementation will include a range of outreach, communications, education, and training efforts that roll out the full program and identify needs and existing activities that can be leveraged for broader access and sharing within the Agency. As the KfD program matures and individual Mission efforts develop further, the overall KfD program will achieve a balance across the Agency's extended enterprise.

Regardless of the location of the KfD efforts, program implementation will require a broad range of staffing, resource, and contracting options and mechanisms. KfD program staff will likely include Direct Hires (Foreign Service or Civil Service), Personal Service Contractors, Participating Agency Service Agreements (PASAs), Foreign Service Nationals, institutional contractors, etc.

The KfD program will draw on a mix of existing and new institutional contractors to support new and planned activities on the KfD implementation schedule. Some task order contracts are already in place in PPC and in Pillar and Regional Bureaus; Missions are able to buy into these. If needed, USAID may procure new institutional and consulting services to bring in the necessary expertise as KfD implementation efforts develop, expand, move into different or broader areas of focus, and support new ways of knowledge sharing.

C. Change Management Plan

The KfD Development plans and initiatives that will be deployed to improve knowledge sharing at USAID will introduce new or improved behaviors, processes, technologies, organizational structures and cultural norms. Successful business transformation will be achieved only when there is systematic, continuous attention to the human issues associated with changes introduced by those transformations. This is a five-year strategy that can lead to positive change for USAID with hard work, commitment, and diligence, hallmarks of the way the Agency conducts its business.

This section outlines the formal change management approach that USAID will employ to guarantee the success of the KfD strategy.

1. Change Management Precepts

For the successful introduction and adoption of a change to an organization, the following items are necessary:

- Compelling Need for Change – The stronger the need, the more likely it will be that senior managers, staff, and other stakeholders will support the implementation. The need for change must be considered strong enough to justify investing the money and time required.
- Clarity of Direction – A clear, focused long-term vision will provide guidance when an organization is confronted with alternative choices or views. To be effective, the vision must be understood in operational terms by all parties to the change.
- Visible and Committed Leadership – Without an executive sponsor who is powerful enough to set goals and legitimize the change – even throughout a global organization – competing organizational teams may attempt to undermine the implementation. In large organizations, the sponsor often delegates project leadership to operational executives who are responsible for the results of the change. A big factor contributing to success is the degree to which these senior executives and front-line managers are viewed as a team that is visibly leading the organization with unified goals.
- Targeted, Effective Communications – It is important to keep the organization informed about what is going on with the project. Consistency of message is crucial in keeping all parties focused on the change. Two-way communication

promotes understanding and buy-in. Ineffective communication can polarize parties and fuel resistance.

- Broad-Based Participation – Corporate culture has an extremely strong influence on behavior, so cultural concerns must be addressed before, during, and after a major change.
- Single-Program Focus – The first task when making a change is to make sure the stakeholder community is focused on the transformation so it does not have to compete with other projects for valuable resources.
- Education and Training – Educating and training the organization’s leaders, headquarters staff, specialists, and field personnel are critical ingredients in successful program implementation. Education and training activities and materials must incorporate the new perspectives, attitudes, skills, and behaviors necessary to support the change.

The detailed change management methodology recommended in following section takes into account the prescriptions addressed above.

2. Change Implementation Methodology

USAID’s Change Management Program will be a three-phased, sequential approach, as summarized below. This approach will be followed for each of the initiatives undertaken to implement the KfD strategy.

Phase 1 – Develop a shared understanding of the change: Describe the change, build a team of empowered change leaders, and conduct organizational assessments to target specific change and better understand how to make the improvements.

Phase 2 – Develop and implement key change strategies: Develop a general approach to change and a transition plan.

Phase 3 – Align the organization: Apply the transition plan, and assess and improve those resultant changes.

An expanded presentation of our Change Management methodology and additional perspectives on Change Management are included in the Annex D.

D. Communication Plan

1. Communication Plan Overview

Good, effective, and comprehensive communications are essential to the success of any project: they get the organization connected and updated before, during, and after a change initiative. Sharing information establishes it as a foundation for training and other activities, helping to ensure that important

activities convey a solid understanding of the overall program, its individual elements, and its implications.

The more that people know about and understand how and why changes are happening, the more likely they are to feel committed to the changes themselves.

2. Communication Plan Methodology

An overall KfD communication plan and initiative-specific communication plans are highly useful as methodologies that can be broken into three phases.

Phase 1 – Develop a communication strategy

a. Select the communications team

The major responsibility of the team is to provide the communication plan framework and facilitate the development of the communication plan and materials. The Communications Team will work closely with the overall Change Management Support Team to ensure the change management methodology phases are successfully completed.

b. Review the high-level change strategy

An effective communication strategy is carefully linked to the change strategy. This requires a careful review of current and past information and communication processes.

c. Develop an in-depth communication strategy

Steps to develop a communication strategy include:

- Reviewing past communication successes and lessons learned
- Identifying participants and their information requirements
- Identifying the key events / milestones where communication is required
- Determining the intent and content of key messages
- Determining appropriate media, timing and sender for key messages

Phase 2 – Build and execute the communication plan

- #### a. Develop a communications project plan. The three main tools in the communications project plan are:
- Communication Delivery Planner – For each campaign, this identifies the media, timing, applicable messages for that media, and the audience to be targeted. The person preparing the media will use this planner.

- Work Plan – This tool is used to schedule the production, approval, and delivery of communications.
 - Budget – Use this tool to determine the total cost; the budget should follow a standard format.
- b. Execute the plan and measure the results
- Create and distribute the communications
 - Determine how feedback will be obtained
 - Request, receive and analyze feedback