USAID

Knowledge Management

The Agency’s Information Hub

August 2009
KM Trends in Government

Open Government Initiative
“unprecedented level of openness in Government”
-President Obama

Smart Power
“We must use ..the full range of tools at our disposal,”
-Secretary of State Hillary Clinton

National Security Reform
“We are trying to solve horizontal problems with a vertical bureaucracy”
-James Locher, II
Director of the Project on National Security Reform

www.whitehouse.gov/open/about/
The Knowledge Management (KM) division is responsible for the overall quality, structural integrity and reliability of USAID's knowledge resources. M/CIO/KM aspires to be the central hub for locating, distributing, and distilling USAID’s institutional knowledge.

- **Knowledge Services Center**: inside.usaid.gov/M/CIO/KM/KSC/
- **Web Services/Applications**: inside.usaid.gov/M/CIO/KM/WS/
- **Economic Analysis & Data Services**: inside.usaid.gov/M/CIO/KM/EADS/
  - **USAID Library**
  - **Learning Resource Center**
  - **Knowledge Management**
  - **Research Services**
  - **Development Experience Clearinghouse**
KM Practices at USAID

**PEOPLE**
Moving behavior from “Need to Know” to “Need to Share” for improved effectiveness.
Extending the reach of learning through face-to-face and online networks.

**PROCESS**
Identifying best practices; improving policies and procedures; developing Agency-wide KM strategic framework; facilitating interagency information sharing and engagement.

**TECHNOLOGY**
Improving the availability, quality, and use of online information and collaboration technology.
Providing related training and consultation services.
Vision: Re-establish USAID’s role as a development leader

Mission: Provide knowledge management leadership to enhance development outcomes
Knowledge Generation: Encouraging Innovation

- Global Development Commons
- Knowledge Services Center
- Collection of best-practices
- Consultation services
Knowledge Capture: Cataloging Experience

- Development Experience Clearinghouse (DEC)
- Economic Analysis and Data Services (EADS)
- Search Strategy
- Developedia
- Online collaboration technologies
Knowledge Sharing: Expanding Effectiveness

- Host events and seminars
- Attend and present at KM-related conferences
- Support expansion of USAID expertise
- Improve communication and support development of new audiences
Knowledge Application: Leveraging Experience

- Consulting Services
- Working Groups
- Policy Discussions
- Monitoring & Evaluations
VISION: Re-establish USAID’s role as a development leader
MISSION: Provide knowledge management leadership to enhance development outcomes

SO 1: Knowledge Generation
- IR 1.1: Situational understanding improved
  - 1.1.1: Agency’s core knowledge resources utilized
  - 1.1.2: Supplemental research and analysis conducted
  - 1.1.3: Innovative approaches identified

SO 2: Knowledge Capture
- IR 2.1: Consistent development methodology applied
- IR 2.2: Agency-wide documents management instituted
- 2.1.1: Technical doctrine adopted
- 2.1.2: Expertise of development partners incorporated
- 2.1.3: Central repository of Agency experience expanded
- 2.2.1: Location for operational information established
- 2.2.2: Appropriate information environments utilized
- 2.2.3: Retrieval of electronic information enhanced

SO 3: Knowledge Sharing
- IR 3.1: Transfer of expertise and experience improved
- IR 3.2: Human-based knowledge mobilized
- 3.1.1: Position-specific standard procedures documented
- 3.1.2: Individual expertise identified and accessed
- 3.2.1: Collaboration spaces and tools better utilized
- 3.2.2: Outputs from communities synthesized and accessible

SO 4: Knowledge Application
- IR 4.1: Agile and adaptive development workforce enabled
- IR 4.2: Organizational learning strengthened
- 4.1.1: On-demand learning strengthened
- 4.1.2: Mobile development officer supported
- 4.1.3: Regional Centers of Excellence serving as knowledge brokers
- 4.2.1: “Learning by doing” culture supported
- 4.2.2: Evidence-based decision making expanded
- 4.2.3: Program reporting in useful and usable formats encouraged
KM Governance Structure & Leadership

- **BTEC KM Subcommittee**
  - Monthly Meetings
  - Technical and Functional Representation

- **KM Reference Group**
  - Weekly Meetings
  - Support to the Subcommittee
Developedia (Wiki)

- USAID Wide Platform launched Spring 2009
- User base, use cases and content growing significantly
- Professional development, training, mentoring using Program Officers Toolkit (linked to a Program Officer Community)
- Cross-Cutting Issues Collaboration and Support through FOSTER site (Food Security, Sustainable Trade, and Environmental Resilience) linking to a community space
- State and USAID Coordination through the Evaluation Interest Group
- Allows Users to Define Content
- Transparent Source of Information
Collaboration & Community Space

- **Intranet and Extranet**
  - Institutionalization of a secure Extranet with a Drupal Platform (open source)
  - Blogs, Wikis, Forums, Documents, and useful links.
  - Ratings via a five-star system.
  - Content organization chosen by the community via free-form tagging.

- **Afghanistan, Pakistan, Sudan, Iraq Missions**
  - Independent, secure collaboration spaces
  - Afghanistan Mission launching an extranet community soon

- **USAID/Pakistan Financial Forum**

- **Supporting, Cross Cutting Communities**
  - Development Leadership Initiative
  - ProgramNet
  - Systems Managers Community
  - FSN Space
  - FOSTER (coming soon)
Accomplishments

Intelink Collaboration Spaces – Interagency Information Sharing

• Active USAID Intelink SharePoint Sites
  – Afghanistan/Pakistan Task Force, PRT/IRAQ, SUDAN, PRT/AF
  – Civilian-Military and Reconstruction and Stabilization
  – Interagency Information Sharing Work Group (Afghanistan-Focus)
  – Evaluations, Knowledge Management, Systems Managers

Blogs

• Sounding Board, AIDSpeak, Knowledge Management Blogs
• Wordpress blogs supporting staff and teams launching summer 2009

Economic Analysis Data Services

• Greenbook, State Chief Economist, S/F Indicators, OMB staffers, LAC
Lessons Learned

• Knowledge is sticky – Agency-level efforts have to be mindful of local aspects of knowledge sharing

• Stovepipes can provide structure – technical disciplines have inherent boundaries and validation, use them on purpose

• People can bridge borders – our most important resource is also our most flexible and creative

• Change takes time, trust and understanding – At senior leadership levels as well as operational/implementation levels

• Necessity is the mother of invention – listen to grassroots efforts, that’s where the energy and incentive is to innovate
KM KSC Services

Library and Reference Services
- Desktop access to electronic journals library catalog
- Expert searches for journal articles, news stories, and USAID documents

Research Services
- Quick updates and in-depth research and analysis
- Timely synthesis of data and information from a range of international sources
- KSC Research Products Database launched 2009

- Search and contribute to the Agency’s institutional memory:
  - Search over 160,000 USAID-funded documents. Download up to 60,000 of them to your desktop.
  - Submit materials: Document your development-experience planning, design, implementation, and results.
- New software and front-end launching in October 2009 with improved searching and social tools

Knowledge Management Support

- Promotes successful knowledge sharing and learning
- Provides guidance on collaboration tools and methods
- Supports networks of development professionals
On the Web at…

Internet: www.usaid.gov/km
Extranet: www.usaidallnet.gov
Intranet: communities.usaid.gov/km
developedia.usaid.gov

How to contact us…

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Internet: http://www.usaid.gov/km/ksc.html
Intranet: http://inside.usaid.gov/M/CIO/KM/KSC/