

BCG



# WFP Knowledge Management Strategy

## Final Compendium

Roma, July 27th, 2012

THE BOSTON CONSULTING GROUP

# Executive summary

## **Objective and scope of WFP KM project exploratory diagnostic phase to identify WFP KM needs, map existing WFP knowledge practices and assess external benchmarks**

- >30 interviews conducted to-date, including 22 WFP internal interviews to map existing KM capabilities and 10 external interviews to benchmarking KM at IGOs, NGOs and other orgs
- Findings to inform future KM blueprint design, pilot & implementation phases

## **Comprehensive knowledge management framework developed to guide project approach**

- Covers KM strategy objective, content, processes, operating environment, ongoing monitoring

## **Initial findings suggest succeeding at KM for WFP will require commitment to a long-term journey**

- KM will require a cultural transformation at WFP, not just technology solutions
- Need strong value proposition, leadership support, champions throughout the organization
- Critical to fix existing WFP systems, but should also launch quick wins to build momentum

## **Upcoming phases will design the blueprint for what KM should look like at WFP and how it should work, starting with pilots and defining the long-term implementation roadmap**

## **Need to align on project approach and timing (recommending September) to launch next phase**

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- Appendix A – Internal mapping of existing WFP knowledge practices
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# Agenda

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## Project objectives and approach

# Context: knowledge management at WFP viewed as a critical enabler to be developed with a coherent strategy

## Awareness that knowledge transfer is critical for WFP

### Knowledge management is important for WFP

- WFP has a strong corporate knowledge but based within individual's experience creating a risk of information loss
- Decentralization and a mobile culture increases need to share experiences and best practice
- Learning and innovation is one of WFP's 5 key Strategic Management Objectives
- Pressure from donors for lessons to be learnt internally and best practices shared externally

### Without effective KM WFP risks:

- Not being able to demonstrate to stakeholders that it is a learning organization
- Repeating the same "mistakes"
- Losing its competitive advantage as an expert and knowledge leader in its field

## Many KM initiatives ongoing, but no overall corporate strategy

### Many existing knowledge management initiatives:

- Estimated to be more than 20 current initiatives
- Covering corporate, regional and issue-focused topics

### However, no overarching knowledge management strategy

- Limits ability to leverage individual initiatives
- Can create confusion for staff
- Risks duplication of effort (continually "reinventing the wheel")

# Recap: KM project objective and scope focused on exploratory diagnostic in current phase

## Objective

### To define a corporate knowledge management blueprint for WFP

- To include content, format, processes, technology, funding, organization structure and incentives
- To leverage and integrate existing WFP KM practices where appropriate

## Scope for *current* exploratory phase

- 0 Establish benchmarks and baseline to guide KM blueprint development**
  - External benchmarking to identify best practices
  - Mapping of existing KM initiatives within WFP
  - Preliminary WFP needs assessment to inform KM strategy

## Scope for *future* phases

- 1 Develop corporate KM blueprint to guide roll-out**
  - To cover internal and external requirements
  - To include high level indication of timing and costs for implementation
  - Further work will be required to detail and carry-out implementation
- 2 Launch pilots of high-priority / quick-win KM initiatives**
- 3 Implement KM initiatives in staged roll-out**

**Scope of exploratory diagnostic phase to prepare for blueprint design, pilot and implementation in future phases**

# Exploratory diagnostic phase includes three modules over five weeks to develop insights & actionable recommendations

## Activities

<b>A</b> <b>External benchmarking</b>	<b>Analyze KM practices at BCG, NGOs and other organizations to identify key themes of successful KM systems in other orgs:</b> <ul style="list-style-type: none"><li>• Review relevant benchmarks and their approaches to KM through interviews</li><li>• Synthesize key success factors and pitfalls</li><li>• Identify initiatives that could be integrated with WFP's KM</li></ul>
<b>B</b> <b>Mapping of existing WFP knowledge practices</b>	<b>Map current and past KM practices at WFP to understand what works within WFP and the issues of previous KM attempts:</b> <ul style="list-style-type: none"><li>• Conduct interviews and desk research to understand objectives, content, processes, technology, incentives etc.</li><li>• Assess factors that were successful and unsuccessful</li><li>• To include external facing activities</li></ul>
<b>C</b> <b>WFP knowledge needs assessment</b>	<b>Assess requirements for KM from users to understand the requirements for KM within WFP (in field and HQ) and externally:</b> <ul style="list-style-type: none"><li>• Create framework for potential KM uses and approaches</li><li>• Conduct interviews to evaluate needs and the usefulness of different KM approaches</li></ul>

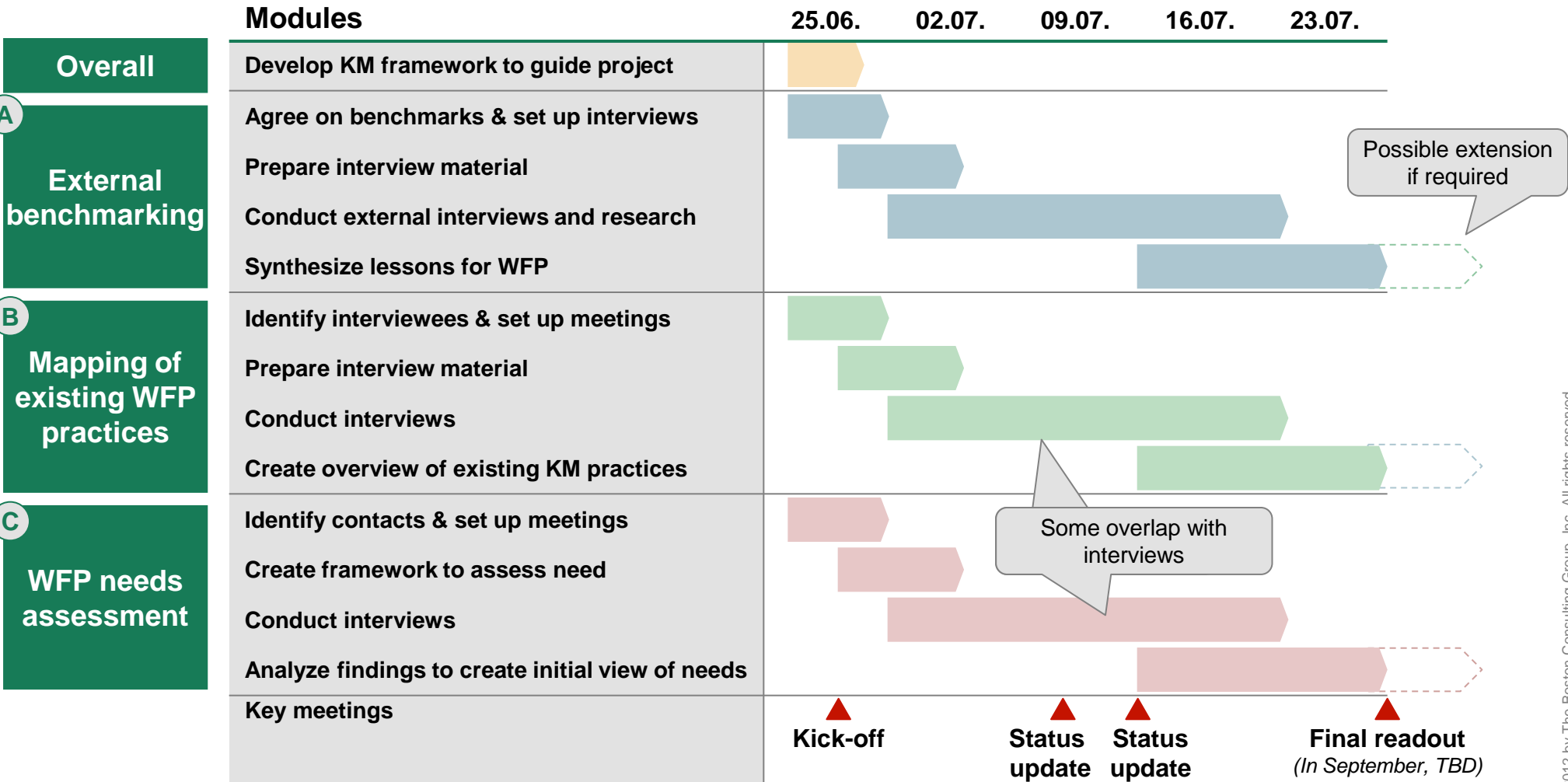
## Output

**Diagnostic of current WFP knowledge capabilities and actionable recommendations to guide KM blueprint, based on:**

- Best practices
- Lessons learned
- Existing capabilities to leverage
- Needs assessment

**Primarily BCG-led, with selected involvement of WFP staff**

# Backup: high-level work plan for exploratory phase



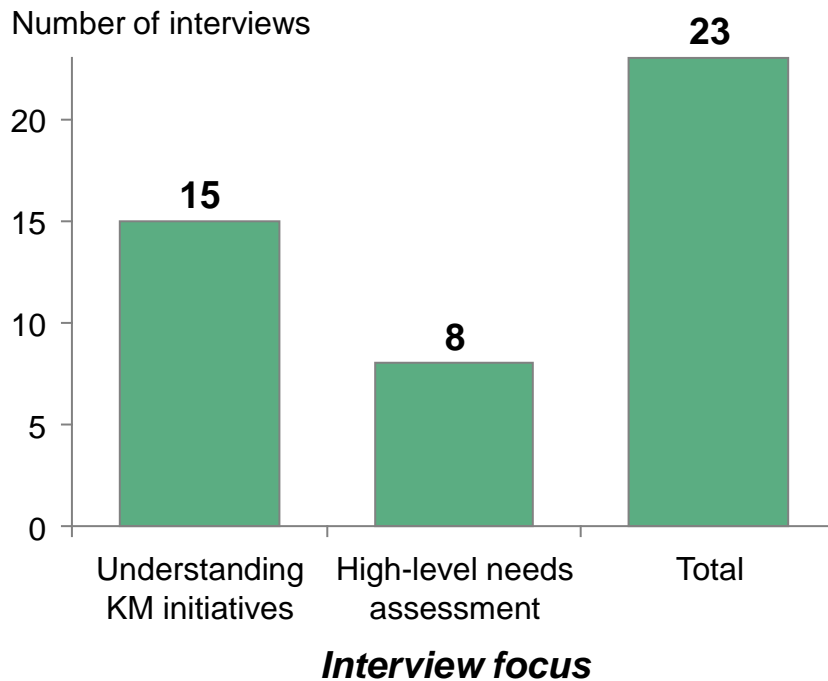


# Exploratory phase included 35 internal / external interviews

23 WFP internal interviews and 12 external benchmark interviews conducted

## 23 internal WFP interviews completed

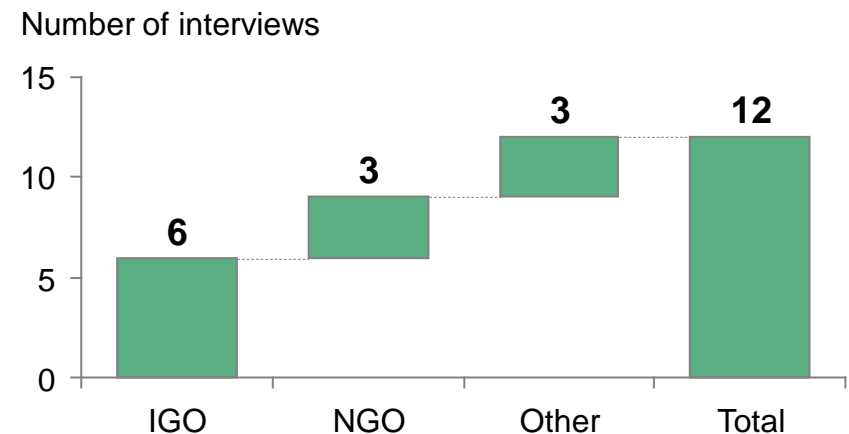
Twenty three interviews for mapping of existing initiatives and high level needs assessment within WFP completed



## 11 external benchmarking interviews completed

Eleven interviews with external benchmarks completed covering IGOs, NGOs and other

- Supplemented with desktop research



### Type of organization

#### IGOs

- UNICEF
- WHO
- FAO
- IFAD
- World Bank
- UNDP

#### NGOs

- World Vision
- Oxfam GB
- WWF

#### Other

- BCG
- US DoD / Booz Allen Hamilton
- Accenture

# 23 internal interviews conducted covering a range of functions and topics

## Mapping of existing practices

First name	Last name	Job title	Unit	Rationale
Andreas	Psoroulas	Head, Library	ERM	Work with library function
Gaby	Duffy	Programme officer	ODE	Lessons learned in emergencies
Sally	Burrows	Senior evaluation officer	OE	Link between evaluations and KM
Rosaleen	Martin	Consultant	PS	Alternative for lessons learned on C&V
Cristina	Ugolini	Administrative Assistant, Registry	ODL	Manages the registry
Anoushka	Boteju	IT officer	ODIA	SharePoint platform and Panama
Kartini	Oppusunggu	Prog. Adviser, KM & Perf. Reporting	RMP	Works on KM & perf. reporting within RMP
Scott	Ronchini	Programme officer	ODXP	Work on resilience building information website
Volli	Carucci	Programme advisor	ODXP	Alternative on resilience building website
Patrick	Mullen	Data Analyst	ERD	Worked on KM system in Ethiopia
Steve	Taravella	Chief of Internal Communications	CP	Involved with WFPGo
Ken	Davies	Coordinator	P4P	Work on data hub for P4P
Kate	Milliken	Reports officer	ODXR	Identified by Shannon Howard
Daniel	Balaban	Director of Centre of Excellence		School Feeding - alternative is Cynthia Jones
Denise	Veiga	IT officer	ODIA	IT point person for WFPGo
Stanlake	Samkange	Regional Director, ODN	ODN	Owner of Pass-it-on; regional perspective
Jakob	Kern	Acting CIO and Director, ODI	ODI	Existing technology platforms
Robin	Landis	Info & Knowledge Management Officer	PSN	Working on KM in ODN
Giancarlo	Cirri	Chief, PSS	PSS	Work on school feeding & Centre of Excellence
David	Kaatrud	Director of Emergencies	ODE	Work on KM in emergencies
Torben	Due	Director of Operations	OD	Broad perspective on KM
Chris	Moore	Deputy Director	PS	Interactions with Washington based orgs
Chris	Kaye	Director of RMP	RMP	New M&E strategy

## Needs assessment

# External benchmarks selected based on similarity to WFP and best practice

## Two factors considered for benchmarks: organizational similarity & best practice

### Organizational similarity to WFP assessed using four criteria

1. Size of organization: ~15k staff members
2. Global reach: ~70 country offices
3. Decision making: decentralized, with high degree of decision making at country level
4. Continuity of personnel: staff mobile across functions and geographies; with high number of contractors

### Identification of best practice based on BCG experience

## Selection based on overall relevance of lessons for KM at WFP

### Final selection provides a mix of best practice and most similar organizations to WFP

- IGOs WFPs peers, mixed performance in KM<sup>1</sup>
- NGOs can be similar to WFP in global reach / operational focus, mixed performance in KM<sup>2</sup>
- For-profits key differences to WFP, best practice in KM



































### Best practices, especially by for-profits, may be more a long-term aspiration for WFP

- Is important to understand approaches relevant to WFP's current KM capability
- Focus on lessons for early implementation of KM strategy

### Also important to understand lessons learned from unsuccessful attempts by others

1. IGO = intergovernmental organization 2. NGO = non-governmental organization

# Interviewed 12 external benchmarks with varying levels of KM expertise

	Organization	Interviewee	Role	Similarity	Best practice
IGO	 <b>WHO</b>	Dr. Najeeb Al-Shorbaji	Director for KM		
	 <b>World Bank</b>	David Gray	KM officer		
	 <b>FAO</b>	Steve Katz	Chief, KM & Library Services		
	 <b>UNDP</b>	Gabriel Accascina	Former Director of KM Group		
	 <b>IFAD</b>	Helen Gillman	KM coordinator		
	 <b>UNICEF</b>	Marie-Claude Martin Ian Thorpe Colleen Galbraith	Associate Director, Research & KM Former lead on KM / Best Practices Former consultant on KM strategy		
NGO	 <b>World Vision</b>	Eleanor Monbiot	Senior Director, Global KM		
	 <b>Oxfam GB</b>	Christina Schmalenbach	KM Advisor		
	 <b>WWF</b>	Jochem Verberne	Manager, Network Development & Corporate Relations		
For profit / other	 <b>BCG</b>	Ludger Kübel-Sorger Malka Katzin	Knowledge Practice Global Leader Knowledge Practice Global Manager		
	 <b>Accenture</b>	Thomas Barfield	Director of Social Learning & Knowledge Sharing		
	 <b>DoD</b>	Art Schlüssel	Former, Chief KM Officer (Federal)		

 Most similar / best practice   
  Least similar / limited KM strategy

**US Army**

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# Knowledge management framework developed to guide project approach



- Knowledge management value proposition
- What types of knowledge will be included
- How knowledge is managed across the life cycle
- How to create a culture of knowledge sharing
- Required organizational structures & capabilities
- Level of resource commitment required
- Technology solutions and platforms for KM
- Ongoing approach to reviewing KM strategy

**KM framework used to guide interviews, structure findings and develop comprehensive recommendations**

# Exploratory diagnostic has provided information and insights across each element of KM strategy

<b>Overall strategic objective</b>		<ul style="list-style-type: none"> <li>• How should knowledge management link to the core activities of WFP?</li> <li>• What is the relative importance of knowledge across WFP's main activities?</li> </ul>
<b>Content</b>		<ul style="list-style-type: none"> <li>• What knowledge is generated within WFP?</li> <li>• What types of knowledge are most of important for WFP to be effective?</li> <li>• What should be the role of different types of knowledge in different activities?</li> </ul>
<b>Processes</b>		<ul style="list-style-type: none"> <li>• How to generate and collect knowledge? How it should be structured and stored?</li> <li>• How to ensure knowledge is easy to access and is used?</li> <li>• How to maintain and update the knowledge to ensure relevance over time?</li> </ul>
<b>Operating environment</b>	<b>Culture</b>	<ul style="list-style-type: none"> <li>• How to ensure there is the necessary management commitment and leadership?</li> <li>• What incentives (formal and informal) will there be to generate and share knowledge?</li> <li>• How will the role of knowledge management be communicated to the organization?</li> </ul>
	<b>Organization</b>	<ul style="list-style-type: none"> <li>• Where should KM sit within the organization?</li> <li>• What capabilities are required to support the strategy / how will they be developed?</li> <li>• What KM related training is required across the organization?</li> </ul>
	<b>Resources</b>	<ul style="list-style-type: none"> <li>• How to guarantee proper and continued funding for the initiative?</li> </ul>
	<b>Technology</b>	<ul style="list-style-type: none"> <li>• How do other best-in-class KM organizations leverage technology solutions?</li> </ul>
<b>Ongoing review</b>		<ul style="list-style-type: none"> <li>• How to ensure ongoing relevance of the knowledge management approach?</li> <li>• What metrics should be used to assess the success of knowledge management?</li> </ul>

# Agenda

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## Key findings, implications and recommendations from exploratory phase

- What should the KM strategy be
- How to deploy the KM strategy

# Guide for reading this section

**This section presents the findings from interviews conducted, including lessons learned and best practices, to derive key success factors and guiding principles for deploying KM**

**The structure of this section follows the KM framework, with key insights and implications for WFP highlighted for each framework element**

- Insights and implications on best practices and lessons learned come from both internal WFP interviews as well as external benchmark interviews
- Framework elements include: KM strategy objective, content, processes, operating environment and ongoing review
- Each framework element begins with a page summarizing insights and implications, followed by a series of detailed pages providing more in-depth explanation, examples and recommendations for WFP each insight / implication
-  The framework guide in the upper left corner of each page is used to navigate the section across each framework element

**The findings in this section will guide the upcoming KM blueprint design, pilot & implementation phases**



# Glossary: knowledge management classifications

## Knowledge within WFP covers two areas

- Operational knowledge: how WFP implements its operations e.g. how to set-up a school feeding program
- Academic / thematic knowledge: information on what WFP (or others) should implement e.g. findings from the cash and voucher pilots

## Knowledge comes in three types

- Experiential: how to effectively set-up a voucher program in an emergency setting, lessons learned etc.
- Information: guidelines / templates for setting up a program, WFP policy on school feeding etc.
- Data: number of beneficiaries served, tonnes of food moved, number of staff etc.

## Knowledge can be

- Codified: captured and written down / recorded
- Tacit: remain in people's heads

# Common mistakes and learnings from KM benchmarks

Simplicity, cultural acceptance and management most common themes

## Keep it “simple”

- **Keep the focus on people**
  - connecting them to each other is the heart of a successful knowledge sharing initiative
- **Keep solutions simple and avoid common pitfall of promoting excessive “methodology” or “process”**
- **“Defragmentation” (e.g., consolidation) of existing “one off” solutions needs to occur prior to or in parallel to KM launch**
  - fragmented tools need to be either shut down or integrated into single KM solution

## Need cultural acceptance to drive participation

- **Critical to market KM to all levels of the organization**
  - necessary that all staff see the importance and value of sharing
  - ensure staff knows what’s available, how to access it and that contribution will be publicly recognized
- **Critical to find appropriate balance between “carrot” vs “stick” approach to promoting KM**
  - need to avoid “mandating” KM participation, but pure reliance on incenting staff is risky
- **Not getting organization wide buy-in and support of activities will result in failure of initiatives**
  - critical to get “joint ownership” of activities across the organization
- **Don’t expect too much too quickly from country staff**
  - their priorities (e.g., saving lives) are unchanged, even if yours (e.g., governing KM) have

## Measure impact prudently and share successes “early and often”

- **New systems won’t automatically make jobs easier overnight... even if you think they should**
  - peoples’ behaviors won’t change that quickly, so don’t expect streamlining of tasks to happen right away
- **Critical to get buy in early and maintain it by sharing successes, small and large**
  - e.g., “low hanging fruit” should be picked and immediately shared as a “success story”

# Key KM success factors and recommendations for WFP from exploratory diagnostic phase (I)

KM element	Key success factors	Recommendations for WFP
Overall strategic objective	Critical to have clear <b><u>KM imperative tied to core business activities</u></b>	▶ Knowledge critical to provide food assistance in most effective and efficient way to save as many lives as possible
	Allow <b><u>flexibility to adapt KM approach to different needs</u></b>	▶ Central KM unit should develop guiding principles and support regions / country offices to adapt KM application to own needs
	Ensure <b><u>long-term commitment to gradual KM evolution</u></b>	▶ Develop 5-year strategy to avoid 2-year "whiplash" when staff change roles, stay committed to agreed values / goals
Content	Focus KM efforts on <b><u>high priority types of knowledge</u></b>	▶ Operational knowledge should be the near-term priority for WFP, via both experiential and codified information
	Need to <b><u>tailor content and processes to needs of different audiences</u></b>	▶ Use a range of knowledge sharing mechanisms – written docs, wikis, expert networks, videos, forums – in multiple languages
Processes	Critical need for <b><u>information management processes to enable staff to access existing information</u></b>	▶ Assign accountability for information management and fix existing systems (e.g. WFPGo search); use short-term work-arounds (expert wikis, database navigator) until systems fixed
	Need to <b><u>lower barriers to knowledge sharing by making it easier and part of the way WFP does business...</u></b>	▶ Start by identifying knowledge-related pain points in day-to-day work and design initiatives to solve for those issues; develop simple knowledge capture / sharing tools for everyday use
	... and <b><u>lower barriers to knowledge consumption by reducing information overload</u></b>	▶ Focus content on topical issues relevant for audience via communities of practice and opt-in, share synthesis of most important new information, provide easy online access

Source: internal WFP interviews, external benchmark interviews, BCG experience

# Key KM success factors and recommendations for WFP from exploratory diagnostic phase (II)

KM element	Key success factors	Recommendations for WFP
<p style="text-align: center;"><b>Culture</b></p>	<p><b>KM based in <u>people processes and organization, not technology</u> – requires <u>long-term cultural transformation</u> driven by strong leadership support &amp; KM champions</b></p>	<p>Top leadership must visibly and vocally emphasize priority focus on KM for WFP, supported by KM officers / focal points in the business acting as change agents to lead by example, drive cultural change</p>
	<p><b>Need to establish clear <u>value proposition</u> demonstrated by <u>quick wins</u>...</b></p>	<p>Ensure KM implementation plan starts with near-term efforts that will have visible impact to directly address critical pain points from organization, e.g. work-around for WFPGo search</p>
	<p><b>... and supported by <u>training and incentives</u> (non-monetary)</b></p>	<p>Launch KM training for KM working group and focal points first, ultimately for all staff especially upon hire</p> <p>Use non-monetary incentives (e.g. awards w/ public recognition) to encourage knowledge sharing</p>
<p style="text-align: center;"><b>Organization</b></p>	<p><b>Need a <u>clear KM owner to facilitate and coordinate from the center</u> to ensure knowledge transfers across geographies and functions, each with clarified roles &amp; responsibilities</b></p>	<p>Hire full-time KM manager as first step to build central unit tasked with building support for KM and coordinating KM efforts;</p> <p>Identify KM focal points in regions and country offices to serve as KM champions, designing and implementing their own strategies in line with global KM principles and targets</p>
	<p><b>Target model should aim for <u>technical centralization / content decentralization</u></b></p>	<p>Have central KM unit set standards / guidelines, manage common tech systems, provide support to regions, countries and individual units to generate and share content on their own</p>

Source: internal WFP interviews, external benchmark interviews, BCG experience

# Key KM success factors and recommendations for WFP from exploratory diagnostic phase (III)

KM element	Key success factors	Recommendations for WFP
Resources	<p>KM will require committing a <u>moderate level of resources</u> for a <u>sustained period</u> to support KM strategy</p>	<p>Likely need to ramp-up central KM unit to ~5-10 FTEs dedicated to KM, with additional temporary / outsourced / contract consultants and budget as needed for one-time large projects (e.g. fix WFPGo search);</p> <p>prepare for KM deployment to be a multi-year (5+ years) journey, and sustain resource commitment</p>
Technology	<p><u>Technology is a supporting enabler, not the core focus for KM</u> – KM systems should <u>build on existing solutions</u> and be driven by <u>user requirements</u></p>	<p>Fix existing systems – e.g. WFPGo search – rather than building new systems;</p> <p>Streamline and rationalize to create a single user portal to be entry port for all other knowledge-related systems;</p> <p>Establish Information Manager to be interface between users and IT to translate user requirements to technical specs</p>
Technology	<p>Critical to <u>define simple metrics</u> for KM based on vision of success, with both <u>periodic reviews</u> of long-term strategy, and <u>ongoing reviews</u> for near-term fixes</p>	<p>Start strategy with vision of success, then define metrics to show progress to that vision.</p> <p>Design all initiatives and systems to include metrics and measurement plan.</p> <p>Monitor on ongoing basis to ensure performance, and periodically review strategy to ensure strategy still addressing organization needs</p>

# Recap: Ten guiding principles of successful knowledge management deployment

- 1 Define KM imperative linked to strategic priorities and core business activities
- 2 Communicate strong leadership promotion and support for sharing clearly and often
- 3 Set guiding principles for KM, but allow flexibility to adapt KM approach to different needs
- 4 Focus on managing high priority content areas - initially operational knowledge
- 5 Identify “KM Champions” and strategically leverage them to help drive behavioral change
- 6 Seamlessly weave KM into employees’ regular work processes
- 7 Ensure that employees leveraging Knowledge Management see immediate value
- 8 Ensure KM systems are simple, intuitive and easy to use – based on user input
- 9 Encourage contribution on an ongoing, proactive basis, supported by facilitator as needed
- 10 Continuously update / iterate Knowledge Management – remember that needs may change

**Implementation and management of KM should be viewed as a journey – not a one time event**

# KM strategy objective: WFP needs to identify a clear KM imperative tied to core business activities

## Insight

Establishing and aligning on clear KM imperative critical for success



## Implication

KM needs to be based on a clear imperative tied to WFP's core business activities (field: operational; Corp: policy, strategy, fundraising) to ensure clear value proposition can be understood throughout WFP

Objectives for KM will vary in different parts of WFP



KM strategy should define guiding principles but allow flexibility for different parts of the organization to define their own objectives for how KM can deliver value for them

Broad strategy requires significant long-term commitment of time and resources



Ambition for broad KM strategy vs. discrete KM initiatives needs to be honestly assessed based on willingness to commit necessary time and resources

KM is a long-term gradual evolution that requires commitment to a long-term strategy



Likely need a five year strategy to avoid whiplash and reprioritization

Significant risk of failure if WFP tries to accomplish too much at once with KM



Need to clearly prioritize objectives to define implementation timeline

# Establishing and aligning on clear KM imperative linked to core business objectives critical for ongoing success

Ability to establish and align on a KM imperative has been a critical success factor for other organizations



Knowledge sharing culture in U.S. army operations based on the understanding that knowledge "could save a life"

- Unable to establish a clear imperative at the Pentagon and seen limited change in knowledge sharing



Transformation in knowledge management at NASA based on avoiding another disaster

- Understanding that knowledge sharing may have prevented the Columbia disaster



World Bank recognised it needed to be a learning organisation to keep ahead of competitors

- To stay relevant needed to be able to quickly identify and build on innovations



KM strategy developed at FAO in 2009 not built on a clear imperative; still not fully implemented

- FAO sees itself as being in the knowledge business but this alone has been insufficient to drive knowledge sharing

What it means for WFP

Need to identify WFP's KM imperative

Given WFP's mandate, imperative likely to be in supporting

- Saving lives in emergencies
- Improving the lives of the poorest people

KM will need to support core business activities that achieve these goals for example

- Being able to distribute food more quickly in an emergency
- Identifying and replicate best practices in P4P



# KM strategy should define guiding principles but provide flexibility for different areas to meet their specific objectives

Example: U.S. Army

## U.S. Army defined 12 principles to guide knowledge management...

### KM principles

1. Train and educate leaders, managers and champions
2. Reward knowledge sharing and make knowledge management a career-enhancing activity
3. Establish a doctrine of collaboration
4. Use every interaction, whether face-to-face or virtual, as an opportunity to acquire and share knowledge
5. Prevent knowledge loss
6. Protect and secure information and knowledge assets
7. Embed knowledge assets in standard business processes and provide access to those who need it
8. Use standard legal and business rules and processes enterprise-wide
9. Use standardized, collaborative toolsets
10. Use open architectures to permit access and searching across boundaries
11. Incorporate a robust search capability to access contextual knowledge
12. Use portals that permit single sign-on authentication for all users, including partners

## ... but understood that KM "means something different for different people"

### In theatre

- KM means ensuring people are kept up to date day to day
- Have knowledge officers in each battalion and training on arrival

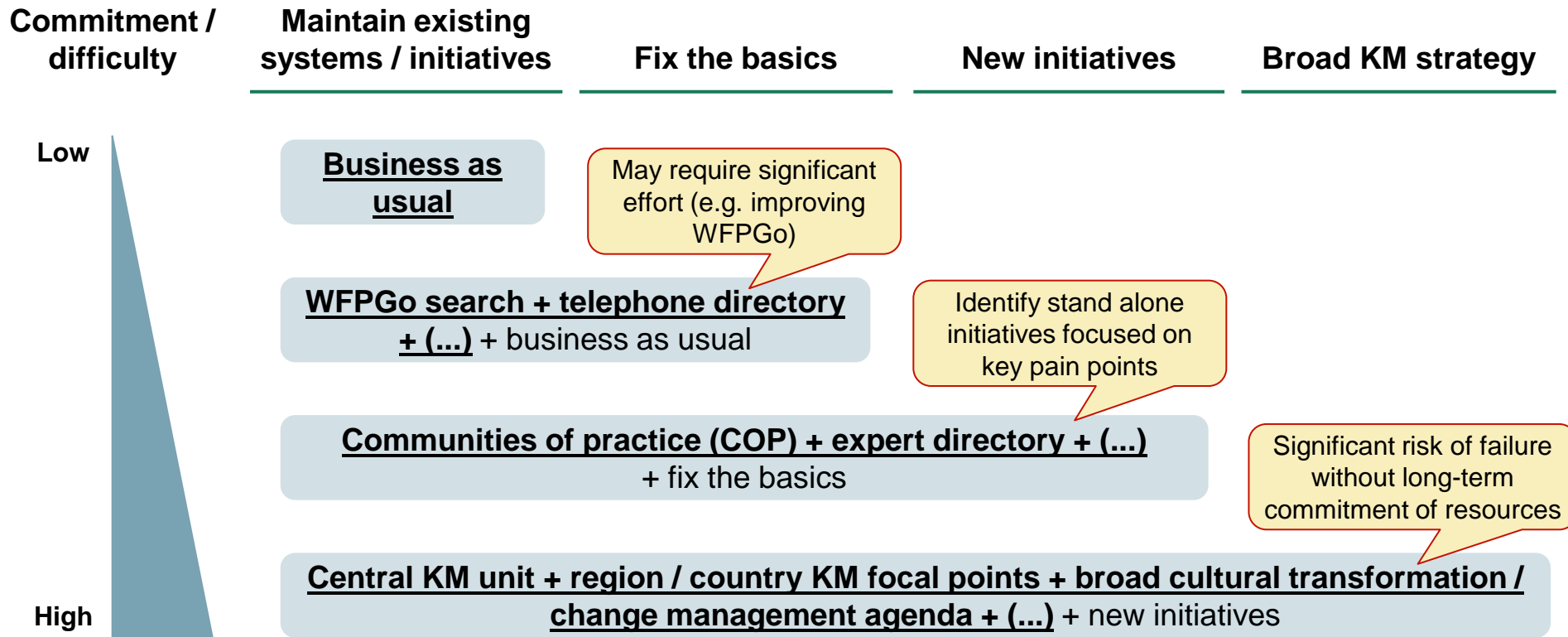
### Facilities management

- KM means having access to information required to run global network of sites
- Requires information flows across challenging environments

### Training center

- KM means having access to best practices to use in training programs
- Build body of research on best practices

# Significant variation in scope of KM strategy possible; needs to be aligned with willingness to commit resources



Next phase to begin with discussion to assess realistic level of commitment to KM given other WFP priorities

# KM transformation is a gradual evolution requiring sustained commitment to a long-term strategy to achieve change

**Organizations that have succeeded have made a long-term commitment to KM**



## **World Vision International four years into successful KM transformation**

- Spent initial six months *"just getting people to understand what KM is"*
- Built central team up to ~6 staff and focal points across the organization
- Tipping point achieved only in last six months with staff starting to understand the value



## **WHO supported their KM strategy with long-term commitment of staff**

- Set-up central department with ~70 staff following 2005 strategy recommendations
- Strategy revised in 2010 but resource commitment maintained

**While those with insufficient or varying commitment have had limited impact**



## **Insufficient leadership support for UNICEF's KM strategy in 2010**

- Not viewed as a priority by management
- Central KM unit disbanded and staff absorbed into the office of research
- Individual initiatives implemented but no overall change in culture



## **Progress in KM at FAO limited by changing priorities of leadership**

- Initial push in 2005 led by Director-General did not have broad organizational support; lost momentum when DG's priorities shifted
- 2009 strategy lacked leadership support for implementation
- Change has been limited to small pockets of early adaptors

# Strategy will need a clear prioritization of objectives to avoid overreach in the early stages

## View that WFP needs to start small and build

Interviewees identified focused objectives as a key success factor

- *"Avoid being too ambitious to begin with or risk losing momentum"*
- *"Aim to get the basics right first, then add additional features as needed"*
- *"First priority should be to fix WFPGo – then can think about other ideas"*

## KM has required prioritization at other orgs.

UNICEF KM strategy had clear prioritization of objectives

- **Internal:** providing staff with the knowledge to do their jobs
- **External:** to become the go to on data regarding children
- **Capacity building:** improving ability govts and communities to manage knowledge

Other organization's focus on a single objective

- World Vision and Oxfam focus on internal operations
- IFAD focus on continuous learning within projects

## Potential prioritization of objectives for WFP

1. **Internal:** supporting staff in WFP's core operations
  - Implementing projects
  - Fundraising
  - Strategic decision making
2. **Internal / external:** Guiding the policy debate
  - WFP policy
  - Broader food security policy
3. **External:** Sharing operational 'know-how'
  - With NGOs, Governments and other partners

# KM content: Need to tailor content to different needs, though operational knowledge is near term priority for WFP broadly

## Insight

Clear differences in role for knowledge in different activities

WFP's traditional focus on food aid has created a bias towards operational knowledge

Benefits and costs of codifying experiential knowledge

- *Benefits:* ability to disseminate broadly, maintain institutional memory
- *Costs:* takes time, difficult to capture in way that's useful

## Implication

Strategy should be focused on the activities where knowledge will have the greatest impact

Operational knowledge priority in near term...

...however academic / thematic knowledge is becoming increasingly important due to shift towards food assistance, and as donor requirements change to emphasize proof of learning / impact

Not all experiential knowledge needs to / should be codified

Need to consider trade-offs when deciding which experiential knowledge to codify

# Clear differences in role for knowledge in different activities; focus should be on "common mission critical activities"

<b>Example activities relating to school feeding</b>	<b>Use of knowledge</b>		
	<b>Experiential knowledge</b>	<b>Information (guidelines / templates)</b>	<b>Data</b>
<b><u>Policy</u> decision on WFP's approach to school feeding</b>			<ul style="list-style-type: none"> <li>• Support choices on policy and guidelines</li> </ul>
<b><u>Design</u> of school feeding program</b>	<ul style="list-style-type: none"> <li>• Design program based on best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Make design and set-up easier</li> </ul>	<ul style="list-style-type: none"> <li>• Understand contextual need</li> </ul>
<b><u>Implement</u> school feeding program</b>	<ul style="list-style-type: none"> <li>• Guide approach to specific challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure implementation follows WFP standards</li> </ul>	<ul style="list-style-type: none"> <li>• Guide continual improvements</li> </ul>
<b><u>Fundraising</u> for school feeding</b>			<ul style="list-style-type: none"> <li>• Demonstrate impact</li> </ul>

Relative importance to be assessed in next phase through knowledge user survey

# Suggested focus on operational knowledge in the near-term, but increasing need to establish evidence base

	WFP requirements	Suggested approach
<b>Data / information</b>	<p><b><u>Basic requirement for WFP operations</u></b></p> <ul style="list-style-type: none"> <li>• Data required for M&amp;E and reporting</li> <li>• Guidelines and policies support staff</li> <li>• Typically available but not always easy to access</li> </ul>	<p><b><u>Focus for strategy</u></b></p> <ul style="list-style-type: none"> <li>• Consider opportunities to improve quality and access</li> </ul>
<b>Experiential knowledge</b>	<p><b><u>Critical given WFP's strong operational focus</u></b></p> <ul style="list-style-type: none"> <li>• Role in improving effectiveness and efficiency of programs through learning from past experiences</li> <li>• Challenge in how to provide staff with access to the right knowledge at the right time</li> <li>• Opportunity for WFP to be a thought leader on operational practices by sharing externally</li> </ul>	<p><b><u>Focus for strategy</u></b></p> <ul style="list-style-type: none"> <li>• Emphasis on how to share lessons that need to be learned</li> </ul>
<b>Academic / thematic knowledge</b>	<p><b><u>Increasing role due to shift towards food assistance</u></b></p> <ul style="list-style-type: none"> <li>• Not been a priority in the past due to food aid mandate</li> <li>• Increasing focus on creating evidence base (OE shift to corporate evaluations; C&amp;V pilots for Spanish Trust Fund; requirements on Gates funding for P4P)</li> <li>• Trend expected to continue with food assistance objective and increasing donor emphasis on evidence</li> </ul>	<p><b><u>Not immediate priority</u></b></p> <ul style="list-style-type: none"> <li>• Needs to be considered in longer term KM strategy</li> </ul>

# Experiential knowledge important but should not always be codified

## **Codification can help to maintain and disseminate institutional knowledge...**

### **Prevents loss of knowledge**

- Risk due to high staff turnover – retirement of senior management / reliance on consultants
- View that it is "not acceptable to leave information in people's heads"

### **Allows knowledge to be widely shared**

- May not be appropriate or possible to speak to the relevant individual when required
- Forces staff to reflect experiences

### **Codification should be considered when knowledge is widely applicable**

- Codification is costly and time consuming
- Need to focus on key replicable lessons and ensure they targeted to relevant audiences

## **...but in many cases more effective to share experience person-to-person**

### **Direct sharing can provide context and identify relevant elements**

- Oxfam avoids codification – holds workshops for staff working in similar situations to discuss issues and share experiences

### **Sharing informally is quicker**

- Codification takes significant time and some knowledge quickly loses relevance
- Risk of time being wasted

### **However need to ensure knowledge is accessible when required**

- WHO and BCG use an expert compendium
- BP have expert Wikis providing key lessons and list of contacts

**Need to consider trade-offs of codifying experiential knowledge**



# KM processes: Need information management processes, and lower barriers to knowledge sharing and consumption

## Insight

**Accessing information a key pain point for staff in conducting their jobs driven by:**

- Far too many systems – no idea where to go
- Most obvious places (e.g. WFPGo) not working properly
  - Easier to find info on external Google than on WFPGo intranet

**Significant misalignment between what staff want to use WFPGo for (finding information) and what its primary owner sees as its core function (internal communication)**

**Significant – sometimes overwhelming – amount of information already exists within WFP**

**Sharing and using knowledge can be complex in WFP and is seen as yet another task required**

## Implication

**Critical need for information management processes including:**

- Rationalizing existing storage
- Establishing systems for streamlining capture of new information
- Improving access to information

**First step will be to assign accountability for this function from a user perspective**

**Need to clean up databases, improve search functionality and reassess overall site-map**

**Necessary to synthesize / prioritize / target information to make it relevant for staff – may be role of center**

**Need to ensure KM systems / processes are simple, intuitive, easy to use – based on user input**

**Must seamlessly weave KM into employee's regular work processes**

**Informal networks need facilitator to sustain activity over time**

# Accessing information a key pain point for staff in conducting their work – seen as a priority for attention

## Information is kept in multiple systems...

### Systems fragmented by location and function

- Historical lack of corporate systems has led to creation of customized approaches
- For example >30 M&E systems
- Collect data in different formats

### Some initiatives underway to address issue

- Creation of corporate systems e.g COMET
- OneTruth initiative to collect and store information in a single way

### Continue / increase efforts to standardize

- Prevent future proliferation – easier to do centrally from the beginning (e.g. C&V)
- Need to consider impact of Teamworks

## ...with no easy way to access it

### Staff have to use different systems to get the information they need

- *"Lots of information everywhere – don't know what is old or new and what is relevant"*
- *"You look at four different systems and you get four different answers"*

### Most obvious places not working well

- *"It is easier to access WFP material via Google than WFPGo"*

### Need to assess best way to streamline access

- Improve functionality of existing tools or
- Use alternative approaches e.g. theFactory

# WFPGo seen as the primary point for accessing information but this role is not the priority of its current owners

## Misalignment between users and owners of WFPGo

Staff see WFPGo as main access point to find information and frustrated by its performance

- Only WFP wide access point
- Global survey identified the search engine as the number one complaint with WFPGo
- Sense that "*it is easier to access WFP material via Google*"

However no accountability for meeting this business need

- Internal comms. role is creating a "*small town newspaper for a global organization*"
- IT see role as fixing specific issues identified e.g. decommissioning legacy databases

## Providing staff with a single platform to easily access key information is a priority

Attempts to enhance KM will be undermined if do not improve basic search ability of WFPGo

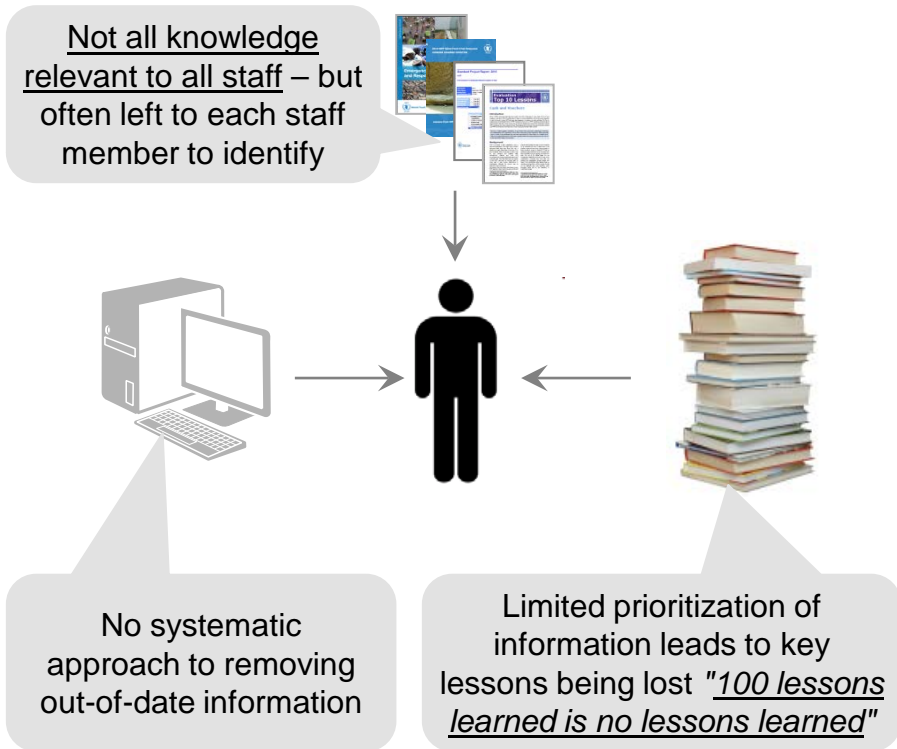
- First step is to assign accountability for the business need of navigating information
- Will need to continue process of cleaning up databases and improve site governance

Before commencing should assess size of task and consider alternatives if required

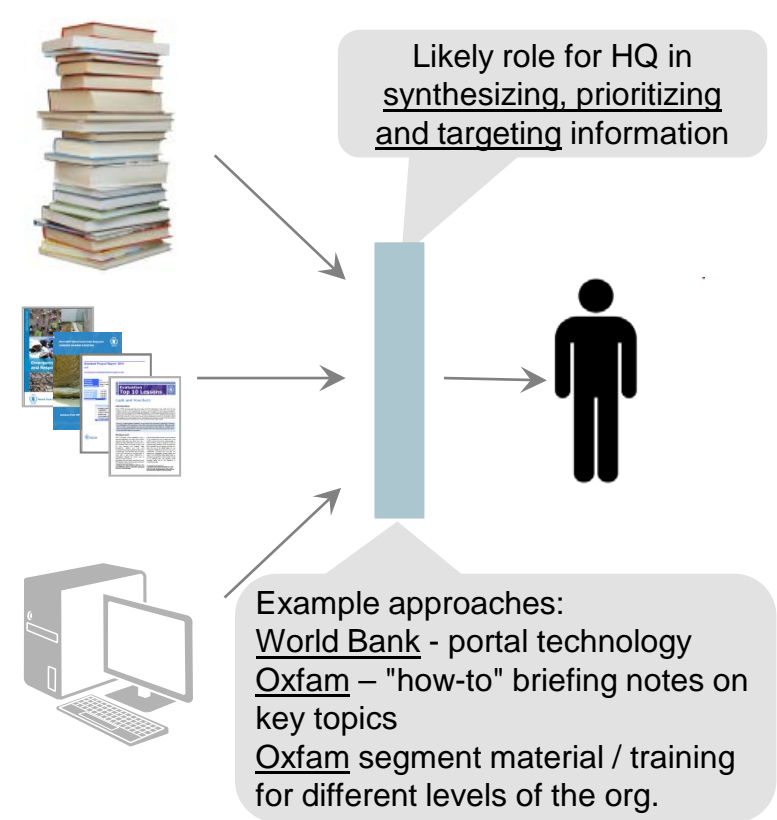
- BP spent millions over many years trying to fix their intranet with limited success
- In the end decision made to purchase Wikipedia software and create wikis on each topic area as an alternative

# View that there is information overload in WFP today; requires synthesis and prioritization to be valuable for staff

## Time poor staff cannot find the information that is relevant to them



## Need for synthesis and prioritization of information for it to be valuable



# Need to lower barriers to knowledge sharing by making it easier and part of the way WFP does business

*Three key principles for lowering barriers to knowledge sharing*

## Keep systems and processes simple

***"If sharing information is painful people won't bother next time"***

***"Aim to have systems which don't require training"***

***"Solutions should be driven by user needs – don't talk to techies first or last"***

## Integrate KM into everyday tasks

**U.S. army built KM into the way they do business**

- Training on arrival
- Sharing knowledge is core to operations

**Teamworks has become the common platform for UNDP**

- Main way to share documents and connect with people

**Oxfam holds regular forums to share experiences**

- Encourage country offices to have a weekly review of the past week

## Have facilitators to provide support and push change

**World Bank has Knowledge Officers in each function**

- Provide tools and support
- Guide web space
- Seen as a 'change agent'

**Oxfam communities of practice led by facilitator**

- Determine access
- Review material and decide which documents to 'lock'
- Decide which topics require a wiki or blog

# KM culture: KM requires cultural change through people processes and organization, need to show value proposition

## Insight

## Implication

Knowledge management based in people processes and organization, not technology

Need to focus on achieving cultural transformation

WFP has a *"just in time"* operational culture with a bias for looking forward, not back

- Versus a *"just in case"* culture focused on generating knowledge for future application
  - e.g. FAO, WHO

Need to build monitoring and evaluation into the way WFP does business in order to close the "learning loop"

Cultural change requires top leadership support as well as broader support throughout the organization (middle management and champions)

Culture change needs to be a gradual transformation with clear value prop demonstrated by quick wins and supported through training, incentives, etc.

Though top-down leadership is required for success, culture change cannot be forced

Knowledge management should be closely linked to HR

Strong incentives expected from demonstrating value to WFP and formal recognition / acknowledgement of efforts

A wide range of non-monetary incentives can be effective, including recognition / awards or inclusion in performance reviews

# KM is predominately about culture, people processes and organization

***"Organizational culture must change if KM is to be successful. Currently people 'talk the talk' about better KM but do not 'walk the walk' "***

– UNICEF



***"KM is the interface between people processes and technology... Ultimately KM is about changing the culture, how you move from organizational learning to organizational change."***

- World Vision



***"FAO's 2005 knowledge initiatives sounded great, but people were too busy and it was difficult to get traction. Culture was the missing element – how to motivate people, what incentives were needed..."***

– FAO



***"The Army started with technology, but over time shifted to people processes, realizing tech is only an enabler. Our guiding principles now focus on training, identifying champions, rewarding sharing..."***

- US Dept. of Defense



***"WHO is fundamentally a knowledge-based organization... There is a huge overlap of KM with HR – need to integrate KM into training, team building, learning, career development..."***

- WHO



***"Shifting to a 2.0 collaborative culture is one of the three pillars of UNDP's KM strategy. A lot of reluctance comes from the organization itself – we were shifting from a vertical to horizontal way of doing things."***

- UNDP



# WFP will need to overcome existing cultural barriers in order to build a knowledge culture

<p><b>Organizational culture of looking forward</b></p>	<p><b>View of WFP as operational / action-oriented with bias for looking forward, not back</b></p> <ul style="list-style-type: none"> <li>• Many orgs with activist culture see learning as a luxury, separate from and secondary to the “real work” – time and space for learning may be difficult to find and protect</li> </ul>
<p><b>Decentralized staff located across the globe</b></p>	<p><b>Geographically dispersed, decentralized operations with regions and country offices maintaining significant autonomy, not always aligned with HQ</b></p> <ul style="list-style-type: none"> <li>• HQ seen as distanced from field, not fully understanding day-to-day practical needs             <ul style="list-style-type: none"> <li>– Select regions / COs developing independent KM systems to suit own needs</li> </ul> </li> <li>• HQ sometimes seen as stifling innovation if not yet adopted as official WFP policy             <ul style="list-style-type: none"> <li>– Some reluctance to share innovation via official channels for fear of getting shut down</li> </ul> </li> </ul>
<p><b>Wide range of cultural backgrounds</b></p>	<p><b>Multi-cultural staff with different learning styles and variety of languages</b></p> <ul style="list-style-type: none"> <li>• Written documents not always the most effective way to share knowledge</li> <li>• Sharing and consuming knowledge in English is a barrier for some staff, while making all knowledge accessible in multiple languages comes at a cost</li> </ul>
<p><b>However, general willingness to share</b></p>	<p><b>Overall willingness and enthusiasm to share information and knowledge – WFP staff both want to share what they know, and learn from others... if valuable &amp; easy</b></p> <ul style="list-style-type: none"> <li>• Only limited view of guarding information / "knowledge as power"             <ul style="list-style-type: none"> <li>– Hording info mostly relevant only for consultants as leverage to renew contracts</li> </ul> </li> <li>• Most staff want to share knowledge, but want to know where it goes / that it is useful – need to overcome cost of sharing (takes time, do not know where to go, etc...)</li> </ul>



# Change will require top-down leadership and bottom-up support



**Leadership buy-in and support necessary for change process...**

**...but need to build bottom-up support to achieve and maintain change**

**Cultural change is a long-term journey, requiring strong, committed and visible leadership engagement, guidance and support**

**Bottom-up support critical to ensure organizational uptake and success of change**

- Set the vision
- Make difficult decisions
- Stay the course for long-term results
- Commit and protect required resources
- Communicate importance to organization
- Lead by example

- Need to understand, believe in, and value proposition, demonstrated through quick wins
- Incentives (non-monetary) important to drive uptake – both formal / informal, carrot / stick
- Should identify and leverage KM "champions" dispersed throughout the organization
- Middle management critical to get on board and drive change through teams





**Leadership buy-in and support is critical – effort / time commitment to be greatest in first few months**

**Leadership support critical to reinforce focus until change takes hold naturally**

- Can take years to get full uptake with natural momentum

**Getting HR on board will be critical to driving change – need to consider people and organizational processes**

# Cultural change can be supported by formal and informal incentives

Organization	Formalized incentives (non-monetary)	Informal incentives
<b>Samsung</b> 	<ul style="list-style-type: none"> <li>• KM activity considered in the annual department performance review</li> </ul>	<ul style="list-style-type: none"> <li>• Annual knowledge champion awards</li> <li>• Cyber money reward system established for registering useful knowledge</li> </ul>
<b>World Vision</b> 	<ul style="list-style-type: none"> <li>• <i>None</i></li> </ul>	<ul style="list-style-type: none"> <li>• Annual KM award, invite winners to KM forum, publicly acknowledge</li> <li>• Non-monetary reward – e.g. WVI M&amp;Ms</li> </ul>
<b>UNDP</b> 	<ul style="list-style-type: none"> <li>• <i>None</i></li> </ul>	<ul style="list-style-type: none"> <li>• Visibility – honor top contributors</li> <li>• Show contributors broad reach of shared content</li> </ul>
<b>Possible options for WFP</b> 	<ul style="list-style-type: none"> <li>• Include knowledge sharing as positive element influencing performance reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Awards with public recognition</li> <li>• Competition and games</li> <li>• Non-monetary rewards</li> <li>• Send to training / mission (travel, learning)</li> </ul>



# KM organization: KM owner should coordinate and facilitate from the center, but aim for content decentralization

## Insight

No owner of knowledge management today at WFP, pockets knowledge management are spread throughout the organization

Knowledge management integral to all business units, not unique to a specific division

Decentralized knowledge users best equipped to assess their own business need for knowledge

Knowledge management requires distinct roles and responsibilities, e.g. information management vs. publishing



## Implication

Need a clear central KM owner to facilitate and coordinate knowledge sharing across geographies and functions

View that KM should be a corporate function

Target content decentralization, technical centralization

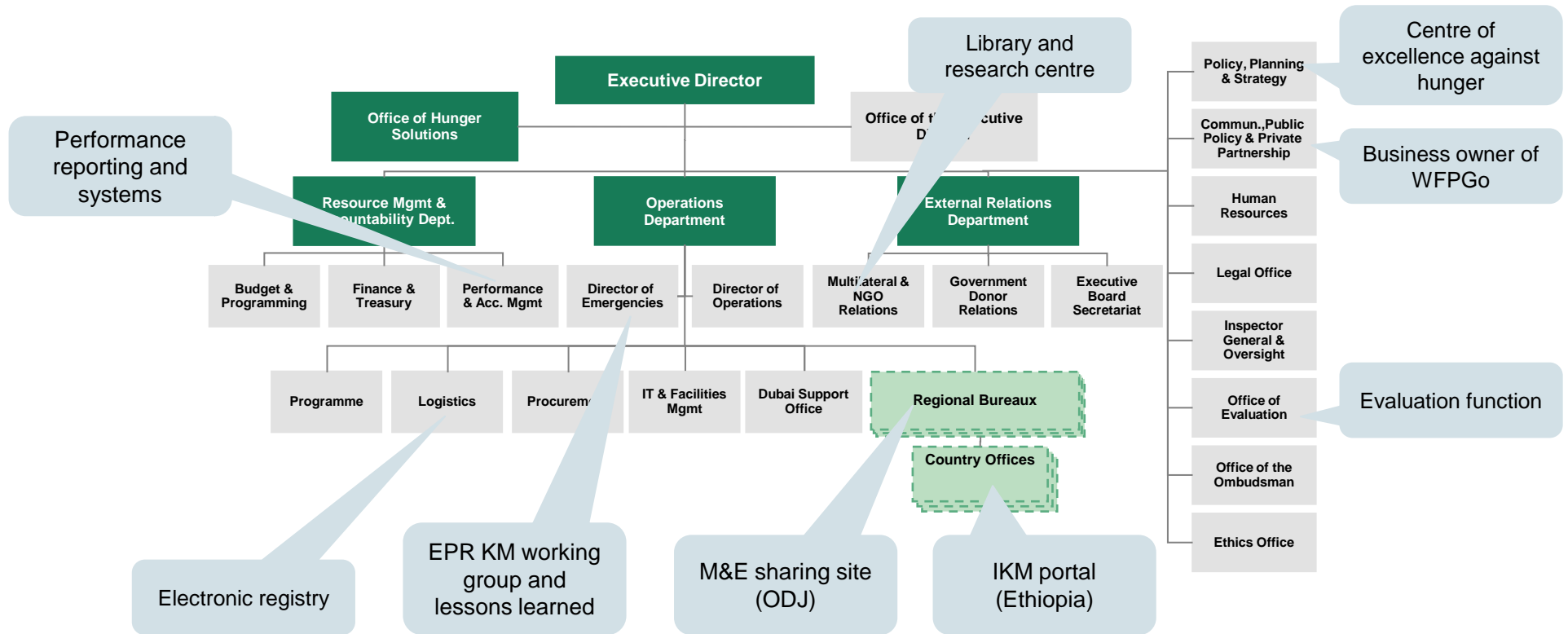
- Emphasize decentralization in owning the content and uses to align with business needs
- Build necessary resources and capabilities throughout the organization
- Center should provide overall guidance and direction, clarifying roles and responsibilities
- Regional bureaus can play a role facilitation but many lessons applicable beyond the region

Need to clarify roles and responsibilities and capabilities required



# Clear owner of KM required to manage facilitation and coordination across WFP

Knowledge management currently spread across organization with no clear structure



**Risk of reducing sense of responsibility within rest of organization by assigning ownership to a single group**

# Emphasis on content decentralization as knowledge users best equipped to assess their own business needs



**UNDP: technical centralization but content decentralization**

## **Technical management of KM at UNDP is centralized**

- Small central group providing technical support – six staff
- Focus on technical support - KM guidelines, technology solutions etc.

## **Whilst content management is decentralized to the relevant organizational unit**

- Creation and ownership of content remains in the business
- Trainings conducted to support staff in sharing in their knowledge



**FAO: knowledge sharing decentralized with guidance from the centre**

## **Knowledge predominately managed in the business**

- Estimated 90% of KM resources sit in the business
- Small central unit (currently three staff) drive and maintain change as well as acting as an overall coordination point
- Information management requires more central support for standardization

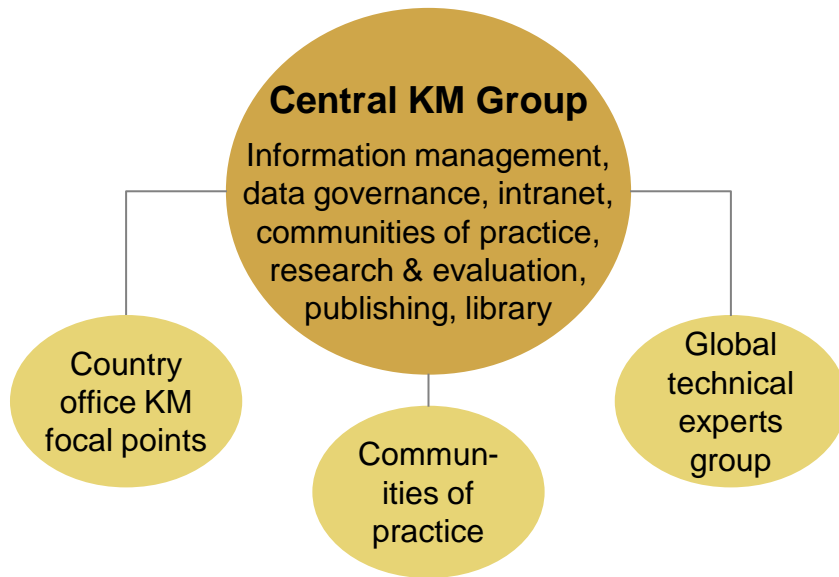
## **Ensures KM is focused on user needs**

- KM designed by the business for the business
- Requires KM resources in the organization and sufficient capability development

# Need to define roles and responsibilities for KM across the organization and develop capabilities as required



**WVI has specialist roles in center supporting focal points in the org.**



**Central unit to coordinate, set standards and manage common systems** (14 central staff in KM, 5-6 full-time)

**38 Country offices w/ KM focal point to develop and implement KM strategy for country based on needs**

**27 Communities of Practice for knowledge and info sharing on specific topics, with part-time facilitator**

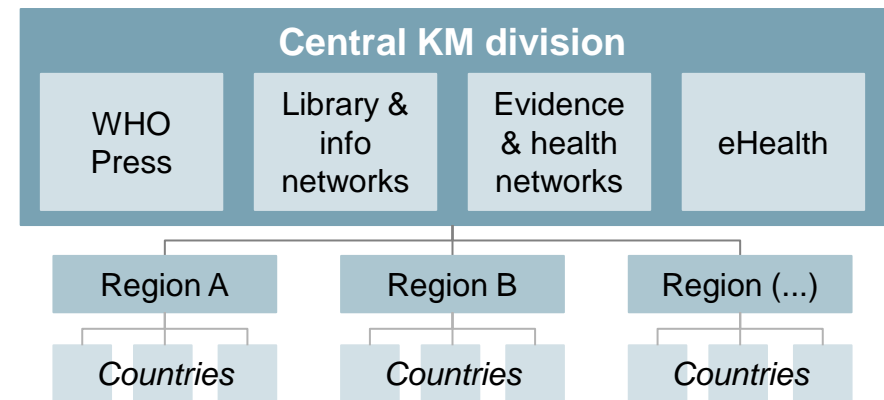
**Global technical experts group is network of SMEs to validate technical content**

Source: External benchmark interviews

WFP KM Diagnostic Compendium\_MAIN\_27JUL2012\_vf.pptx



**WHO has clear functions in central unit supporting regional structures**



**Center has overall understanding of KM activities in the organization, works to increase standardization and reduce replication**

**4 central KM units with specialized functions:**

- WHO press: generate / disseminate formal publications
- Library and information networks for knowledge: access to existing formal knowledge (internal and external)
- Evidence and networks for health: informal approaches to transferring knowledge
- eHealth: tools to support knowledge sharing

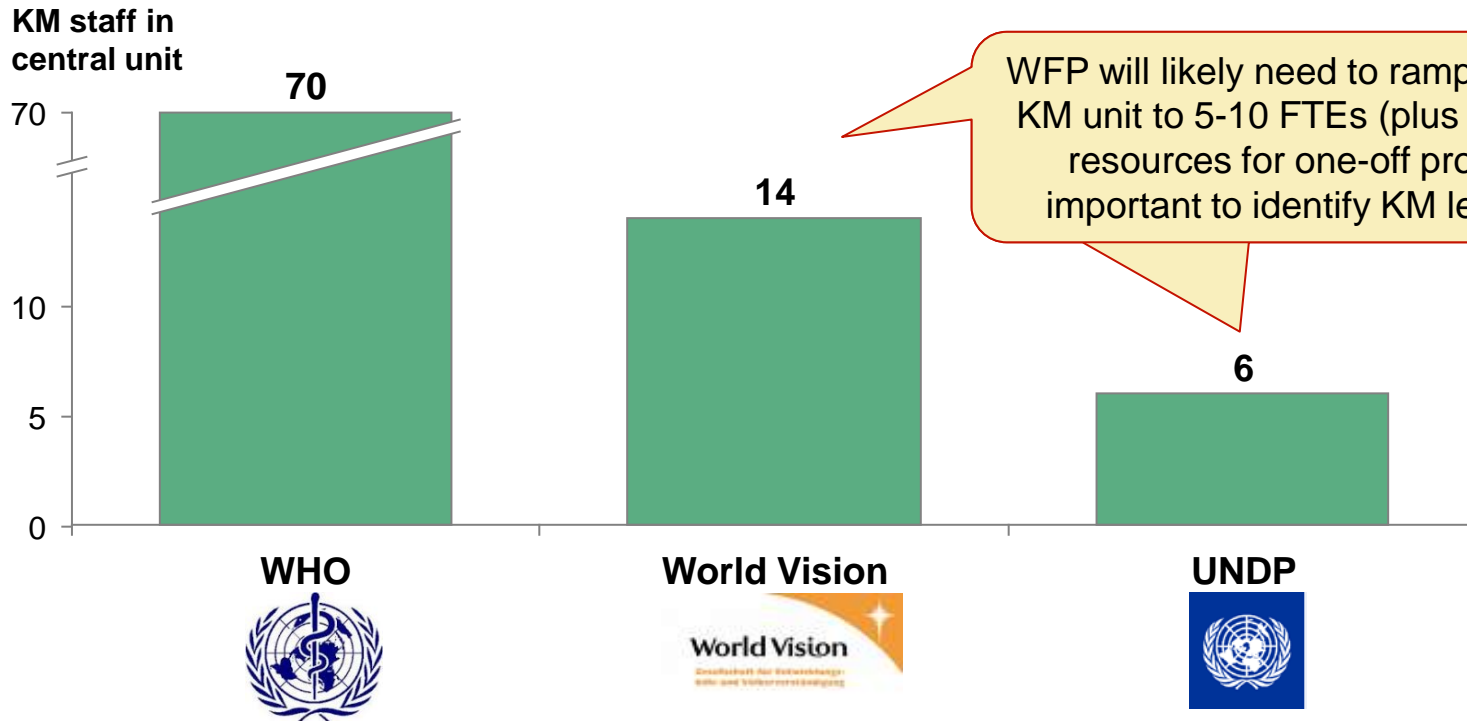
**Each regional office has its own KM structure with country offices acting as knowledge hub**



# Moderate level of resources required for a sustained period to support KM strategy

## Number of KM staff in central unit

Examples where KM strategies have achieved significant impact











WFP will likely need to ramp up central KM unit to 5-10 FTEs (plus temporary resources for one-off projects) - important to identify KM lead early

~70 FTEs, though large proportion in press function, not relevant for WFP

At full scale, includes 5-6 full-time staff with 8 additional part-time staff

At full scale, includes 5 full-time professionals (P2-P5) + 1 full-time GS staff – outsourced / contract consultants added as needed

# Technology for KM should build on existing solutions and be driven by user requirements

<p><b>Build from existing solutions</b></p>	<p> Established intranet and gradually <u>moved all existing information onto the single system</u> over a three year period</p> <p> Started "KM journey" by building a <u>single database for project documents</u> from existing file servers – integrated with other systems overtime</p>
<p><b>Keep it simple and add functionality as needed</b></p>	<p> Staff directory initially set up with very <u>basic information</u> (name, email, location and topic area); once it was functioning gradually added more information (expertise, skills etc.)</p> <p> High profile failure with early 'Communities of Practice' - solution <u>overpromised</u> relative to its ability to deliver and had <u>limited understanding</u> in the organization</p>
<p><b>Solutions to be driven by user requirements</b></p>	<p> KM team includes an <u>Information Manager</u> as interface between users and IT to translate user requirements to technical specs</p> <p> Replaced intranet with <u>open source software</u> that is easier to use and doesn't require training – allows staff to easily share and access material</p>
<p><b>May be challenging so consider alternative solutions</b></p>	<p> Set-up a front-end <u>database navigator</u> as an interim solution as moving content to a single intranet took three years</p> <p> Despite spending millions unable to get search engine to work – decision made to set-up expert populated <u>Wikipedia style articles</u> with links to top docs and contact info for experts</p>





# Lessons from BCG's KM journey suggests keeping technology simple and adding functionality gradually

## "Keep it simple" should be KM mantra

### The key is to start simple and add features/functionality as needed

- BCG started "KM journey" with no central staff database and files servers for each practice area

### First priority was building (in-house) a single database for case information

- Version 1 was a single file system, searchable by end users only later on integrated with billing system
- In parallel, an in house built staff database was created, linked with HR systems a year or two later
- Critical not to feel "boxed in" by any single structure

## Initial focus on establishing consistency

### Imperative to establish a worldwide email convention across the organization

- Used this convention to create a basic directory of all staff
- Formed a "central people database" to be used in connecting the organization

## Build-up staff directory over time

### Focus should first be in getting "the basics" established

- Simply having up to date name, email, CO and topic area for each employee is an accomplishment

### Once this has been developed and tested, can add secondary and tertiary information

- Topic expertise, project experience and language skills were added in BCG second phase
- Prior work experience, specific project experience and other skills added in third phase

## What it means for WFP

### Focusing on simple needs and ways to address them, establishes a strong foundation

- Not possible to be "all things to all people", and complexity can quickly box you into specific structures

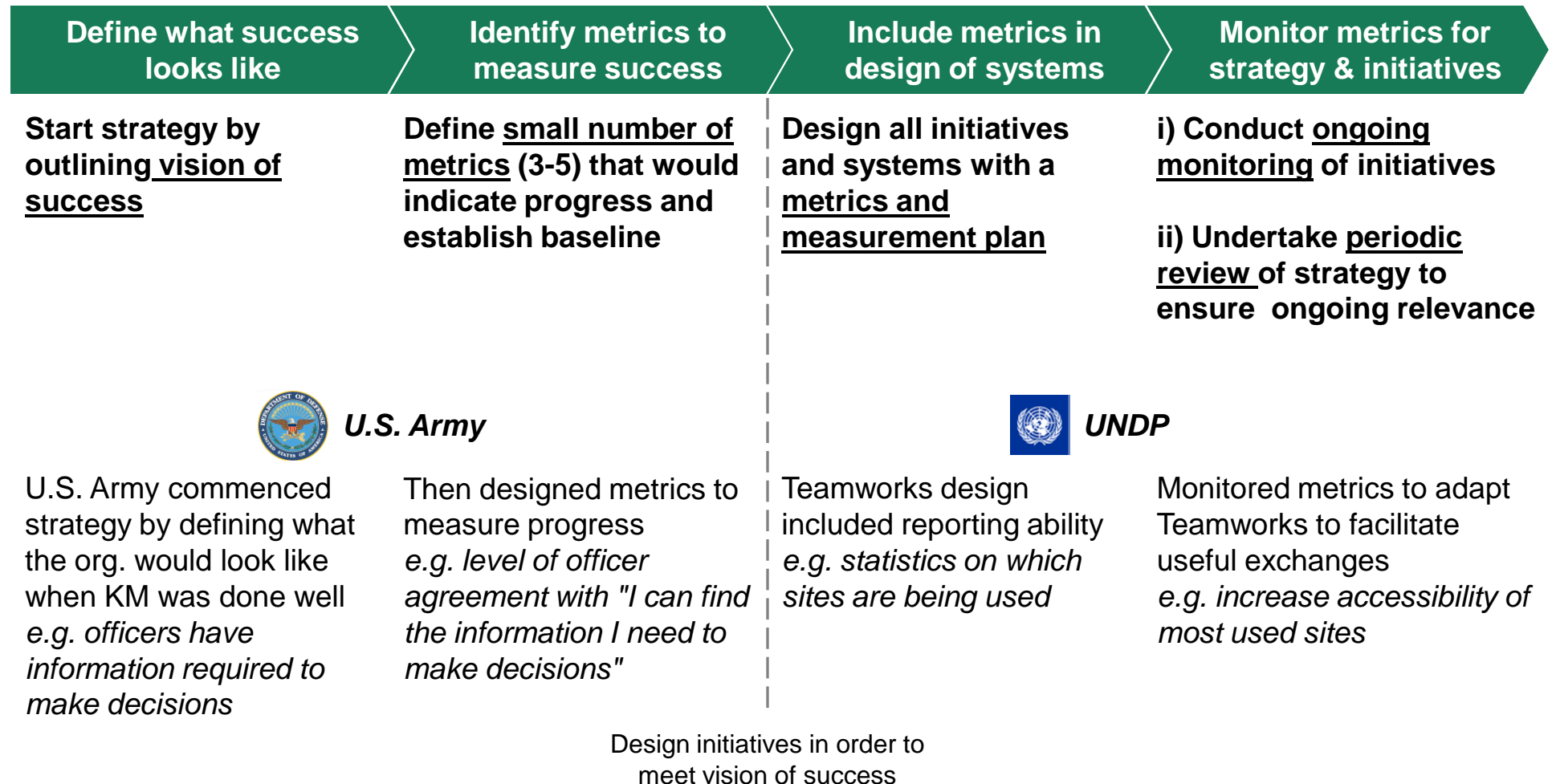
### Decisions will need to be made throughout the process (e.g., buy versus build) and should be looked at afresh each time

- Remember that KM is a journey and that it will take time to get it how you want it



# Critical to define metrics for KM based on vision of success

Process steps for defining and monitoring metrics



# Agenda

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## Key findings, implications and recommendations from exploratory phase

- What should the KM strategy be
- How to deploy the KM strategy

# Deploying KM within WFP will require a long-term journey – engagement early and often will increase chance of success

## Multi-year journey

Engagement required throughout design, roll-out and implementation

**KM design**  
(2-3 months)

**Initial roll-out**  
(3-6 months)

**Long-term implementation**  
(3+ years)

**Socialize KM to create an understanding of what it is and its potential value**

*"Senior leadership support is #1 success factor, but getting regional directors on board is critical to drive change through the organization. Need to get HR involved and aligned as well"*

**Engage the organization to identify pain points**

*"KM leader needs to be visible, on the road speaking with knowledge users to address their 'pain points'"*

**Start a KM virtual working group, hold forums with KM champions**

*"Include people involved in KM throughout organization, ask their opinion, get them to be part of the solution"*

**Start with quick wins to demonstrate value**

*"Start implementation with quick wins with tangible / visible results, to develop buy-in and gain momentum"*

**Plan KM initiatives beyond fixing what's broken, don't wait**

*"Initial focus needs to be broader than fixing information management systems – pay-off will take too long to maintain support"*

**Keep communicating, be relentless and "blindly optimistic" until messages stick**

*"Will need to keep repeating messages for sustained period until tipping point is reached where people see the benefit of participating as being greater than the cost"*

# Initiative identification: potential KM initiatives have already been identified from interviews to-date

## Potential high-impact KM initiatives most commonly heard from internal & external interviews

### Fix WFPGo search

**Top priority to enable easy access to existing official documentation needed for operations**

- e.g. core policies, program guidance

### Establish expert directory

**Build off telephone directory to gradually add fields for background, experience, expertise, topic leader, willingness to advise, ...**

- First step to fix / correct existing directory
- Next to populate with additional known info and enable / encourage self-update

### Build communities of practice

**Develop online forums for staff to engage on specific topics of interest**

- Connect and engage staff on common topics
- Enable access to experts through Q&A
- Share important / new relevant information

## Possible KM initiatives mentioned in select interviews

**Partial list of possible "quick wins" identified during exploratory phase:**

- Expert wiki
- FAQ for repeat questions
- Engage KM champions / virtual working group
- Database navigator front-end
- Mentoring scheme
- Training
- Awards
- Competitions

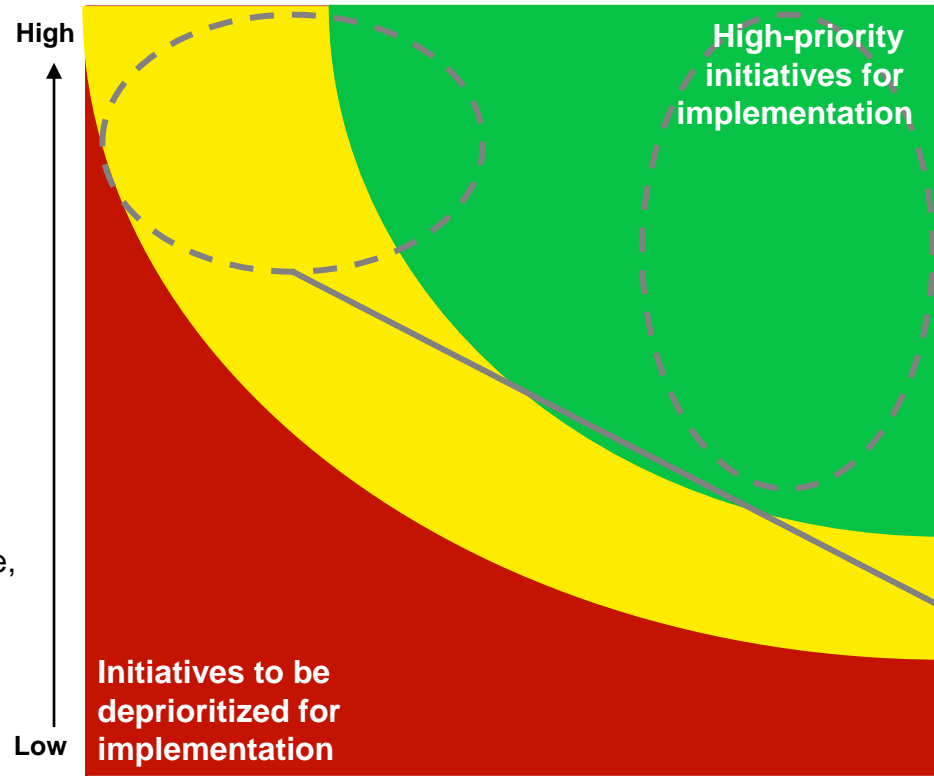
***NOTE: Additional initiatives will be identified in upcoming phase***

**These, and other, initiatives to be prioritized for possible implementation in upcoming blueprint design phase**

# Initiative prioritization: initiatives to be prioritized in blueprint design phase based on impact and WFP ability to execute

## Initiative impact

- Addresses critical pain point / need
- Tied to core business activities
- Perceptible change vs. current state
- Impact on sharing
- Scope of impact
  - e.g. number of people, divisions, regions, countries involved
- ...



Low —————> High

## WFP ability to execute

- Time to implement
- Resource requirements
- Existing capabilities to leverage
- Degree of change required
- ...

**Prioritized initiatives will be incorporated into implementation roadmap, including mix of:**

### Pilots to be tested

- Initiatives requiring limited resources, existing WFP capabilities in place, can be implemented rapidly
  - May be "quick wins"
- Will launch in small scale to test and refine before full-scale roll-out

### Long-term / large-scale projects

- High priority / high impact initiatives that may require significant time, resources, additional capabilities or involve high degree of change
- Will prioritize and launch in "waves"

# Backup: preliminary KM initiatives description and design considerations (I)

## WFPGo Search

**Fixing search capability to easily find existing internal WFP documents expressed as #1 pain point in interviews**

**Fixing WFPGo search most likely requires rationalizing underlying databases**

- Also need stronger governance of linked sites

**Likely a long-term effort**

- World Vision took 3 years to set up new and improved intranet from similar starting point
- BP spent ~10 years and millions of dollars, never got system to work properly

**Should consider short-term workarounds and alternatives**

- World Vision set up simple front-end interface with a guide to all underlying databases
- BP bought Wikipedia software for \$50K, got experts to write 2 page articles with links to key documents and expert contacts

## Expert Directory

**Being able to find subject matter experts to quickly contact for informal discussions highly valued by interviewees**

**Will likely build off of existing telephone directory, but need to fix the basics first**

- Telephone directory currently collates staff info from multiple source databases
- Often incomplete, out of date, or incorrect records today
- Likely need front-end system to standardize records

**Key to fix the basics first, then gradually add functionality**

- BCG started with ensuring accurate contact info, then added fields on experience and skills and ultimately enabled users to complete their own profiles

## Communities of Practice

**Establishing communities of practices (COPs) is a common knowledge sharing mechanism used in most KM strategies**

**COPs are typically topic-specific online spaces where interested users can connect with each other, share information, discuss relevant experiences, and access expertise**

- Can include wikis, blogs, Sharepoint sites, spaces, or other social technology portal

**Need to ensure COPs do not become too fragmented**

- Expect only ~10% of users will occasionally contribute, with only ~1% active contributors
- Need critical mass to sustain momentum and ensure enough relevant knowledge is shared

**COPs likely need facilitators to engage community**

- Proactively highlight / send out valuable info, reply to posts, etc.

# Backup: preliminary KM initiatives description and design considerations (II)

## Expert Wiki

Get topic experts to write 2-3 page article with link to top-5 docs and expert contact info (*BP*)

- Alternative / work-around for fixing search
- Low-cost, fast and easy to implement

## Database Navigator

Create a simple front-end user portal that lists all relevant databases with links (*World Vision*)

- Temporary work-around to fixing search
- Allows users to navigate on their own to needed info

## FAQ

Provide answers to frequently asked questions on key topics

- Can be technical program or broader WFP-related topics
- One-stop, easy to navigate, answers to common issues

## KM Champions

Identify and engage staff engaged in KM or passionate about it

- Use KM champions to help identify solutions, and drive behavior change throughout org
- Can use forums, virtual working groups, ...

## Training

Develop training sessions on KM to socialize, familiarize, show value & get buy-in

- Can be limited series for KM working group
- Or can develop training tools for broader organization

## Mentoring

Establish mentor program matching senior staff with junior staff for questions, guidance (*IT*)

- Lower barriers to knowledge sharing by formalizing mentor role
- Allow for non-codified experience transfer

## Awards

Use awards / rewards as incentive to encourage knowledge sharing

- Publicize successes & acknowledge efforts
- Consider performance in formal evaluations
- Non-monetary rewards incl. training, M&M's,...

## Competition

Foster friendly competitions to motivate knowledge sharing

- Earn points for desired knowledge activities
- Can be individual (win personal award), vs. others (best in office), team (best office)

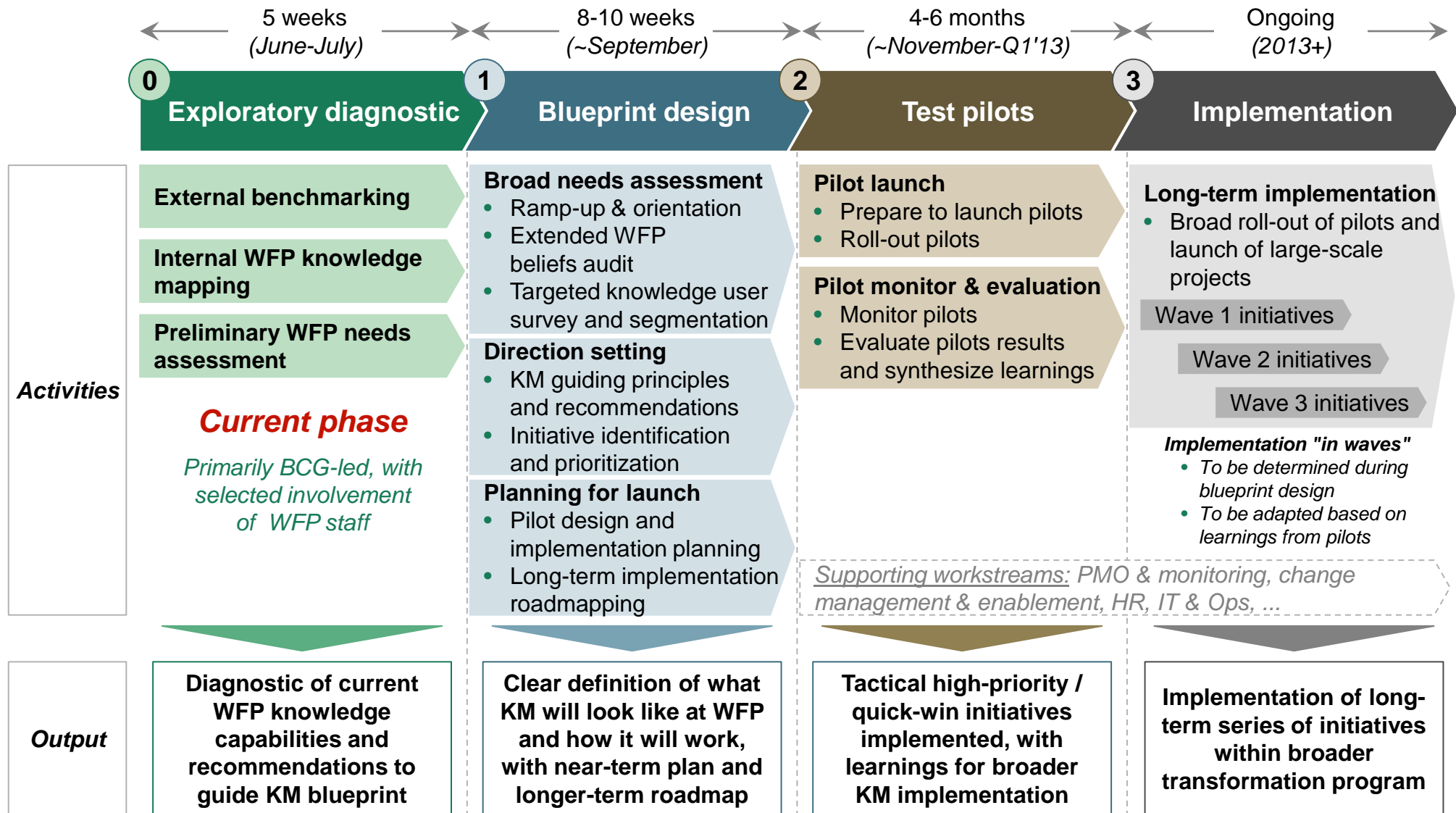


# Agenda

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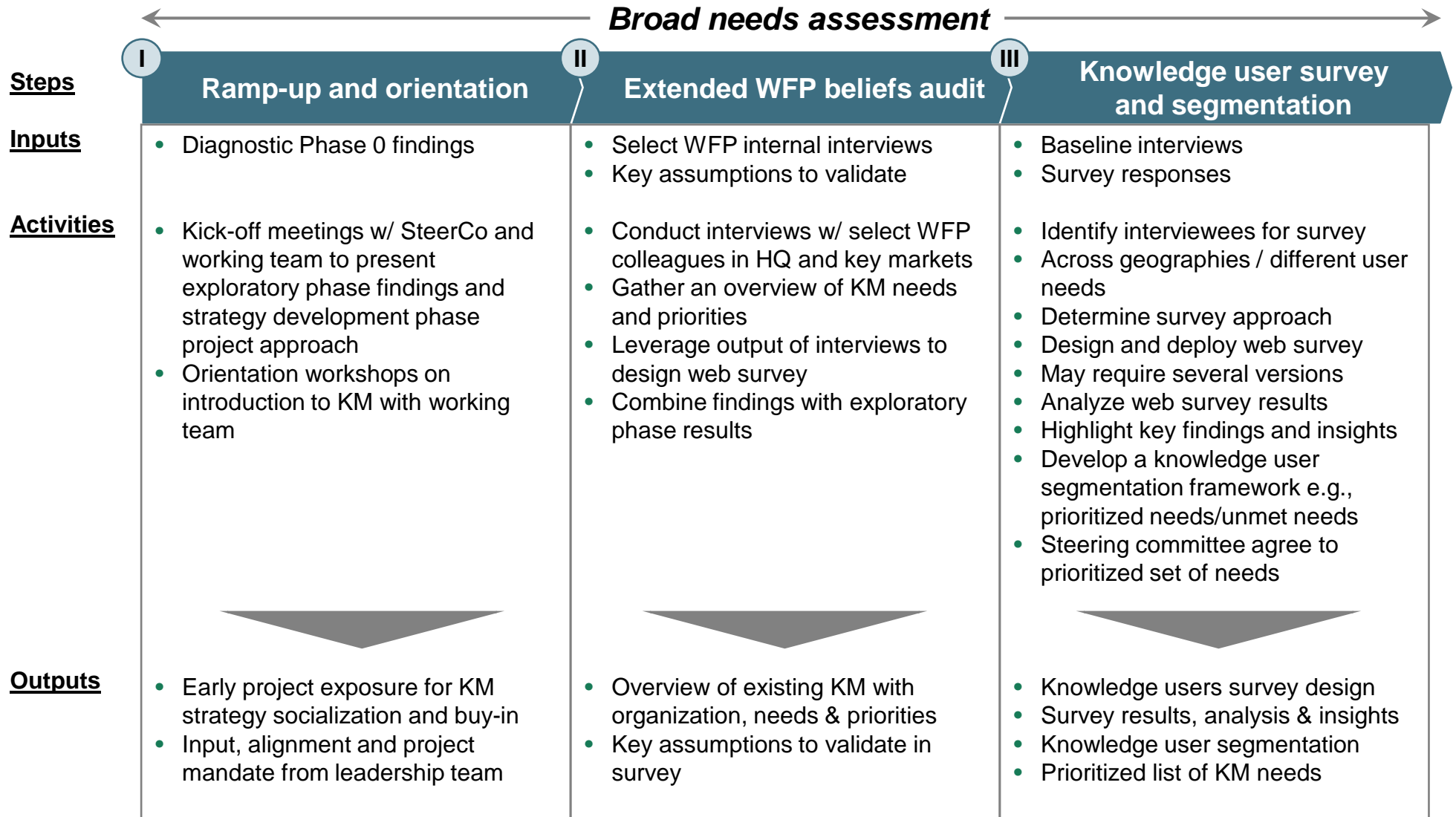
**Next steps and plan for KM strategy development phase**

# Upcoming phases will build on diagnostic findings to design KM blueprint, test pilots and implement KM at WFP



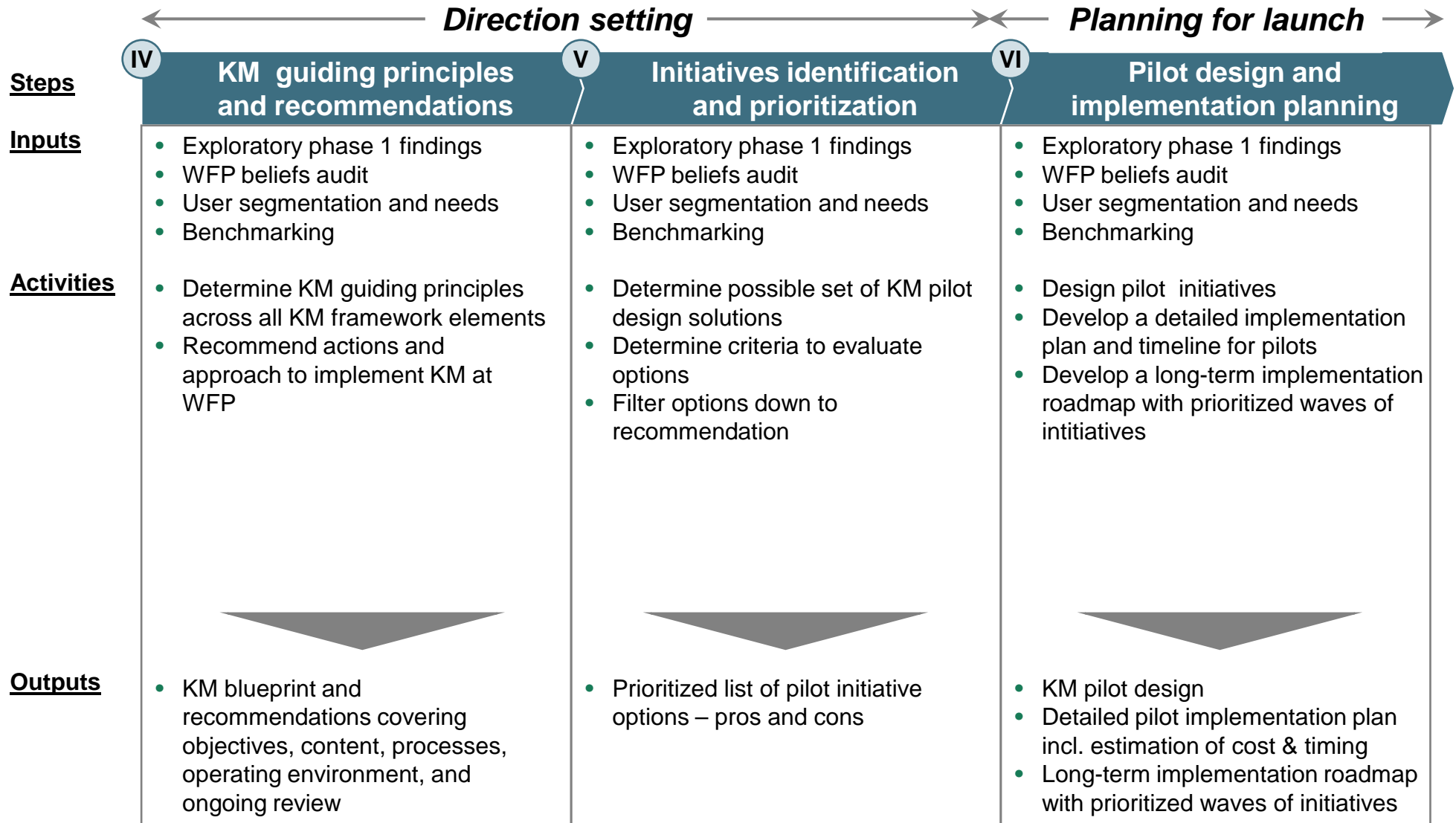
# Phase 1: KM blueprint design

## Key inputs, activities and outputs (I)

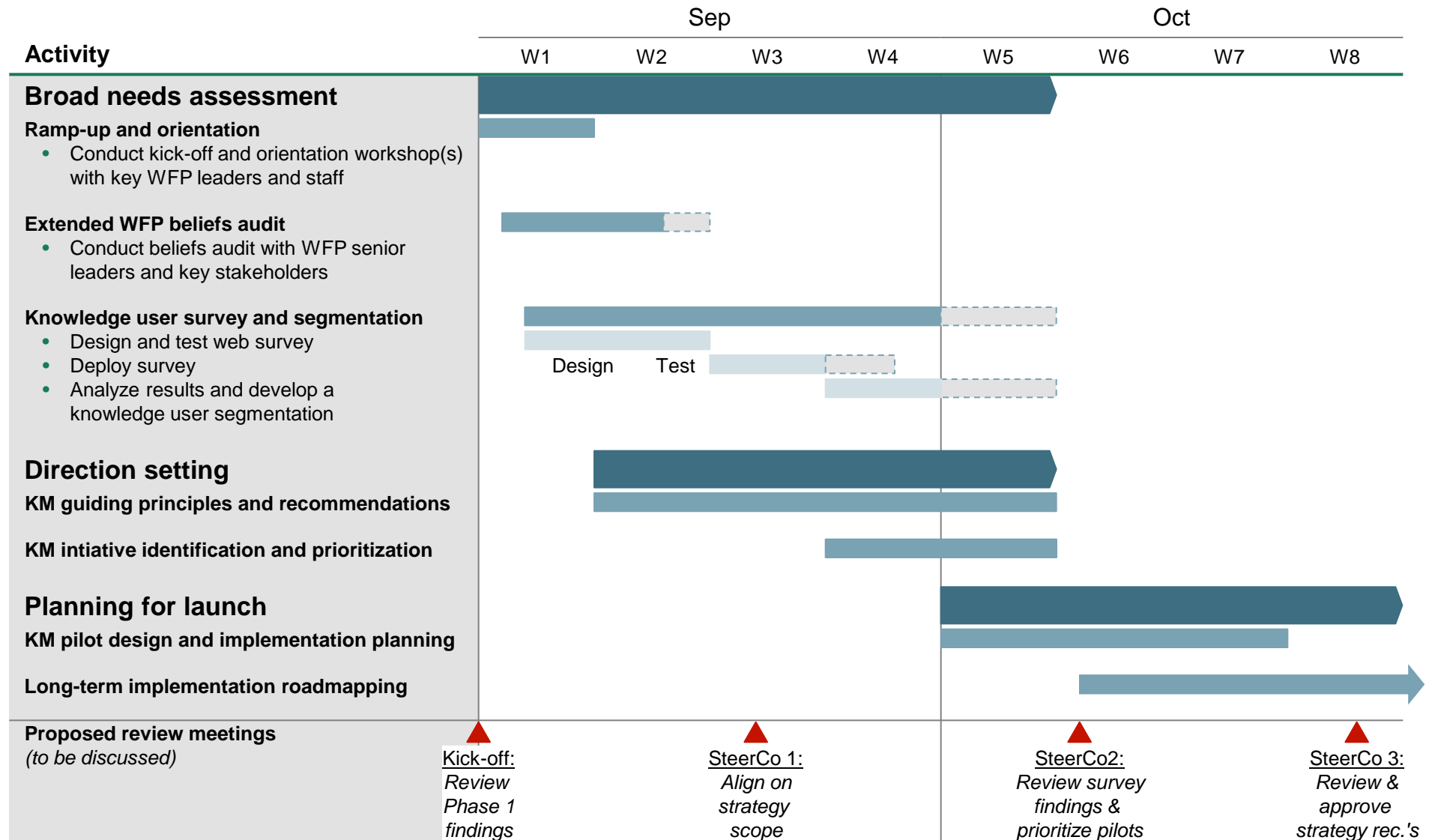


# Phase 1: KM blueprint design

## Key inputs, activities and outputs (II)

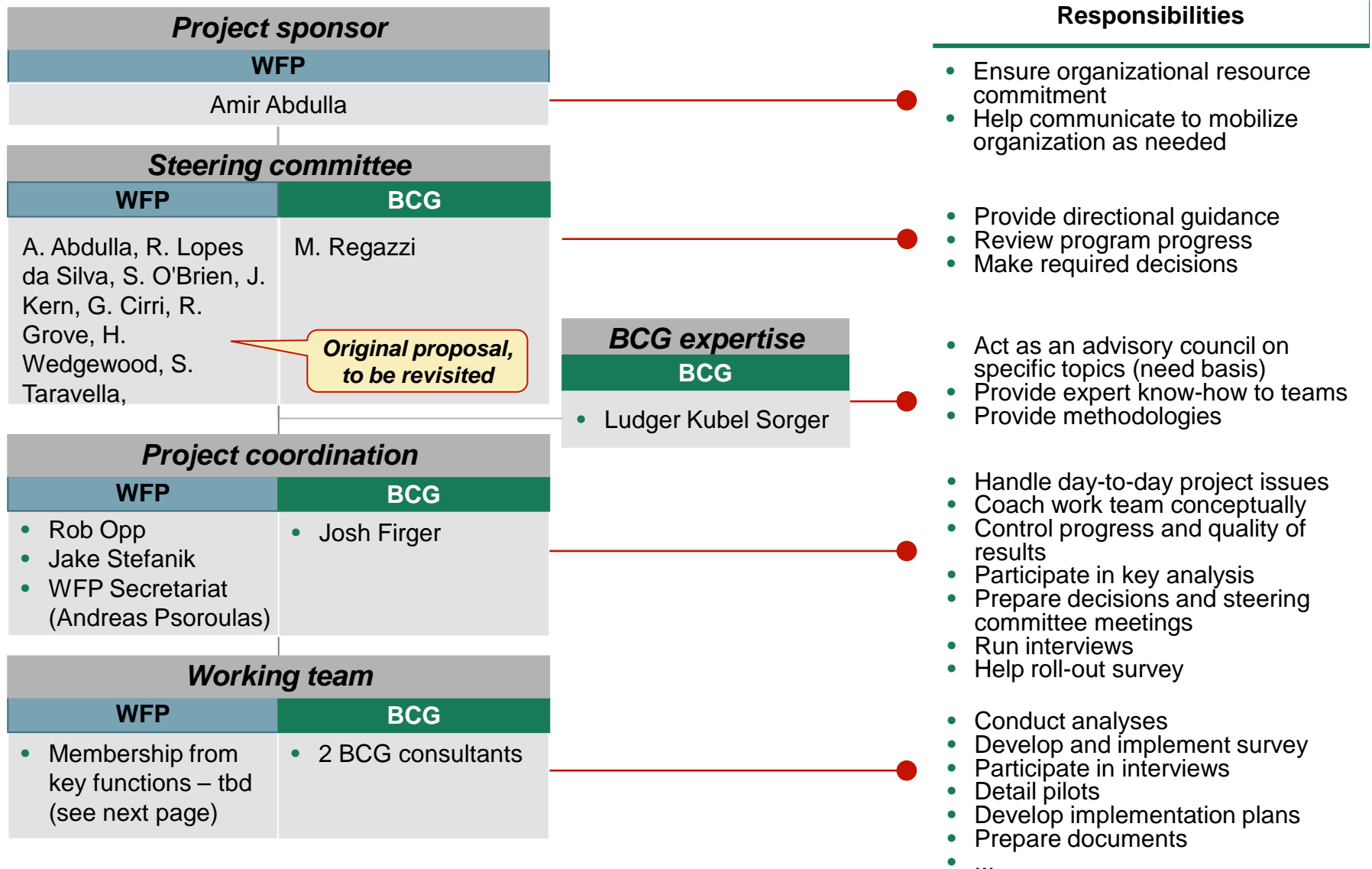


# Phase 1: KM blueprint design proposed project workplan and timeline to take 8-10 weeks, ideally starting in September



# Proposed project management structure for Phase 1

For review



# Working team members – to be completed

Area	Name
Emergencies	
IT	
Logistics	
Programme	
Performance and Accountability	
Donor relations	
Multilateral and NGO relations	
Policy	
Human resources	
Internal communications	
Evaluations	
Regional representative	
Other ....	

# Next steps

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**Agree on the proposed project approach**



**Agree on a kick-off date – *proposed start in September***



**Finalize WFP and BCG project teams**



**Staff the teams and perform set up activities**



**Launch the project**