

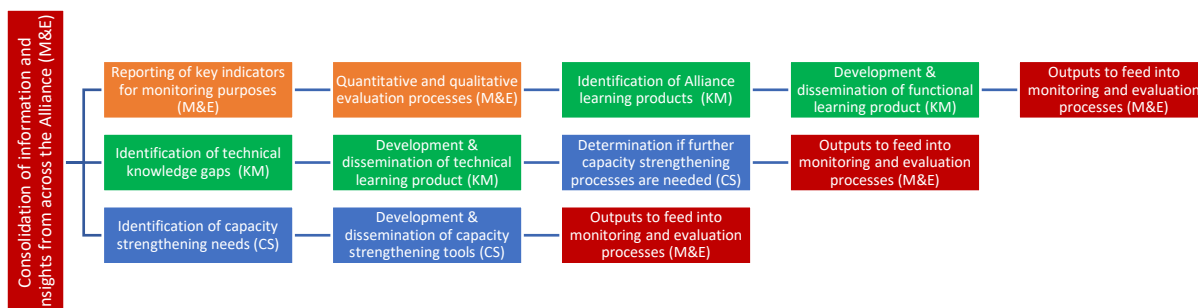
GNC Technical Alliance Knowledge Management Strategy

Version 2 : January 2021

Scope

As noted in the Global Nutrition Cluster (GNC) Technical Alliance Strategic Intent Document¹, 'The success of the GNC Technical Alliance relies on effective knowledge management (KM) that includes good processes, appropriate technology and motivated people.' To ensure valuable, effective and timely KM, this document **aims to describe the knowledge management objectives, processes, activities and outcomes of the Alliance**. It is primarily intended for an internal audience within the GNC Technical Alliance as well as interested parties within the broader GNC. While the broader strategy links knowledge management with monitoring and evaluation (M&E) given the close associations between the two aspects, this document focusses more on knowledge capture, management and learning. There is also a critical link between KM and broader training/ capacity strengthening work undertaken within the GNC Technical Alliance, however while KM is a process to achieving capacity strengthening this has broader aims and as such, is not a focus within this strategy document. Figure 1 reflects, in a broad manner, the interplay between M&E, KM and capacity strengthening within the Alliance².

Figure 1: The interplay between M&E, KM and capacity strengthening (CS)



Definition of knowledge management

Many definitions of KM exist, but generally KM refers to the process of capturing, creating, sharing, using and managing knowledge and information. Within the GNC Technical Alliance, KM aims to **promote learning and knowledge creation** to better equip practitioners working in humanitarian nutrition contexts to address their ever-changing technical needs, building on and utilizing existing knowledge and **filling gaps where knowledge generation is limited** (hereby referred to as *technical* KM). It aims to ensure that information addressing specific identified needs is shared in a **timely, user-friendly, easily accessible manner** to enable improved responses to humanitarian nutrition crises. KM further aims to **improve learning around the GNC Technical Alliance mechanism itself**, reflecting on processes in place and ways of improving the service to best meet its purpose of 'improving the quality of nutrition preparedness, response and recovery, by enabling and providing coordinated, accessible and timely technical support through multiple channels where gaps exist'³ (hereby referred to as *functional* KM). KM products in this strategy refer to both these technical KM products as well as the functional KM products.

Key principles of KM within the GNC Technical Alliance

- KM goals and objectives will be **flexible and responsive** to the broader GNC Technical Alliance processes and workstreams as they evolve to meet the needs of practitioners.
- Technical and functional KM products will be developed in a **timely, easily accessible manner** to ensure relevance and value to practitioners.
- Technical KM products will be developed when there is a **clear gap identified** or when there are common questions emerging that require synthesis/consolidation of evidence to improve accessibility (**perceived gap**).

¹ The KM Strategy should be read in conjunction with the GNC Alliance Strategic Intent document that describes in more details mechanisms and functions referred to within this document.

² Note that this document also does not distinguish specifically between KM and the GNC information management processes as this is a separate objective within the broader GNC. Broadly speaking, IM within the GNC refers to processes to ensure that nutrition clusters have the information, data and systems in place to support the delivery of an effective nutrition response. KM within the GNC Technical Alliance relates more to knowledge generation in response to gaps.

³ As noted in the GNC Technical Alliance Strategic Intent document.

- Technical KM products will utilize and leverage existing learning and knowledge management mechanisms and fora in order to **not be duplicative**.
- Technical KM products will consider the **issue of localisation**⁴ within product development and aim to **ensure national relevance**.
- Functional KM products will be developed **to support and share learning around processes within the Alliance** itself, reflecting on how processes have enabled or hindered the Alliance to meet its goals and objectives.
- KM products will be produced in **languages accessible to as many practitioners** as possible. Written products and podcasts will be translated into different languages depending on the nature of the product and relevant budget and efforts will be made for live translation of webinar events. Priority languages reflect those of the broader GNC, namely English, French, Spanish and Arabic, however these will vary based on the product being developed.
- The **GNC Technical Alliance website** as well as the GNC resource library will be used as platforms for knowledge sharing with practitioners⁵ and if possible, will also be translated into languages accessible to as many practitioners as possible.

Objectives

- To develop learning materials where gaps in knowledge exist.
- To consolidate existing learning/evidence to improve accessibility/applicability of resources to address a perceived gap.
- To identify and support documentation of country experiences and programme adaptations to facilitate the wide sharing of programme learnings in response to identified gaps.
- To curate and disseminate technical knowledge and learning through the GNC Technical Alliance website (via the search functionality) as well as the GNC resource library and the agency platforms of the GNC Technical Alliance Leadership Team (including the dissemination platforms of the GNC, ENN, and where feasible, WVI and UNICEF).
- To capture learning related to the workings of the Alliance itself and its various components.
- To promote knowledge sharing through the GNC Technical Alliance website, linking/signposting to other relevant repositories such as the GNC resource library and ENN technical repository.

Responsibilities

- When a potential KM product has been identified and agreed upon, overall responsibility for its development may fall to ENN, WVI, ACF or the relevant Global Thematic Working Group (GTWG) itself depending on the content and nature of the KM product.

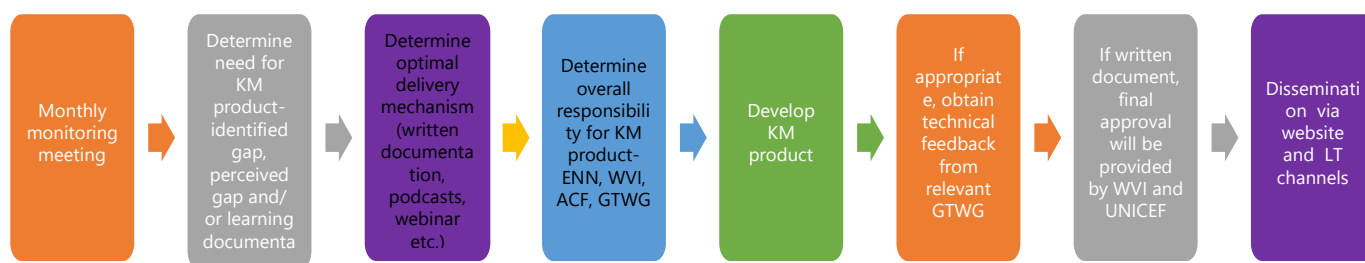
⁴ The issue of localisation is an important priority for the GNC Technical Alliance and will be reflected in the KM products developed.

⁵ The GNC Technical Alliance website will have a search functionality that will allow searches to both the GNC resource library and the ENN technical repository.

- Functional KM products will largely be the responsibility of WVI in their capacity of leading the monitoring and evaluation of the Alliance.
- Oversight of technical KM products will fall to ENN, ACF and UNICEF (as lead of TST) depending on the nature of the product. If a product is being developed by a GTWG, oversight will fall to ENN in its capacity of overseeing the thought leadership workstream and may be supported by other members of the leadership team (for example, a webinar led by a GTWG, will likely be supported by the technical support workstream) ⁶.
- WVI will be responsible for the updating of the website while products are in development and when the product is ready for dissemination. The leadership team, using its agencies existing platforms, will be responsible for dissemination of a product.

KM Processes within the GNC Technical Alliance

Figure 2: Outline of KM processes



During monthly meetings with WVI and workstream leads (ENN, ACF and UNICEF), dashboard and broader inputs (such as input from GTWGs, ENN’s en-net and Technical Support Team (TST) advisors as well as any requests from partners for specific KM products) will be reviewed to understand the nature of technical issues emerging and to identify any need for potential KM products. During such meetings, reviewing M&E outputs as well as identifying potential training/ capacity strengthening activities⁷ will also take place (as outlined in Figure 1).

When a potential KM product has been identified and agreed upon, overall responsibility for its development may fall to ENN, WVI, ACF or the relevant GTWG itself depending on the content and nature of the KM product. Consideration will be given for the optimal mechanism to deliver information (such as through written documentation⁸, podcasts or webinars or just a smaller update placed on the GNC Technical Alliance website) as well as the processes for content development itself (including desk reviews, interviews with country actors etc.). If a product is being developed outside of a GTWG, it may be useful to consider which GTWG may best be able to provide technical oversight.

⁶ For more information on the thought leadership and technical support workstream, please refer to the strategic intent document.

⁷ Capacity strengthening work falls within UNICEF’s mandate (within the technical support workstream) and largely relates to webinars to provide training around specific technical gaps. Such webinars are different to more knowledge sharing webinars such as the sharing of country experiences around specific themes.

⁸ This could be in the form of separate publications or through publications such as ENN’s Field Exchange publication.

As part of ENN's oversight of the thought leadership workstream, ENN will closely collaborate with the GTWGs in a process of technical KM priority setting on a needs basis, particularly when there are several potential technical KM products that may require prioritisation as well as collaborating on the development of such technical KM products. Such reflections will be brought to the monthly meetings for broader discussion. As part of the ACF's oversight role of the technical support workstream, ACF will liaise with TST advisors to identify potential country-level technical KM needs, reflecting on End of Mission reports, Performance Evaluation Forms, User Satisfaction Surveys and technical support deliverables and reviewing findings across multiple similar pieces of technical support to explore gaps and technical needs. Such reflections will be brought to the monthly meetings for broader discussion as well as any specific KM requests brought to the technical workstream by partners.

Periodic review of the User Satisfaction Surveys and inputs from the Alliance Leadership Team will help to inform when knowledge capture should relate to learnings around the GNC Technical Alliance itself (functional KM). WVI will take the lead in developing such learnings, as part of their broader monitoring and evaluation mandate. Framing of such learning products will be discussed initially in the monthly review meetings as well as more formally during the leadership team meetings where the topic and scope will be agreed upon as well as the process for learning generation. Upon completion, findings and key recommendations will be discussed within leadership team meetings and potential adjustments needed within the mechanism based on findings reflected upon. Unless findings are deemed sensitive by the leadership team, functional KM products will be disseminated through external platforms as well being used internally.

Once a KM product has been developed, final approval will be provided by the workstream leads, depending on the nature of the product and in accordance with the GNC Technical Alliance Decision Making SOP⁹. If the topic has previously been deemed controversial (as discussed and determined within the monthly meetings), final approval will be provided by the leadership team in accordance with the Decision-Making SOP. All KM products generated through the GNC Technical Alliance will be branded as such according to the SOP. Due acknowledgement of the contribution of those engaged in KM product generation will be given.

Dissemination of products will be in line with the broader GNC Technical Alliance Communication Strategy and Action Plan and will primarily be through the GNC Technical Alliance website (via the search functionality), GNC resource library and GNC newsletter, ENN dissemination platforms (including but not limited to ENN's website, Field Exchange, en-net, ENN's Media Hub and email listservs), and other relevant platforms. Efforts will be made to ensure that signposting of information is easily accessible to the target audience through either the GNC resource library or ENN's website. A focus within dissemination will be to ensure that information reaches practitioners working in humanitarian nutrition contexts, rather than disseminated solely at the global level.

⁹ Please see the GNC Technical Alliance Decision Making SOP, an addendum to the Strategic Intent Document.

If a functional KM product is developed, findings will be presented to the leadership team and a discussion will be held on what the findings mean for the Alliance and how it should adapt in order to best meet its purpose and goals.

As noted previously, the GNC Technical Alliance website, maintained by WVI, will provide a space for knowledge sharing, both in relation to the Alliance itself but also to highlight valuable resources and information within each of the thematic areas (via the search functionality). The website will be used to highlight trending topics (which will show recently fulfilled requests by thematic area), technical updates of GTWG priority areas (to highlight the work of the GTWGs) and a search functionality to link to the GNC resource library and ENN technical repository. KM products developed will be housed within the GNC resource library and while KM products are in development, updates will be provided through the other relevant pages of the website (such as trending topics). The group (ENN, WVI, ACF or a GTWG) who is developing the KM product will be responsible for submitting relevant content to WVI to update the website while products are in development and, when the product is ready for dissemination, WVI will upload the product to the GNC resource library. Any additional relevant material identified in the process of the technical KM product development that is not already housed within the GNC resource library will be flagged for consideration to add to the repository.

Activities

KM products, based on the processes listed above, could be developed in relation to the following:

Technical learning in relation to:

- Learning material when gaps in technical knowledge exist
- Consolidating and presenting existing learning/ evidence to improve accessibility to a perceived gap.
- Documentation of country level experiences and programme adaptations to facilitate the wide sharing of programme learnings in response to identified gaps.
- Reflections on trends and themes in humanitarian nutrition responses from both the technical support workstream and the thought leadership workstream to inform global level discussions and support broader GNC work.

Functional learning in relation to the GNC Technical Alliance:

- Capturing how the mechanism responds to emerging issues
- Capturing learnings around mechanisms for deployment and broader technical support processes
- Capturing optimal processes for answering technical gaps and broader thought leadership processes

To illustrate the above-mentioned types of KM products, a few examples of previously developed material may be valuable to reflect on:

- [Supportive Spaces for Infant and Young Child Feeding in Emergencies. Technical Brief September 2020.](#) (an example of consolidating existing learning)

- [Supporting non-breastfed children as part of an Ebola response - Experiences from the Democratic Republic of the Congo](#) (an example of country level experiences and programme adaptations)
- [Baseline Technical Needs Assessment Report 2019](#). (an example of reflections on trends and themes in humanitarian nutrition responses)
- [GTWG Ways of engagement. Lessons learnt. Case Study IFE Core Group. 2019](#). (an example of a functional learning product)

Outcomes

- Ultimately, KM processes within the GNC Technical Alliance aim to ensure that practitioners working in humanitarian nutrition contexts have access to timely knowledge and learning to meet their technical needs.
- KM processes will also help to facilitate greater visibility and influence of the GNC Technical Alliance within the humanitarian nutrition landscape.
- KM processes will facilitate a stronger learning culture across the GNC Technical Alliance.
- KM products and processes will enable the Alliance to better fulfil its purpose and vision.

How will success be measured?

- A measure of success will be seen in high-quality KM and learning products being developed on a regular basis, disseminated in a timely and effective manner and engaged with by practitioners (as measured through number of downloads of a specific product).
- High quality KM products will be assessed through regular feedback obtained from GTWG members, feedback from practitioners and through user surveys. A key consideration within this will be the degree to which KM products developed have national and sub-national relevance.
- Specific KM deliverables will be identified during annual workplan reviews and will be monitored through the Alliance's monitoring systems. One measure of success will be that fewer questions on a particular subject come in once there has been a KM product developed on the subject matter.
- Consideration will also be given within the monitoring mechanisms on the uptake of KM products and to what extent the delivery method (written documentation, podcast, webinar etc.) of the product was effective.
- KM products will help to enhance awareness of the Alliance itself and a measure of success will be in regards to the degree to which the Alliance is known among field practitioners as reflected in processes such as user feedback mechanisms.
- Functional KM products will enable an improved response to technical questions or support requests by the Alliance.

Such measures of success will be assessed during the monthly meetings and led by WVI in its monitoring and evaluation capacity.