Envisioning the future of Knowledge Management at Trócaire

“Dream Book”
The Process

Dream

Human Centred Design workshops to envision innovative scenarios with the highest impact

Design

Align process, technology, and organizational change plans into a common, time-phased roadmap

Deliver

Implement process reengineering, technology solutions, and organization's readiness
“...it is mainly people to people relationships that make knowledge flow, so we are looking for a digital transformation with a human face and human feeling...”

At Trócaire this is an important process as it is helping us to think in a different way, about how we organize our systems, processes and interactions across the organization, to achieve something that is really important for Trócaire – “Harvest our knowledge to improve our impact.”

We have a huge amount of learning that we are generating all the time in the field, as well as here in Ireland, but what’s happening is that the connections are being lost, so we feel that if we can make these connections possible, and make them live, people will learn more and learn faster and that will go straight back into the programmes, improving the quality and the impact of what we do.

Essentially, we are very aware that there are digital technologies that we are not optimizing, or even we are not aware of. But we are also aware it is mainly people to people relationships that make knowledge flow, so we are looking for a digital transformation with a human face and human feeling. We look forward to combine these two approaches to optimize knowledge management at Trócaire.

Caoimhe de Barra
CEO, Trócaire
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01 Trócaire’s Dream and Journey
02 The People Ecosystem
03 Experiences around Knowledge
04 Opportunities to Transform
05 Big Ideas
06 An Integrated Future Vision
07 Horizon Roadmap
How might we shape the Trócaire knowledge management experience to contribute towards realising the vision of working in partnership with local communities to deliver real change?
What are we trying to solve?

Trócaire supports the most vulnerable people in the developing world, while also raising awareness of injustice and global poverty in Ireland. In 2017/18 alone, Trócaire’s work improved the lives of 2.8 million people in some of the poorest countries in the world, but the need and potential for further impact is great. Working with local partners to support communities, the organisation has a wealth of knowledge about food and resource rights, women’s empowerment, and humanitarian response.

Trócaire dreams of creating a knowledge management experience which enables beneficiaries and partners to benefit from thought leadership to deliver real change in line with the mission and vision. As the operating landscape becomes more complex, Trócaire dreams of creating a Knowledge Management experience, enabling beneficiaries and partners to benefit from thought leadership, to deliver real change – in line with the mission and vision.
Being Human Centred is core to Design Thinking which is the approach Avanade took for the Dream phase. As the name suggests, Design Thinking is about bring the Designer’s toolkit and creative thinking methods to solve challenges.

An important quality as a design thinker is being Visual and express ideas and thoughts through simple drawings. The Dream Team was constantly encouraged to communicate their experiences, stories and ideas through a visual dialogue to get into the Design Thinking mindset.
What we accomplished

1. Understand the experience as-is
We viewed the challenge from the inside-out, and then outside-in:
- We interviewed key stakeholders to understand the experience that participants have with knowledge management in Trócaire today
- We considered best practice and evaluated how other organisations are succeeding in managing knowledge
- We sought to understand the needs of Trócaire’s Beneficiaries, Donors and 3rd parties to learn about people, and to find opportunities to design for

2. Explore and Ideate
- We envisioned the future by developing ideas together and generate a consensus for change at Trócaire
- We prioritised ideas based on their importance to Trócaire’s strategic aims, mission and vision
- We worked together to define 5 strong ideas to be taken forward to the design phase
People Ecosystem

To put people at the centre of a new Knowledge Management experience, Trócaire needed to understand –

- Who is involved?
- What do they care about?
- How much influence they have?
- Their relationships
Internal Stakeholders to Trócaire

Country Office
- Connection to best practice & funding opportunities
- Need strategic information on KPIs & country info
- I want guidance, templates, tools on X, Y, Z
- Shared learning & technical expertise

Country Technical Advisor
- I want to know we are upholding high standards

MEAL Officer
- Information is secure & accessible
- Oversight of Country Management tools

Trócaire Board
- I want to know what impact we’re having

Bishops
- We need Case Studies, Digital Content, Stories
- Ways of connecting & sharing priority policy issues

Internal (HQ Services)
- Procurement
- Internal Audit
- Security Officer
- L&D
- HR
- Finance
- Standards & Compliance
- IT

Internal (HQ Programmes)
- Heads of Regions
- HQ Technical Advisor
- Heads of Technical Areas
- Global Partnerships & Funding Team
- Innovation - Where, What, How
- I want to connect learning across countries
- I want easy access to near-time info to know what’s working

Internal (Other)
- Policy Team
- Centre & Volunteers
- Church Teams
- Fundraising & Marketing
- Education Development
- Mark / Comms
- Beneficiary Stories

The People Ecosystem // Stakeholder Mapping
External Stakeholders to Trócaire

I want to know what we can pursue together – innovation, research & learning

Donors & Networks

Research Institutions

UN

Major & Institutional Donors

Country-based Donors

Fund Managers

Volunteers & Community Organisations

Technical Expertise

How are others addressing these challenges?

Women’s Aid Organisations

Partner Staff & support teams

Community needs & priorities

Development & Humanitarian Partner Organisations

Information on what’s happening outside the village

Disaster Risk Reduction Committees

I want to know what support is available, who you are

What support is available?

Church / Religious leaders

Irish based volunteers

Boys & Girls

Irish Government

Irish Public / Community

Irish Based Networks

Why should I support Trócaire?

Committed Givers

What critical global justice issues do Trócaire work on?

How things work – what doesn’t work?

Community Mobilisers

Irish Media Partners

TD’s

Government Agencies (e.g. D.E.S)

Universities / Third level institutions

Irish Partners (e.g. Connecting through Impact)

Institutions & Partners (IRE)

I want to know what is your VSP – your experience, impact & data

Personal Stories & Change – Impact

Who’s doing what, where, when?
Experiences of Knowledge Management
Programme Officer

“I want a voice, not paperwork!”

General Description

• Manage technical programmes in-country
• Holds relationship with partner
• Ensure project is of a high standard
• Review partner project proposals, reports & expenditure
• Contribute to donor reports
• Monitor project implementation
• Bring partners together to build links & synergies
• Link with technical advisor in HQ

Challenges

• Language barrier
• Not being able to Trócaire requirements
• I don’t have time to read/absorb guidelines
• People don’t listen to my expertise
• Information isn’t succinct, there are too many guidance documents and I can’t tell what’s important
• I don’t know who to contact for advice
• I’m stuck doing administration behind a desk instead of being in communities
• People don’t understand my programme & what I’m trying to do

Needs

• Clear on what the requirements are for me and how to access them
• To be given time & space for learning
• To know who I can get information from across other countries (not just HQ)
• My work to be heard & recognised

Attitudes

• I don’t like reading as a method of learning
• I’m comfortable and I want to keep my job or move to a bigger agency
Experiences around Knowledge // Personas and Journeys

**Week 1**
- Activity planning & logistics
- Reviewing budgets & Expenditure
- Attending internal meetings

**Doing**
- I have a lot to coordinate
  - Thinking about my family, planning & logistics

**Week 2**
- Phoning home to family
  - Talking to partners / management
  - Talking to partners / technical staff
  - Keeping on top of emails
  - Safeguarding checklist for partners

**Thinking**
  - I hope I don’t do a case study / behaviour for learning
  - So much to be done with this partner
  - Have I covered everything?
  - Am I doing what HQ wants?

**Feeling**
  - Tired
  - Stressed
  - Overwhelmed
  - Anxious

**Week 3**
- Admin
- Trip reports
- Reviewing partner proposal report
- Documentation & follow-up
- Backlog & errands
- Expenses & reconciliation
- Following up with partners

**Week 4**
- Additional info for partners
  - Technical info from HQ
  - Working with Finance for budget

**Why have HQ sent four guidance notes?**
- I want revisions not comments
- What is the deadline for reporting?

- Why is my Manager ringing me when I am in the field?
  - Interrupted by the noise of the office

- Happy, receiving valuable insights from the field and making a difference
  - Re-energised

- How come everyone thinks I just went on holiday?

- Regret, an important family is missed
  - Exhausted
Technical Advisor

“I’d love to engage but...”

General Description
• Has a global remit to support all country programmes working in technical area, but only visits 4-6 countries per year
• Provides direct support to country teams, particularly PM’s and POs and often partners when in country
• Develops organisational wide guidance and supports the application of latest good practice and standards
• Links into global networks and coordinates research
• Coordinates global / regional spaces

Challenges
• Volume of specific requests from country programmes and cross-organisational needs
• Ability to assess real-time information from programmes partners and communities
• Language barriers
• Lack of capacity for reflection
• Finding time and space to engage with in-country programme staff to conduct analysis and capture failures and learnings
• Organisational pressures (e.g. IT applications and reports) impacts the ability to support learning & delivery

Needs
• Better ways to capture, share and disseminate knowledge
• Translation of reports and guidance
• Technology for remote connections
• Global digital knowledge and sharing solutions
• Ability to map partner projects and utilise assets from other regions

Attitudes
• Wants to engage in (and values) international networks for organisational network and profile
• Values community knowledge, as well as global analysis
• Believes in global good practice & learning from programmes to ensure continuous improvement
• Wants to help / add-value always
<table>
<thead>
<tr>
<th>Doing</th>
<th>Technical Admin</th>
<th>CPO</th>
<th>Institutional funding</th>
<th>Knowledge product dissemination</th>
<th>Knowledge Sharing and acquisition</th>
<th>Technical influencing internally</th>
<th>Remote country support</th>
<th>Finance and admin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not my priority</td>
<td>Sorting out technical issues for remote connections to meetings</td>
<td>Reading through email lists / chains</td>
<td>Reviewing programme TOC for draft application</td>
<td>Writing guidance and documents</td>
<td>Participating / sharing external working groups</td>
<td>Participating in GMP meeting</td>
<td>Support call with PO from Ethiopia, re: partner learning on global strategy</td>
<td>Budget management</td>
</tr>
<tr>
<td>Digital admin, transferring from shared drive to box</td>
<td>Read papers on own technical area</td>
<td>Harvesting learning and meeting follow-up</td>
<td>Reviewing DIFD reports</td>
<td>Harrowing / Charing external working groups</td>
<td>Networking</td>
<td>Meeting with impact / learning advisor</td>
<td>Doing expenses</td>
<td>Monthly staff meetings</td>
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<td></td>
<td>Participating in webinars</td>
<td>Facilitating global community of practice call</td>
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<td>Scanning Yammer</td>
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| Thinking | | | | | | | | |
| Frustrated | Pressured for time; guilty | Resentful; not my priority and not efficient | Fulfilled | This is voluntary and not necessarily part of my job description | Feel connected to wider organisation | I love this; this is my job | Frustration | Interested |
| | | | | Conflicted time taken up and value to trocaire | Adding value | Motivated / valued | Uninformed | Motivated |

| Feeling | | | | | | | | |
| | | | | | | | | |

This will be supportive of my colleagues

Attend a school visit with DE officer
Mass talks
Provide support to social outreach events / talks
Tea party for colleagues from the division

This is really valuable I should do more of this

Attending workshop or conference

This is what country is doing, we should capture and share

We need to build the capacity of others in the organisation to do this

I’m coming into this too late for my contribution to be meaningful

Developing TOR for research piece

I love this, but struggle to get the time

This is a valuable contribution to the sector, but I struggle to link it to my role

I’d love to have time to link in with O’Fam on this later, but when?

Do I need to be a part of this conversation?

How do I capture value and feedback?

Expectations of me aren’t clear

Uncertain of value add

We need to explore this issue more deeply

I need to link these two programme officers together

Why don’t we have a per diem policy

There is not enough money for our work

How can I collect the experience of a departing colleague

How can I work more closely to support a project I just heard about
Female Programme Participant

“I’m struggling to find my next meal. What can you do for me? (Don’t waste my time)”

General Description
- Single mother (husband dead), with 5 kids (3 of school-age)
- 2 sisters and mother living nearby
- Illiterate and dependant on support from family & small kitchen garden + maize
- Living in a rural village, recently affected by flooding

Needs
- Basic needs – food, water, health, education
- Access to information – weather, pricing in market, community events (celebrations, health clinic), rights / services
- Education for her + kids
- Access to support networks e.g. women’s groups (WEP)
- Vision for future

Challenges
- Being able to meet basic needs and hunger
- Impact of flooding / changing climate
- Status as single mother (no voice)
- Access to income (to pay for school fees, food, etc)
- Power dynamics – family, community, culture
- Isolated from decision making (local + national)
- Access to information
- Lack of education
- Time

Attitudes
- Determined to protect and support her family
- Willing to challenge boundaries
- Disempowered – defined role based on culture & gender norms
- Men make the decisions – as a result, are reliant on them
- Boys prioritised in terms of education
- No long term plans, living day-to-day
Experiences around Knowledge // Personas and Journeys

**Start of Program**

**Doing**
- Speaking with other members of the community
- Finding out who else in the community is involved
- Avoiding participation
- Not actively engaging
- Is this a waste of time?
- Should I do this?
- How long will this last?
- Backlog & errands

**Thinking**
- Will I be listening to?
- What will “others” think about me participating?
- How difficult is it to make time?
- I need to do something
- Curious
- Ok
- Worried
- Nervous
- Angry
- Shy
- Uncertain

**Feeling**
- Confident
- Relieved
- Strong
- Trusting
- Determined
- Desperate
- Excited
- Supported
- Sense of Hope
- Empowered

**Middle of Program**

**Listening to family & friends (e.g., concerns/encouragement)**
- Engaging people in the program
- Sharing info with family and friends
- Finding time for yourself

**Thinking**
- Who else is doing this in the community?
- Why are they here?
- Can I do this?
- How is this group going to help me?

**Feeling**
- Confident
- Relieved
- Strong
- Trusting
- Determined
- Desperate
- Excited

**End of Programme**

**Understanding**
- Putting learning into practice
- Sharing learning and practice

**Thinking**
- This is worthwhile
- I can do this
- My voice is important and relevant
- This will make a difference in my life

**Feeling**
- Supported
- Sense of Hope
- Empowered
Programme Manager

“Sometimes I feel overwhelmed by whose knowledge is valued in Trócaire”

General Description
Responsible for the design and delivery of our country performance. I am a manager of staff and have direct requests. Responsibilities include networking and looking for funding opportunities. Oversee engagement and participants of our partners and work to assure staff partners are supported.

Challenges
- Time
- Negotiating power dynamics - social/political environment
- Line of sight info
- Systems - ability to access/tech
- Feedback mechanisms
- Partner capacity and skills

Needs
- Set the agenda
- Time / space / environment for reflection
- Where to go?
- Strong team / partner capacity and supports
- Connectivity

Attitudes
- Responsive
- Engaging
- Time management
- Programme focus
- Pro-active
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<th>Quarter 1</th>
<th>Quarter 2</th>
<th>Quarter 3</th>
<th>Quarter 4</th>
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<td><strong>Doing</strong></td>
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<td>Manage staff</td>
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<td>Annual county review</td>
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<td>Recruitment</td>
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<td>Respond to crisis</td>
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<td>Reporting</td>
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<td><strong>Thinking</strong></td>
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<td>Career progression</td>
<td>Are we getting to community feedback?</td>
<td>Community visits</td>
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<td>Are we responding to community feedback?</td>
<td>Oversee/co-ordinate capacity</td>
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<td>What are the policies/guidelines?</td>
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<td>Has anyone else got this problem?</td>
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<td>Is there any easier way?</td>
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<td><strong>Feeling</strong></td>
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<td>Encouraged</td>
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<td>Under-pressure</td>
<td>Dismemblished</td>
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<td>Relief</td>
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<td>This organisation is growing and changing</td>
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<td>Unsafe</td>
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<td>I'm bringing value</td>
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Opportunities To Transform

In relation to our Experience Mapping activity, we asked the groups to use Rose, Thorn, Bud technique to identify the highlights, the lowlights and opportunities within the phases, listing one thought per sticky note.

Following rose, bud thorn and the vision board activities the team brought together their ideas using affinity clustering to create “How Might We...?” exploration questions that address the pain points or opportunities identified in the journeys.
“We are trying to serve communities in remote areas, spread across the globe so we need to access new learning in a easy and quick way”

Martina O'Donoghue
Field Programme Manager, Trócaire
01 How do I know that knowledge exists?

02 How might we give time and space to implement actions from learning?

03 How might we share knowledge in a way that doesn't take loads of time or affect my reputation?

04 How do I find information and learning in a usable way?

05 How might we dynamically adapt programmes to meet changing needs and capacities for positive impact on all people in our target communities?

06 How do we ensure that Trócaire and programme participants eventually understand the perspective risks around participation in the programme?
“My vision is that regardless of where you are, what location you are right across the organization, you’ll have access to the best knowledge, and that we’ll use it to have greater impact in our programmes and to make better decisions at management level, and right down to the community.”

Finola Finnan
Deputy CEO & Director of Strategy, Programmes and Advocacy, Trócaire
07 How might we demonstrate that we can deliver impact and value for money?

08 How might we encourage donors to fund Trócaire over other agencies?

09 How might we free up time in order to create space for learning and reflection?

10 How might we build on processes that make people feel valued and connected throughout the organisation?

11 How might we make frequently required information accessible in a user friendly and global manner?

12 How might we ensure people are empowered to support others within the organization using their area of expertise, and also see their impact?
Big Ideas

Using the many “How Might We” statements selected, the team generated began to dream how they might resolve the questions. Resulting in 131 ideas for ways to address those questions.

These ideas were based on enablers such as, People & Partnerships, Data & Analytics, Internal Policies & Procedures, and Technology & Digital Media.

To help challenge our orthodoxies, we also considered how our external “superheroes, successful figures and leading organisations” might approach the challenges.
In Her Hands
Adaptive programmes based on
Constantly changing beneficiary needs

TróQuora
A crowdsourcing knowledge sharing experience

Programme – Partner Portal (P3)
An intelligent platform for partners and programmes in a single centralized place

TrinkelIn
A skills marketplace model for knowledge and expertise sharing

Funding the Dream
Data driven stories from the field for donor engagement
In Her Hands

Adaptive Programmes based on Beneficiary Needs

A digital experience powered by an intelligent platform that identifies changing needs of the women, men, girls and boys who participate in Trócaire’s programmes. This will give control to the programme participants themselves to customize the programme to meet the evolving needs.

Universe Value Proposition

1. Intelligence based led platform
2. User driven
3. User powered

Persona(s)

1. Programme Participants

Impact/Success Statement

A Knowledge Management platform that enables the ease of use, level of engagement and provides culture of answer satisfaction.
Authentically adapts with programmes to meet the changing needs of communities

How you might make it happen?

- Pilot via design-thinking in the field

What should we prototype and test?

- Develop Digital Platform (e.g. pick-list of participants needs)
- Digital Literacy for communities

What metrics can be used to measure success?

- Number of participants who engaged
- Data collected from digital platform
- Qualitative feedback
- Number of communities reached

What is the big idea?

Give control to programme participants to identify and meet their needs – both basic and rights-based through a digital platform

What problem it solves?

Helps Trócaire authentically adapt programmes to meet the changing needs & capacities of women, men, girls & boys
TróQuora

Crowdsourcing Knowledge Model

A demand-driven platform that connects people who seek knowledge to skilled people with the right knowledge and expertise, through a Q&A forum that trends popular questions, recommends similar discussions and has analytics to identify top issues and topics.

Unique Value Proposition

1. Access to knowledge in a centralized form
2. Improves employee learning methods reducing training costs
3. Searchable knowledge faster decision making

Persona(s)

1. All Trócaire Staff
2. Partners
3. Communities

Impact/Success Statement

A Knowledge Management experience layer that enables ease of use, level of engagement and provides of culture of answer satisfaction.
Connecting People who need knowledge to the people with knowledge

How you might make it happen?

- Develop + Share
- Curation and Engagement
- Content and Community build

What should we prototype and test?

- Intro limits
- Themed Topics
- Community engagement

What metrics can be used to measure success?

- Ease of use
- Level of engagement
- Satisfaction with answers

How does it work?

1. Project officer makes a visit to the community
2. She sees that one can’t communicate complaints
3. Project officer talks with partner who agrees there is a difficult issue to address and look for help
4. Confusion as to how to look for help
5. Anyone has experienced this? (LinkedIn, Dear Expert, Dear User)
6. Share info
7. Partner backs initiative
8. Knowledge Hub – Most popular questions answered
9. Analytics – What are the current issues?
10. Support and Guidance - Develop guidance on the basis of Programme needs
Programme & Partner Portal (P3)

A Knowledge Hub for the Partners and Programmes

Revolutionise how we support and empower our partners, by enabling partners to access the latest technical advice & knowledge from Trócaire and for them to contribute their knowledge, experience and perspective.

Unique Value Proposition

1. Creates better outcomes for communities
2. More empowered partners
3. Strengthened Civil Society (in-country, leveraging networks)

Persona(s)

1. Trócaire Staff
2. Partner Staff
3. INGOs

Impact/Success Statement

An increase in useful connections and satisfaction between Trócaire and Partner staff.
Revolutionising how we support, empower and enable our partners

How you might make it happen?

- Starting with a Knowledge & Learning strategy
- With human-centred design - create a pilot approach
- Underpinned by agile methods - test, learn & iterate

What should we prototype and test?

Creating a basic model to test:
- Does it meet a felt need
- Will the model work with partners
- Which partners to start with
- Pilot stage: Use data from user interactions to validate what works and what doesn’t work

What metrics can be used to measure success?

- Efficiency gains / Programme impact outcomes tracking
- Increase in shared knowledge access by partners
- Increase in partner satisfaction / engagement

How does it work?

1. A Partner (Maya) logs in to complete their minimum requirements and their PCAS improvement plan
2. She accesses Trócaire’s resources and latest research on agro-ecology. She bookmarks for later.
3. She then pops over to the Community of Practice to view the latest posts and finds resources posted by a partner in another country (bookmarking for later)
4. She uploads a video of a community monitoring meeting on the Community of Practice page & tags it with key hash(#)-tags for future partners to find the info (e.g. #CMA)
5. Another partner searches for #CMA & finds Maya’s Programme Design helpful & gets it translated for local reference
6. An Advisor logs in & looks at the #CMA thread. Identify opportunities for Trócaire to cross-skill & promote to donors
TrinkedIn

A Skills Marketplace

An internal networking experience that is driven by intelligent recommendations to make connections between the Trócaire staff and Partners’ staff, to create the exchange of knowledge in form of their lived experiences across the organization.

Unique Value Proposition

1. Improves internal/external relations
2. Conduit for uniformed ideas

Persona(s)

1. Trócaire Staff
2. Partner Staff
3. Vision → Sector Wide

Impact/Success Statement

An increase in useful connections and satisfaction between Trócaire and Partner staff.
Connecting people to Skills / Knowledge

How you might make it happen?

- Build strategic alliances
- Strong Donor Engagement Strategy
- Digital Infrastructure

What should we prototype and test?

- Trócaire → Partner → Sector
- International division first → then

What metrics can be used to measure success?

- Useful connections
- User satisfaction

Best way to start?

- Helping people get comfortable asking for help and getting their profiles up-to-date
- Programme officer has access to the knowledge needed to prevent reinvention
- Engage diverse teams to establish requirements / user stories (user centred design);
- Identify resources + supporting processes;
- Test on one international team / network
- Scale
Funding the Dream

Data Driven Stories for Donor Engagement

An engaging donor experience enabled by a digital platform and a structured operational framework, that will use Trócaire’s expertise and niche to collaboratively source significant funding for a large exciting Programmes of work, by harnessing learnings and stories from the field.

Unique Value Proposition

1. Effective marketing for prospective donors
2. Strengthens knowledge hub

Persona(s)

1. Trócaire CO’s
2. Collaborators
3. Universities
4. Other INGO’s
5. Partners

Impact/Success Statement

Increase our global reach comprising of new alliances with new visibility in key niche areas.
We need non donors to fund at scale and increase our profile

How you might make it happen?

• Build strategic alliances
• Strong Donor Engagement Strategy
• Digital Infrastructure

What should we prototype and test?

• Use an upcoming call to test (e.g. Flow)
• Content consumption data tracking
• Social Media data

What metrics can be used to measure success?

• New alliances formed of global partnerships
• Visibility + profile on niche areas (reflected on web)
• Donor / Grant value and quantity increase

How does it work?

1. Sourcing out best concept in terms of niche, countries + partners/donors
2. Counting others – Building new strategic partnership with a view to co-creation of new significant Programmes
3. Collaborate and dream – More intensive design with solid evidence of needs, best practice approaches collaboratively with field staff + partners
4. Develop proposal and develop clear donor engagement strategy
5. Sell idea – use multiple methods to demonstrate expertise with preferred donors conferences, Publications CD and SME engagement
6. Improve Data Presentation harnessing Salesforce complete with stories, videos, documents on web
7. Present the proposal and achieve success
An Integrated Future Vision for Knowledge Management

An Intelligent & Social Knowledge Hub Experience

A Centralised Knowledge Hub for Trócaire. To connect the diverse Trócaire stories from the field to different parts of the organization, it’s Partners and it’s Donors.
Connecting the Field Knowledge to Trócaire, it’s Partners and Donors

How might we measure success?
• Defined ownership
• Adoption by Trócaire Employees, Leadership and Partners
• Continues to mature
• Drives increased knowledge sharing across Trócaire
• Employee and partner satisfaction

Why might it fail?
• No clear change management strategy
• There is no cultural change towards knowledge sharing at Trócaire
• Lack of formal procedures and governance
• A well-established infrastructure, networks for transferring knowledge between employees, and tools to facilitate the process.
Horizon Roadmap
to an Intelligent & Social Knowledge Hub

Q4 2019
Prototype TróQuora
KM 1.0 - Test community engagement approach, leveraging Knowledge already existing and identifying key partners to engage with.

Q1 2020
Design + Next phase TróQuora
Design a Knowledge Management delivery and change roadmap based on learnings from the proto-type

Grant Applications / Fund Raising Support
Trócaire, Avanade, Microsoft, NetHope collaboratively

Q2 / Q3 2020
P3 PoC
Leverage O365 + Box to pilot Knowledge Sharing automation tapping into elements from all ideas to test with Partners

Q1 2021+
TrinkedIn / In Her Hands
KM 2.0 - Incrementally build other features to realize additional value of knowledge from field

Q4 2020+
Test, Iterate, Measure and Scale
Engaging Sponsor Users from Partners, Donors and Trócaire to test the P3 hub, iterate and scale
Moving Forward

Which idea is most proto-typable?
TróQuora is the most proto-typable it leverages the knowledge that already exists as oppose to the intelligence led concepts which requires time to build.

Most attractive to partners?
Trinkedln resolves decentralisation and build positive relations between the partners and Trócaire staff by building in-sync knowledge stemming from both parties.

Most attractive to donors?
Fund The Dream is a fund driven platform with the primary purpose to source donors and thus revenue for the organisation.

Most attractive to beneficiaries?
In Her Hands is a participant driven platform that serves the purpose of adapting to participants needs.

Most strategic for Trócaire?
The Knowledge Hub, built around P3 is the most strategic long-term valuable idea for Trócaire to enable the relationship between partners, Donors and Trócaire to be Knowledge-driven.

Most easy to pilot?
TróQuora leverages existing infrastructure with relative low barriers to entry.
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“An investment in knowledge always pays the best interest.”

Benjamin Franklin
Founding Fathers of the United States