



Feasibility Study of Options for Long Term Knowledge Sharing and Management: Inception Report

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Feasibility Study of Options for Long Term Knowledge Sharing and Management***

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Launched in June 2008 and managed by Crown Agents, the five year-long, UK government (DFID) funded project, supports research and knowledge sharing between participating countries to enhance the uptake of low cost, proven solutions for rural access that maximise the use of local resources.

The programme is currently active in Ethiopia, Kenya, Ghana, Malawi, Mozambique, Tanzania, Zambia, South Africa, Democratic Republic of Congo and South Sudan and is developing relationships with a number of other countries and regional organisations across Africa.

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The International Forum for Rural Transport and Development (IFRTD) is a global network of individuals and organisations working together towards improved access, mobility and economic opportunity for poor communities in developing countries. IFRTD has 3000 members, 30 affiliated autonomous national networks and four communities of practice focusing on specific transport-development linkages, including gender and health.

IFRTD was formed to act as a global, but southern driven research, networking and information dissemination platform. IFRTD's research, networking and information dissemination work focuses on promoting stronger connections between rural transport investments and human development outcomes such as poverty reduction, promotion of gender equity and achievement of the Millennium Development Goals (MDGs). IFRTD underscores the importance of transport services, motorised and non-motorised as key in optimising the benefits of investments in rural transport infrastructure

IFRTD engages in research, policy advocacy, networking and information exchange to ensure that new knowledge and practices are created, shared and enhanced, and their application is scaled up for wider impact. Currently, IFRTD is engaged in activities to ensure mobilisation of stakeholders and various knowledge streams that can ensure rural transport issues are not missed out in the post MDGs development framework (Sustainable Development Goals –SDGs).

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Acronyms and abbreviations

AFCAP	African Community Access Programme
AfDB	Africa Development Bank, Tunisia
Aids	Acquired immune deficiency syndrome
ASIST	Advisory Support Information Services and Training, former ILO Programme
CD	Compact disc
CEPA	Centre for Poverty Analysis, Sri Lanka
CSIR	Council for Scientific and Industrial Research, South Africa
CSO	Civil Society Organisation
CTA	Technical Centre for Agricultural and Rural Cooperation, The Netherlands
DFID	Department for International Development, UK
DVD	Digital versatile disc
eg	for example
ENERGIA	Gender and Energy Network, The Netherlands
FAO	Food and Agriculture Organisation of the United Nations, Italy
GATNET	Gender and Transport Network, IFRTD
GIS	Geographical information systems
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany
GPS	Global positioning system
gTKP	Global Transport Knowledge Practice (Partnership), DFID-funded initiative, now hosted by IRF
ICT	Information and communication technologies
ie	that is to say
IFG	International Focus Group on Rural Road Engineering, DFID-funded project
IFPRI	International Food Policy Research Institute, USA
IFRTD	International Forum for Rural Transport and Development, UK
ILO	International Labour Organisation, Switzerland
IMT	Intermediate means of transport
IPS	Inter Press Service
IRF	International Road Federation, Switzerland
IT	Intermediate Technology
ITDG	Intermediate Technology Development Group (now Practical Action)
ITDP	Institute for Transportation and Development Policy, New York, USA
MDG	Millennium Development Goals
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental organisation
NORAD	Norwegian Agency for Development Cooperation - Norad
ODI	Overseas Development Institute, UK
PIARC	World Road Association, France
R4D	Research for Development, DFID-funded portal
RTS	Rural transport services
RTPP	Rural Transport and Travel Programme (World Bank)
SADC	Southern Africa Development Community
SDC	Swiss Development Cooperation, Switzerland
SDG	Sustainable Development Goals
SEACAP	South East Asia Community Access Programme, a DFID-funded initiative
SSATP	Sub-Saharan Africa Transport Policy Program, World Bank, USA
SUTP	Sustainable Urban Transport Project, GIZ, Germany
T2	Africa Transport Technology Transfer
TRL	Transport Research Laboratories, UK
TUDTR	Transport and Urban Development Department, World Bank
UK	United Kingdom (of Great Britain and Northern Ireland)
UNECA	United Nations Economic Commission for Africa
USA	United States of America

1 INTRODUCTION

1.1 Objective and scope of assignment

The objective of this assignment is to identify the most appropriate methods of storing and more importantly sharing and disseminating the research findings and knowledge generated in the sector. The proposed solution(s) should exist beyond AFCAP and have the capacity to integrate or link with similar knowledge management and sharing solutions. The aim is to allow relevant research findings to be built upon and meet the key criteria of being accessible and available. These research findings shall be an evidence base, which can assist and support policymaking and technical delivery of relevant transport projects and programmes.

The assignment will include:

- Investigating the range of feasible knowledge management and sharing solutions, taking into consideration issues of governance and sustainability;
- Evaluating existing knowledge management and sharing solutions in the Transport and Development Research sectors, focusing particularly on the institutions or bodies that have ownership and lead the promotion of such knowledge;
- Conducting an appropriate survey/assessment of the current and future research needs of practitioners and their requirements for access to information;
- Recommending the best available knowledge management and sharing solution for AFCAP, including the institution(s) that shall take ownership and lead dissemination of AFCAP research findings.

The Terms of Reference of this assignment are provided in Annex 5.

1.2 Background to knowledge generation and storage in the rural transport sector

AFCAP has identified the need to strengthen knowledge management and dissemination mechanisms in the rural transport and development sector. In the last 30 years or so, there has been a steady growth of projects and research activities that have improved the understanding of the various dimensions of rural access such as infrastructure, transport services and social and economic impacts.

Although there has been decline in the funding and therefore number of actors in the rural transport sector, there has been a steady growth of expertise and a proliferation of knowledge whose full value cannot be fully exploited because it lies scattered and inaccessible across different agencies, projects and countries. One of the challenges to the rural transport sub-sector is that it is considered less important compared to the highway and urban transport sub-sectors. One way of increasing its significance and visibility is by employing a more systematic approach in the way the sector's knowledge is captured, managed and disseminated. An even bigger challenge in the sub-sector arises out of the fact that knowledge generation mainly happens within transient donor-funded projects. In most of these types of projects, knowledge generation is often tied to donor reporting requirements, rather than institutionalisation of the practice in the host agency. Knowledge in the sector therefore tends to reside in reports within the donor agencies and ministries, and as grey literature in a few libraries. Also, there is a lot of *tacit* knowledge among the sector's consultants and experts that needs to be harnessed in a formal way to avoid the threat of knowledge loss.

The past two decades have also seen changes in the number and type of institutions involved in the rural transport sector in Africa. While some institutions such as national transport ministries and the main bilateral and multilateral aid remain crucial, their roles and priorities have been changing over the years. Attempts to decentralise decision-making and create transport authorities have increased the need for capacity building and increased the need for locally-available information

sources. Their relative importance in knowledge creation, storage and dissemination has been evolving. New influential institutional actors have emerged and flourished, while others have ceased to be active. Despite much rhetoric about the need for good research, sharing lessons, capacity building and the need for knowledge sharing, many of the stakeholders in rural transport have modest and uncoordinated efforts to achieve the stated goals relating to information exchange. No single organisation has emerged with the mandate and resources necessary to lead or coordinate knowledge management and dissemination relating to rural transport in Africa. Given the diversity and complexity of the continent, and the changing nature of institutions and donor funding, it is possible that none will emerge, and that several complementary information sources will be needed to fulfil the stakeholder's information needs.

1.3 Actors in information generation and dissemination in the sector

Some of the past and current actors that have been active in promoting and/or implementing transport-related research, knowledge generation and the diffusion include:

- Sub-Saharan Africa Transport Policy Program (SSATP) managed by the World Bank
- Rural Transport and Travel Programme (RTTP) managed by the World Bank
- International Labour Organisation, international organisation supporting work and projects relating mainly to labour-based road construction and maintenance
- Advisory Support Information Services and Training (ASIST), an information-resources project of ILO
- World Road Association (PIARC) links transport ministries and other stakeholders and organises regular regional meetings
- International Forum for Rural Transport and Development (IFRTD) an international network
- Transport Research Laboratories (TRL) international programme (historically a public-sector institution and information resource, now a consultancy business that has been contracted by DFID to maintain the Transport Links database of resources)
- International Focus Group (IFG) on Rural Road Engineering – a DFID funded initiative
- Global Transport Knowledge Partnership (gTKP) a DFID-funded initiative, now known as the Global Transport Knowledge Practice and hosted by the International Road Federation
- International Road Federation (IRF) an international non-governmental organisation linking stakeholders in the roads sector in developed and developing countries
- IT Transport (historically a spin-off of ITDG/Practical Action), a consultancy firm providing some information resources
- Practical Action (previously known as the Intermediate Technology Development Group, ITDG) a development charity that had been associated with intermediate and labour-based technologies and related information dissemination.
- African Community Access Programme (AFCAP) a DFID-funded initiative involving rural transport research and knowledge dissemination in Africa that followed the South East Asia Community Access Programme (SEACAP)
- Africa Transport Technology Transfer (T2) has been a series of workshops designed to exchange transport-related knowledge and research findings.

These initiatives are all interlinked in a variety of ways, as was made clear in the Makete tree initiative of IFRTD (<http://www.maketetree.org>), that traced how one small but influential research and development project in Tanzania was able to have a huge influence on subsequent activities and policy development.

While the initial list is dominated by organisations well-known to AFCAP, there are many other resource organisations that have relevance to this study. Initiatives funded by DANIDA, NORAD and SDC have been influential in the road transport sector in Africa. There are also important transport-related programmes (with aspects of knowledge creation, dissemination and use) within international and regional organisations in Africa (such as AfDB, NEPAD, SADC and UNECA).

Some of the organisations listed above cover Anglophone, Francophone and Lusophone literature but there are also organisations that are predominantly francophone, promoting research and information exchange in francophone Africa. During the participatory survey, there will be discussions with stakeholders in Anglophone, Francophone and Lusophone countries.

In addition there are Anglophone, Francophone and Lusophone universities, research institutes, transport ministries and consultancy organisations that undertake research studies. CSIR in South Africa is an example of a large, diverse research institute investigating a wide range of transport technologies. The Ethiopian Roads Authority is another example. Both of these organisations collaborate with external researchers on some of their work.

The wealth of information that is created within national programmes is often inadequately shared, particularly across national boundaries. Consultancy firms are often contracted to generate knowledge but not necessarily to share information. The contracting ministries are seldom orientated to information transformation (appropriate packaging) and diffusion. Universities are more geared to information diffusion, but this may be inadequate due to insufficient resources and/or publication in journals of limited readership.

A further important element in knowledge management relating to rural transport in Africa, are the more general databases concerned with development issues. These include:

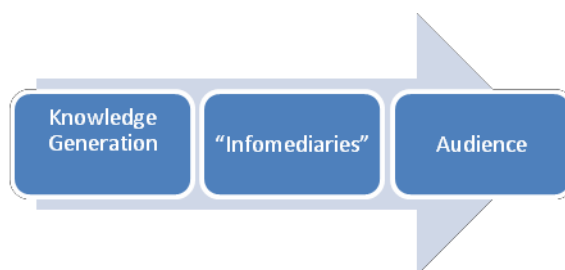
- Research for Development (R4D), a DFID-funded and hosted database of evidence-based information relating to poverty and development, that includes rural transport
- Eldis, a database of 26,000 publications relating to development issues, including rural transport, hosted by the Institute of Development Studies of the University of Sussex

There are also more specialised organisations that focus on particular issues or sectors relevant to rural transport, including agriculture (FAO, CTA), road safety and particular transport technologies.

2 METHODOLOGY

2.1 Conceptual framework

All the organisations cited above are part of the classic chain of information dissemination. This can be considered in a very simplistic diagram as follows:



In reality the knowledge generation and dissemination process is more complex than this, and requires feedback loops with the audience providing information back to the knowledge generation mechanisms and the 'infomediaries'. The term 'infomediaries' (information intermediaries) is used here to refer to intermediaries that 'repackage' information to suit the needs of different target audiences. They may act on behalf of the users/consumers of knowledge (demand driven) or on behalf of the knowledge generating agencies (supply driven), but their role is to transform research into information products that are appropriate to users. Infomediaries can exist as part of a knowledge generation agency or be independent organisations. 'Packaging' of information and its diverse forms is often informed by the needs of the target audience. However, many organisations, feel it is necessary to engage in more active diffusion processes, by informing people of the existence of these knowledge products through electronic newsletters, printed publications and/or the dissemination of policy briefs. The diagram enables us to recognise knowledge management and

sharing as both demand and supply driven, to identify the different actors involved in the process and to see dissemination also as a process of 'packaging' information into an appropriate format.

In the transport sector, AFCAP can be considered a knowledge generating institution, alongside some other organisations mentioned (including SSATP). Consultancy firms such as TRL and IT Transport are among the organisations that may be contracted for knowledge generation. The transport sector 'infomediaries' include IFRTD (website, newsletters), IRF/gTKP (website portal) and the old Transport Links Portal. These 'infomediaries' broker other people's information, not just their own. Knowledge generation organisations such as SSATP, ILO, IT Transport, TRL (excluding Transport Links hosting) and AFCAP simply make available their own information 'products'. Several organisations, including IFRTD, are involved in the knowledge dissemination chain as generators of knowledge and as infomediaries.

2.2 Approach

The Terms of Reference rightly emphasise the need to identify a sustainable institutional mechanism that can drive and accelerate development of knowledge management culture and practices in the sector. Given the time scale of this proposal, a comprehensive sector-wide study will not be feasible. Therefore emphasis will be placed on AFCAP-generated information, while seeing this in the context of sector-wide processes and solutions.

While the consultant team will attempt to identify an Africa-based solution, it may also be that no single organisation, in Africa, Europe or elsewhere, can be completely relied upon to ensure a sustainable long-term managed and accessible knowledge base. Therefore the consultant team may, from the outset, consider whether a consortium or networking approach involving African and international organisations could be more suitable and sustainable. The institutional implications of this will be mainly considered after the needs assessment analysis has informed the team about the requirements of practitioners in the sector.

In the initial needs assessment phase, it will be important to identify and segment the key target audiences that need to access information/knowledge and research on various aspects of infrastructure/transport. This understanding will ensure that the solutions to be proposed are fit for purpose. The stakeholders will be classified in various ways. This analysis will assist the targeting and sampling, and may help structure the various organisational options and therefore the final recommendations. The various types of stakeholder are not homogenous, and each has particular needs in terms of information generation, access and use. The consultant team will look at information diffusion objectives (supply side) and the different stakeholder requirements (demand side). The different stakeholders needing information are likely to include:

- Within-country decision makers (national and local government, road and transport authorities);
- International decision maker (aid agencies, development banks, international organisations);
- Researchers, academics and trainers;
- Private sector organisations and consultancy firms;
- Civil Society organisations and NGOs,
- Think Tanks;
- Media.

The consultant team will survey such people to find out their current sources of knowledge, what informs their choices and how satisfied they are with the content and form of knowledge they currently access. It will be necessary to find out what would they like to see, how they think information should be organised and disseminated, and whether they have examples of good knowledge storage systems (not necessarily in the transport sector). The results of this inquiry will shape the nature and form of a suitable knowledge management solution for the sector.

The consultant team will therefore approach the assignment as follows:

- A participatory stakeholder analysis: This will involve the identification of key audiences and their demands for knowledge, and the strengths and weaknesses of existing knowledge generation organisations and infomediaries in the sector. This will provide the context or overview of the sector, but will be limited by the constraints of timing and the number of person-days available for this assignment.
- A detailed needs assessment analysis of the specific audiences for AFCAP generated knowledge in order to identify who they are, their information needs and how they currently access information. This will also be carried out in a participatory way, through interviews and an online survey that will allow stakeholders to feedback on the analysis leading up to the identification of various knowledge management options
- An evaluation of selected options for knowledge management and sharing (who are the possible infomediaries, how to achieve inclusivity across language/regions, potential of electronic versus other media, etc). The evaluation will be informed by good practice in other sectors ('benchmarking').
- Recommendations for AFCAP: The final report will depend on the stakeholder discussion that will be held during the study. The report will be cognisant of two important and related issues: timescale and sustainability. An assessment will have to be made between recommendations for a long-term solution that may take time to establish and shorter-term arrangements that can be implemented more easily but with the potential for building its capacity for the long run.

A participatory stakeholder consultation is central to this study and the resulting recommendations. The consultant team will prepare lists of key stakeholders who will be contacted in regard to the study. Use will be made of electronic list-servers of some communities of practice, in collaboration with the managers of these lists. To ensure key organisations or individuals are not overlooked, the various stakeholders will be asked as part of the survey, for suggestions of other key stakeholders (of various categories) to be contacted. This will help to ensure that the review is as comprehensive as possible, within the limited time and resources available.

2.3 Benchmarking with other sectors

The team will review best practices in some other sectors, to learn how other sectors have tackled issues of knowledge storage and dissemination. The time and resources available to the study will inevitably limit the scope of this study, but it is always good to discuss and observe other systems that may have relevance to the road transport sector. While there may be valuable lessons from market-driven commercial sectors, it is likely that directly useable ideas are more likely to come from development-related sectors such as agriculture and health.

2.4 Electronic and non-electronic media

The consultant team is aware that most research reports and technical information relating to access and transport that have been created in the past three decades are available in electronic format. Most were created electronically, while some are scanned. This greatly eases the problem of information storage, distribution and access. Most users of this information can access, and if necessary print out, files from the Internet. Even specialist outputs such as technical drawings, photos, maps and GIS databases can be stored and shared using the Internet.

This does not mean that there is no need to create, store and disseminate printed documents. There is still a demand for books, booklets, brochures and other printed outputs especially within the African context where online access is still limited and patchy. As part of the participatory survey, the consultant team will talk to different stakeholders about the issues relating to the creation, storage, targeted distribution and relevance of printed as well as electronic documents.

2.5 Poverty and development focus

The consultant team is fully aware that while this study is about knowledge creation, management and dissemination, this is related to the purpose of livelihoods enhancement. The goal of AFCAP is sustained economic and social development, poverty reduction and improved livelihoods of the rural poor through more effective, efficient and equitable access to socio-economic opportunities. The consultant team will ensure that the methodology, participatory discussions and reporting outputs always reflect this goal. The consultant team believes their work will help to improve the sustainability, quality and relevance of AFCAP' knowledge and information management and dissemination, and that this will contribute towards AFCAP's overall goal.

3 WORKPLAN

3.1 Project website and use of email lists

As soon as the Inception Report is approved (by mid-January 2013), the consultant team will establish a suitable webpage on the IFRTD website, introducing the project and issues and asking for comments. Ideas for the types of questions to be asked are provided in Annex 1.

The project website and on-line questionnaire will be publicised through email messages to relevant communities of practice. IFRTD, GATNET and AFCAP have already agreed, in principle, to send out brief messages to their communities of practice introducing the survey and its on-line questionnaire. It is anticipated that some other communities of practice may also be interested to publicise this initiative. For example, the International Road Federation (IRF) may be willing to circulate this information to its Global Transport Knowledge Practice (gTKP) mailing list.

3.2 A participatory stakeholder analysis and needs assessment

The consultant team will continue to develop their stakeholder analysis as this will inform all subsequent activities. The information needs of active researchers, transport professionals, decision makers, academic and students are very different. The stakeholder analysis will help provide 'maps' of the various audiences that could be targeted by effective knowledge sharing strategies. This will be required when discussing the different types of information products and the various methods of their dissemination. Among the audiences likely to be important for the AFCAP-related knowledge will be policy/decision makers in the AFCAP countries and the aid agencies providing support to those countries. There will be the national and international consultants who work with the donors, the national governments and other relevant organisations (such as road authorities) and help to design their programmes. Research and training institutions (including Universities) and civil society groups (such as NGOs) that advocate for better roads, transport services, safety and inclusion will be included. The analysis will help to identify categories of users that can be targets for the best available knowledge management and sharing solutions for AFCAP-related knowledge.

The stakeholder analysis will provide the framework for the participatory needs assessment that will be achieved through the on-line questionnaire and also with discussions with people in the various stakeholder categories. The majority of these discussions will take place using electronic media (email, telephone and Skype). The consultant team members have great experience of undertaking such 'virtual' interactions with people in national ministries and authorities, universities, NGOs, consultancy firms, international organisations and aid agencies. An initial checklist of the types of stakeholders to be contacted is given in Annex 2.

Examples of the questions to be asked are provided in Annex 3. Again, the diversity of the different stakeholders and their different needs will have to be understood. Staff of aid agencies and development banks, can be overwhelmed by information and only need concise pointers to information that they need to access. At the other extreme, some decision makers may be unaware

of recent developments and best practices in the sector and at the same time they may be unaware or their 'need' for new information.

Based on the on-line questionnaire and the discussions with various stakeholders, the consultant team will prepare a report that will present an assessment of the existing and potential research and knowledge needs by stakeholders and the needs that the proposed knowledge management framework will need to meet.

3.3 Participatory analysis of long-term storage and dissemination options

The stakeholder consultation and needs assessment will help the consultant team to carry out better informed discussions with key stakeholders concerning options for the storage, management and dissemination of AFCAP's existing information and knowledge products. This will be done in the light of the perceived needs of the whole sector, and ways in which the sector could benefit from consolidation of and/or enhancement of existing information resources. The analysis will be based on the survey of key audiences, the various knowledge products identified and the strengths and weaknesses of the existing infomediaries in the sector. As in all aspects of this project, the number and type of discussions will be constrained by the limited person-days allocated to this assignment. A checklist of some of the infomediaries to be contacted is given in Annex 4.

The consultant team will then prepare their final report. This will be based on the various stakeholder discussions and the various options and issues that have emerged. Without pre-judging the study findings, the consultant team is aware of the key problem of long-term sustainability.

Looking at the history of transport-related knowledge sharing and 'one-stop' transport information portals, it is clear that there is a very real problem of sustainability. Many knowledge-sharing initiatives from the past, including Transport Links, IFG, gTKP, SEACAP and ILO ASIST have failed to maintain their momentum. Some have disappeared, some remain as non-managed portals of historic information and some have been absorbed by other infomediaries.

Do we have some reasons to explain this?

Projects are by their nature transient, and institutions are frequently being re-structured, with changing emphases and budget allocations. Knowledge management in terms of physical documents and electronic websites involve costs. While non-managed, passive websites containing old information are cheap to maintain, it is expensive to actively manage information, particularly if this includes assessing new information, abstracting publications, preparing newsletters and developing policy briefs. In recent years, both specialised libraries and information websites have been disbanded due to organisations being re-structured due changes in policies, budgets or the ending of projects.

It may be that no single organisation in Africa, Europe or elsewhere, can be completely relied upon to ensure a sustainable long-term managed and accessible knowledge base. Therefore, without pre-judging the participatory survey, the consultant team will be considering whether a consortium or networking approach could be viable in the longer term. A consortium could involve both African and European (or other) members. Discussions therefore may be held on whether sustainable mechanisms could be developed whereby dedicated and motivated institutions in Africa and elsewhere could work together to manage, preserve and actively disseminate the information. The linked organisations would probably all have to have core institutional values that would ensure maintenance of knowledge resources in all foreseeable circumstances. However, if one member of a consortium 'fails', the remaining members can ensure continuity, perhaps by linking with new organisations. A consortium, depending on its membership, budgets and access to funding, might be able to ensure not only knowledge management, but also active re-packaging and dissemination of the knowledge resources. This consortium concept is only one of many ideas that are likely to

emerge during the study, and the final conclusions will depend on the stakeholder consensus that the consultant team envisages developing through the survey and the discussion of options with stakeholders.

If a single institution can be identified as a willing, reliable and sustainable solution to meet the needs of the transport sector, then it possible that a long-term knowledge storage option could be initiated while AFCAP still exists.

If a consortium approach were to be recommended, this would likely involve significant time to implement, with more detailed discussions, the development of appropriate institutional arrangements and securing the necessary funding. If this is the case, then the consultant team will also propose some shorter-term arrangements that can be implemented relatively easily prior to any consortium being formed.

3.4 Project timetable and outputs

The proposed activities and outputs are shown in the table below.

Summary of proposed timetable and activities

<i>Start/ Finish date</i>	<i>Activities</i>	<i>Deliverables</i>	<i>Milestones</i>	<i>Milestone date</i>
15 Jan 2013	Establishment of project website			
15 March 2013	With collaborating organisation use email lists to publicise project website and needs assessment survey			
	Participatory survey and needs assessment			
	Preparation of need assessment report			
	Submission of needs assessment report	Needs assessment report	Understanding of stakeholder needs and preferences relating to knowledge	7 February 2013
	Discussions with infomediaries of possibilities for long-term knowledge storage, management and diffusion			
	Preparation of final report			
	Submission of final report	Final report	Recommendations for long-term knowledge storage	7 March 2013

4 THE TEAM

IFRTD has put together a team of three people with a mixture of relevant and complementary skills that will enable them to develop and present a methodology for management, sharing and dissemination of research and knowledge being generated in the sector by AFCAP and other stakeholders. The team combines competence and experience in rural transport research in Africa with skills in knowledge management strategies for the development, private and public sectors in Africa and Asia. In addition, IFRTD has established linkages with training/academic institutions, development partners and government agencies that can help institutionalise the solutions for knowledge management beyond the lifespan of AFCAP.

The three consultants have much experience of assignments such as this one that requires a participatory review of the needs and options to be carried out in collaboration and cooperation with the key institutional actors in terms of knowledge generation, storage, dissemination and use.

Together they provide a technically informed, multi-disciplinary team with the knowledge, understanding, tact and diplomacy needed evaluate evidence, discussion options with key stakeholders and to reach a consensus on what needs to be achieved, with prioritised options relevant to knowledge generators and users in Africa and elsewhere.

The three experts are based in different countries but can communicate efficiently through email, telephone and Skype. They have all worked on successful collaborative projects in this way in the past and are confident that they will be able to work effectively on this assignment. They will have regular virtual meetings to discuss the progress of the work. They will agree the methodology and work programme and delegate the survey tasks.

The profiles of the team members are provided in Annex 6. Working within the IFRTD Network environment, these three consultants will have access to IFRTD's many contacts in the transport research sector and the knowledge management and sharing sectors in African organisations, international organisations, universities, network and non-governmental organisations.

5 Annex 1: Draft needs assessment on-line questionnaire

Note: These questions will be formulated to allow most people to complete the questionnaire rapidly, while allowing more motivated people to provide more detailed information.

Brief background to the survey

Name:

Organisation:

Position:

Affiliation

Aid Agency or international organisation, International NGO, National/Local NGO or CSO, Government, Local Government, Academic, School/College, Library/Information Service, Construction, Consultancy/Commercial, Media, Think Tank, No affiliation, Other.

1. What knowledge do you or does your organisation require to enable your work?
2. What knowledge exists in transport/infrastructure services sector?
 - Rural transport infrastructure
 - Rural transport services
 - Community access and mobility needs
 - Gender issues
 - Disability issues
 - Rural transport governance
 - Technology – information about intermediate means of transport, loading, etc.
 - Economic and financial issues
3. What are the knowledge gaps?
4. Where is the knowledge stored?
 - Reports
 - Academic journals
 - Publications
 - Policy/issue briefs
 - Multimedia (CDs, DVDs)
 - Websites
5. How easily accessible is it? What obstacles exist in accessing knowledge?
6. How is knowledge shared and disseminated?
 - Passively
 - Electronically
 - No active promotion
 - Actively
 - Targeted dissemination
 - Newsletters
 - Email discussion groups
 - Publications
 - Workshops and Conferences
 - Referencing
 - Policy briefing papers
 - Social media (Facebook, Twitter, YouTube, others)

- Websites/RSS feeds
7. Rank the above knowledge sharing systems in terms of your most and least preferred system to access knowledge and why? (1 being the highest).
 8. Do you prefer to receive information in its original form (as originally packaged by the primary publishers)? Yes / No
Do you prefer for it to be customised to suit your needs? Yes / No
 9. Where do people go to search for information/knowledge? **These will be ranked**
 - Personal contacts
 - Google and general search engines
 - Library/Information Services
 10. What are the knowledge storage systems that exist in your sector?
 11. What systems exist outside your sector?
 12. What is your assessment of their quality? What sets them apart from the other systems you are aware of?
 13. What do you think needs to be done to improve storage and dissemination of information in your sector?
 14. In your opinion, do you think knowledge storage and dissemination should be done centrally by one designated organisation or shared between a core group of expert organisations?
 15. According to your understanding of the transport/infrastructure sector, what ownership and governance issues could arise if storage and dissemination was shared by more than one organisation?

6 Annex 2: Initial checklist of stakeholders to be contacted for needs assessment

Note: given the very limited time available for this assignment, the number and the diversity of all stakeholders contacted, including the African based stakeholders (road agencies, ministries, etc) will depend on the team's success in contacting motivated people willing and able to respond.

- African Community Access Programme (AFCAP) a DFID-funded initiative involving rural transport research and knowledge dissemination in Africa. Contacts to include: Katie McLeod (Project Technical Officer) , Rob Geddes (AFCAP Technical Services Manager), Nkululeko Leta (AFCAP Technical Manager, Roads), Gina Porter (Transport Services Adviser) and members of the AFCAP Steering Group (eg, Nite Tanzarn, Jephthah Chagunda, Rob Petts, Bekele Negussie, John Hine).
- Department for International Development (DFID) that has provided funding form AFCAP, SEACAP, gTKP, ITG, Transport Links and R4D, ELDIS. Contacts to include: Elizabeth Jones.
- International Road Federation (IRF) an international non-governmental organisation linking stakeholders in the roads sector in developed and developing countries and hosting the Global Transport Knowledge Practice (gTKP), derived from a DFID-funded initiative
- International Forum for Rural Transport and Development (IFRTD)
- World Bank (SSATP / RTTP)
- Transport Research Laboratories (TRL) a consultancy business that had been contracted by DFID to maintain the Transport Links database of resources
- IT Transport a consultancy firm providing some information resources and working with national agencies in Africa in relation to transport and knowledge
- World Road Association (PIARC) links transport ministries and other stakeholders and organises regular regional meetings
- International Labour Organisation, international organisation supporting work and projects relating mainly to labour-based road construction and maintenance and previously responsible for Advisory Support Information Services and Training (ASIST) project.
- Practical Action, a development charity that had been associated with intermediate and labour-based technologies and related information dissemination.
- Africa Transport Technology Transfer (T2) has been a series of workshops designed to exchange transport-related knowledge and research findings.
- Bilateral donor agencies with interest in transport (eg, GIZ, DANIDA, SDC, NORAD)
- African roads agencies (eg, Tanroads, Ethiopia Roads Authority)
- International and regional organisations in Africa (eg, AfDB, NEPAD, SADC and UNECA)
- African research organisations with interest in transport (eg, CSIR), University of Venda, South Africa
- African universities with interest in transport
- African transport ministries
- Private sector companies and consultancy firms concerned with transport research and implementation in Africa, including UK-based companies such as Roughtons and IMC Worldwide already associated with AFCAP or other DFID transport initiatives in Africa

7 Annex 3: Draft needs assessment checklist for Key Informant Interviews

1. What knowledge do you or does your organisation require to enable your work?
2. What knowledge exists in transport/infrastructure services sector?
 - Rural transport infrastructure
 - Rural transport services
 - Community access and mobility needs
 - Gender issues
 - Disability issues
 - Rural transport governance
 - Technology – information about intermediate means of transport, loading, etc.
 - Economic and financial issues
3. What are the knowledge gaps?
4. Where is the knowledge stored?
 - Reports
 - Academic journals
 - Publications
 - Policy/issue briefs
 - Multimedia (CDs, DVDs)
 - Websites
5. How easily accessible is it? What obstacles exist in accessing knowledge?
6. How is knowledge shared and disseminated?
 - Passively
 - Electronically
 - No active promotion
 - Actively
 - Targeted dissemination
 - Newsletters
 - Email discussion groups
 - Publications
 - Workshops and Conferences
 - Referencing
 - Policy briefing papers
 - Social media (Facebook, Twitter, YouTube, others)
 - Websites/RSS feeds
7. Based on the above sharing systems, how do you prefer to access knowledge and why? Which is your least preferred?
8. Do you prefer to receive information in its original form (as originally packaged by the primary publishers) or do you prefer for it to be customised to suit your needs?
9. Where do people go to search for information/knowledge?
 - Personal contacts
 - Google and general search engines
 - Library/Information Services
10. What knowledge storage systems are you aware of inside and outside your sector?

11. What is your assessment of their quality? What sets them apart from the other systems you are aware of?
12. What do you think needs to be done to improve storage and dissemination of information in your sector?
13. In your opinion, do you think knowledge storage and dissemination should be done centrally by one designated organisation or shared between a core group of expert organisations?
14. According to your understanding of the transport/infrastructure sector, what ownership and governance issues could arise if storage and dissemination was shared by more than one organisation?
15. Can you suggest other people who might be able to participate in this research?

8 Annex 4: Initial checklist of stakeholders to be contacted for knowledge storage

- International Road Federation (IRF)
- International Forum for Rural Transport and Development (IFRTD)
- Research for Development (R4D), DFID-funded database
- Eldis, database of Institute of Development Studies, University of Sussex
- CTA (EU funded knowledge management for agricultural development)
- World Bank
- Transport Research Laboratories (TRL) that has hosted transport links
- Research to Action (managed by CommsConsult) explores different tactics for research communication and provides links to useful research

Other databases and intermediaries for contacting in relation to long-term storage solutions to be identified through the participatory stakeholder discussions.

9 Annex 5: Terms of Reference

Background

The goal of AFCAP is sustained economic and social development, poverty reduction and improved livelihoods of the rural poor through more effective, efficient and equitable access to socio-economic opportunities.

The purpose of AFCAP is to create sustainable access for rural communities to external opportunities and services including health, education, employment, markets and social networks. Therefore, to achieve the programme goal and purpose, AFCAP has a vision of delivering an integrated, wide-ranging portfolio of research, dissemination and training activities. AFCAP is currently active in Ethiopia, Kenya, Ghana, Malawi, Mozambique, Tanzania, Zambia, South Africa, Democratic Republic of Congo and South Sudan and is developing relationships with a number of other countries and regional organisations across Africa.

AFCAP provides advice and supports applied research to address rural access constraints, communicates the research outcomes to stakeholders, and supports the mainstreaming of the research results into practice. A number of projects have been implemented under AFCAP which have generated a selection of research findings that are to be made available to relevant practitioners and classified as public knowledge. By disseminating knowledge, AFCAP aims to improve policy making, technical research and improve rural access

Objective

The objective of the assignment is to identify the most appropriate method of storing and more importantly sharing and disseminating the research findings and knowledge generated in the sector. The proposed solution would continue to exist beyond AFCAP and have the capacity to integrate or link with similar knowledge management and sharing solutions.

The aim would be to allow relevant research findings to be built upon and meet the key criteria of being accessible and available. These research findings shall be an evidence base which can assist and support policymaking and technical delivery of relevant transport projects and programmes.

Scope of the Services

The project will be managed and funded by AFCAP. Services required include:

- Investigate the range of feasible knowledge management and sharing solutions. Consideration should also be given to the governance and sustainability of the proposed solution;
- Evaluate the existing knowledge management and sharing solutions in the Infrastructure/Transport and Development Research sectors, focusing particularly on the institutions or bodies that have ownership and lead the promotion of such knowledge;
- Conduct an appropriate survey/assessment of practitioners current and future research needs and requirements for access. The Consultant shall be responsible for identifying key stakeholders in consultation with Crown Agents; and
- Recommend the best available knowledge management and sharing solution for AFCAP. The recommendation will pay particular attention to the institution that shall take ownership and lead dissemination of AFCAP research findings.

Deliverables

- Inception Report: This will elaborate the work plan for the assignment, the methods to be used to assess the various knowledge management and dissemination options and the list of and a list of stakeholders to be consulted.
- Needs Assessment Report: Will present an assessment the existing and potential research and knowledge needs by stakeholders and the needs that the proposed knowledge management framework will need to meet.
- Final Recommendations Report: This will present the various options that will have been investigated, the merits and demerits of each case and estimated costs of the proposed solution or set of solutions.

10 Annex 6: Profiles of team members

Paul Starkey is a leading specialist in rural transport who has highly relevant experience relating to knowledge sharing and management and participatory review processes. He has worked closely and effectively with African universities, government departments, international organisations, research centres and non-governmental organisations in Africa and worldwide. He is well-acquainted with all the transport and development-related organisations, information portals and supporting donors mentioned in this proposal. He can liaise effectively with them to help build a consensus of appropriate ways forward for effective knowledge storage and dissemination. He has written several influential books and has desk-top published many publications including conference proceedings. In collaboration with several international organisations and knowledge dissemination networks, he has promoted knowledge sharing in many ways through printed and electronic publications as well as through audio-visual media. He has designed and developed websites that make freely available over one thousand technical papers.

Aware of the need to disseminate existing knowledge, he planned, developed and published an annotated, bibliographic database that made over two thousand technical documents accessible worldwide (in electronic and printed versions) through the library of the International Livestock Research Institute based in Africa. Using the then international standard ISIS bibliographic software, he collaborated with the ILO-ASIST document database and arranged relevant information sharing and exchanges. As a consultant concerned with information exchange and networking, he has undertaken participatory reviews, analysing the existing situation, the needs of the various stakeholders and evidence from other sectors. He has then worked with key institutions to build up an agreed consensus as to the best way forward. This was the methodology adopted for the 2011 participatory review of the structure of ENERGIA network. As a transport specialist, he has been team leader and senior author of several influential studies concerning rural transport (road transport services and infrastructure). He has led and participated in multidisciplinary teams covering a wide range of rural transport issues including infrastructure (roads, footbridges, pedestrian facilities, maintenance, management and funding), transport services (motorised, non motorised, formal and informal sectors) and planning and governance issues. In collaboration with international agencies, he has worked to ensure knowledge outputs have been made available worldwide in a variety of attractive formats (printed and electronic) and at different levels of technical complexity.

Farai Samhungu is a Director of CommsConsult, an international consulting organisation that designs communication strategies for development work. Farai Samhungu is passionate about communicating. She has been at the heart of African development and knowledge dissemination for several years as the Africa Regional Director of Inter Press Service and communication and advocacy specialist for international non-governmental organisations and the United Nations. She has worked with a wide range of bilateral and multilateral agencies in assessing their knowledge management and dissemination practices. She has outstanding skills in the development and execution of communication and information dissemination strategies. Her development work, which spans over a period of 20 years, has focused on using lessons to develop a diverse range of knowledge products for dissemination to multiple stakeholders. In addition to knowledge production she has excellent competencies in understanding stakeholder needs and organising information in ways that are easy to access and use. In one of her assignments she was part of the team that reviewed and reorganised DFID's R4D online platform, a repository of all research financed by DFID. Her work included evaluation of the platform from a user perspective, paying attention to relevance, accessibility, the quality of content, uniqueness and innovation. She co-led on an evaluation of IFPRI's communication activities focusing on the efficacy and impact of their knowledge products. She researched audience perspectives on a range of information products and communication

tactics and prepared the output report. She is currently managing the Africa operations of CommsConsult and specialises in strategic communications for development. She has been a juror on a number of media and development awards; and is an advisor to the Gender Links Media and Diversity project as well as the Communications and Partnerships Programme of the Southern Africa Trust. She is also a board member for IPS Africa and a member of the ODI Secure Livelihoods Research Consortium Advisory Group. She is fascinated by social media's potential to share knowledge as well as to connect people and ideas in small intimate communities and across the globe. In her different roles, she has brought together her interests, passion and abilities to facilitate learning, inspire and make a difference.

Priyanthi Fernando is a social scientist with an Honours Degree in Sociology and a Masters in Mass Communications. She is a specialist in issues relating to poverty reduction, gender and social development. For the past twenty years, she has been working at an executive level in the knowledge and communications sector, covering knowledge creation (research), knowledge management and storage and knowledge dissemination (communications). Currently she is the Executive Director of Centre for Poverty Analysis (CEPA), an independent think tank that conducts qualitative and quantitative research on poverty related issues and is committed to sharing the knowledge it generates with a wide audience. She is Research-Uptake Director (part time) of the DFID-supported Secure Livelihoods Research Consortium, responsible for research uptake, and works with the CEPA team that is monitoring the influence on policy of impact evaluations. She has a great deal of experience of knowledge creation, storage and dissemination in the transport sector, having been the Executive Secretary of the International Forum for Rural Transport and Development (IFRTD) for ten years. IFRTD has been a key broker of transport knowledge, using its newsletter and website to share information in three languages (English, French and Spanish), filling in the gaps in information through research on a range of mobility and access issues, and supporting its members to use research findings to influence transport policy. As Executive Secretary, Ms Fernando was responsible for supervising and managing IFRTD's information resources. She also pioneered the concept of networked research, a methodology that combined dissemination and the engagement of stakeholders with knowledge generation, instigated the IFRTD initiative on 'Improving Rural Mobility' that exposed the World Bank's research on 'Improving rural transport services' to a wide audience in Asia and Africa through workshops and online discussion forums, and was instrumental in the establishment of GATNET, the gender and transport electronic network. She is currently a board member of IFRTD. She has worked as a knowledge management consultant, and has been the lead author of several participatory studies relating to knowledge management including the Energia network. She has designed a communications strategy (with manual) for the Social Fund for Development in Yemen. She also has worked as an independent consultant with leading transport consultancies (WSP, IT Transport, Roughtons) and for the World Bank's Energy, Water and Transport Research Division