Future Skills Centre | Centre des
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CoP Refresh

Evaluation Framework

January 2023

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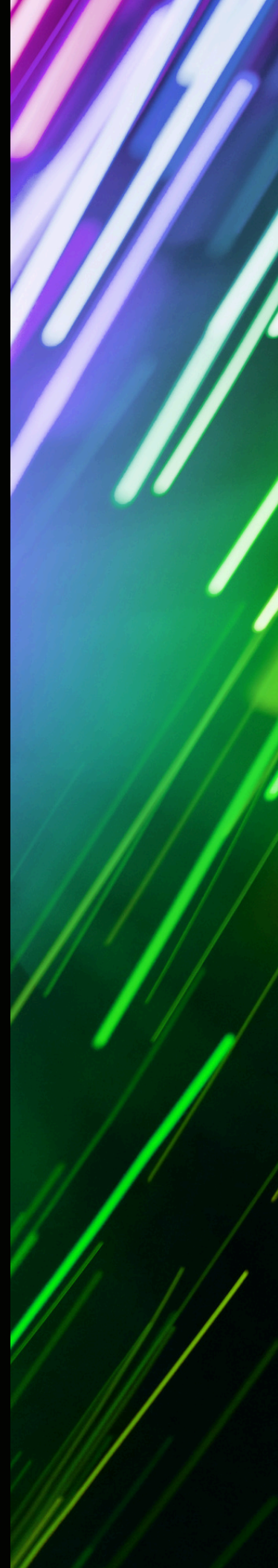**IMPACT** | RECHERCHE
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MAGNET

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Introduction

2022-2023 FSC CoP Refresh

The Future Skills Centre's (FSC) Community of Practice (CoP) is an integrated, pan-Canadian network of diverse partners and stakeholders across the skills training and workforce development ecosystem. The CoP is about network connections, community-building, peer learning and exchange, and access to experts, tools, and resources.

The CoP enables people to:

- Access online training, resources, and news related to skills development
- Engage with others across Canada, and develop new relationships for future collaborations
- Join workshops and events facilitated by experts in the field

Approach for 2022-2023

Until Fall 2022, the primary mechanism used for FSC's CoP was an online platform powered by Magnet. While the online platform will continue to be a key component of the CoP, other tools, mechanisms, and methods of delivering activities and building connections will also comprise the next phase of work. Research Impact Canada (RIC) will lead the implementation of CoP refresh activities, integrated with other RIC-supported FSC knowledge mobilization activities and technical support.

Some activities will take place directly on the online platform asynchronously (e.g. discussion posts with curated content), while other activities will be organized synchronously, with connection points to the online platform (e.g. networking events, peer learning groups).

Disclaimer: This report was initially an internal-facing working document and it was last updated on January 2023.

Entering 2022-2023, the CoP is refreshing offerings in three areas:

P2P: Connecting People to People (peer exchange and learning)

Meet people across the country who are preparing Canadians for the future of work

P2K: Connecting People to Knowledge (tools & resources)

Access curated products, research, and tools with actionable insights and innovative practices

P2L: Connecting People to Learning (learning supports)

Learn from experts and participate in professional development workshops and learning supports

Community of Practice Stakeholders

There are four stakeholder groups across the skills training and workforce development ecosystem that will be engaged to participate in the CoP. These stakeholders include FSC-funded projects, as well as diverse actors in the broader ecosystem. When engaging with FSC-funded projects, RIC is committed to working closely with FSC to coordinate outreach and communications. The CoP may have initiatives specifically for FSC-funded stakeholders to address their unique considerations and experiences.

A key group for the CoP are the skills training and workforce development providers directly serving and equipping Canadians with the skills needed to thrive in the labour market.

Stakeholders	Priorities
Employment and Skills Training Providers (e.g. career counselors, job developers, case managers, program managers)	Open access to timely news, knowledge products, tools, resources, and research with actionable insights to inform best practices Connect and collaborate with other stakeholders to exchange knowledge and problem solve around common challenges Participate in professional development workshops and connect with experts that can provide targeted learning support
Researchers (e.g. researchers at post-secondary institutions, non-profit organizations, think tanks, government, evaluation organizations)	
Policymakers (e.g. Members of municipal, regional, provincial, territorial, federal governments)	
Business, Industry and Labour Groups (e.g. Members of literacy groups, workforce planning boards, industry councils, chambers of commerce, unions)	

Evaluation Framework Goals

The goals of the evaluation framework are to:

Capture

Capture information about the delivery of various activities, offerings, and products/services

Understand how we foster community

Explore the extent to which FSC CoP refresh activities foster a pan-Canadian network of skills training and workforce development stakeholders

Improve stakeholders experiences

Understand the experiences of stakeholders who engage with the CoP to identify what worked well and areas of improvement

Meet the needs of a diversity of stakeholders

Determine adaptations necessary to meet the needs of diverse stakeholders and geographies across a pan-Canadian network

This document outlines the design of the evaluation. It includes:

- The **approach** for the evaluation.
- **Evaluation questions** to be answered.
- A **logic model** that references various inputs, activities, outputs, and outcomes for the FSC CoP refresh.
- **Measurement framework** that outlines how the evaluation questions, indicators, and data collection tools align.
- **Timelines and reporting schedule** that outlines the timeline of FSC CoP activities and reporting on evaluation learnings to support continuous improvement.
- **Works cited list** that includes relevant readings and resources on evaluation models and approaches measuring the success of a community of practice.

The evaluation framework is meant to be dynamic and flexible to allow for iterative testing and redesign of activities across the People to People, People to Learning, and People to Knowledge streams, to better understand:

- What is working and why?
- What can be improved?
- How can we continuously tailor CoP offerings to meet the diverse needs of stakeholders?

A separate diversity, equity, and inclusion action plan will accompany the evaluation framework to capture how we can continuously improve and foster an inclusive and accessible CoP.

Approach

The following approaches will guide the development of this framework:

Developmental evaluation

Used to evaluate activities delivered in complex and uncertain environments. The advantage to a developmental approach is that it complements testing quick iterations, tracking successes, and allows for continuous development. Accounting for the iterative process of testing activities for the FSC CoP refresh, this approach will ensure that the evaluation is flexible while still producing high-quality data.

Value creation framework

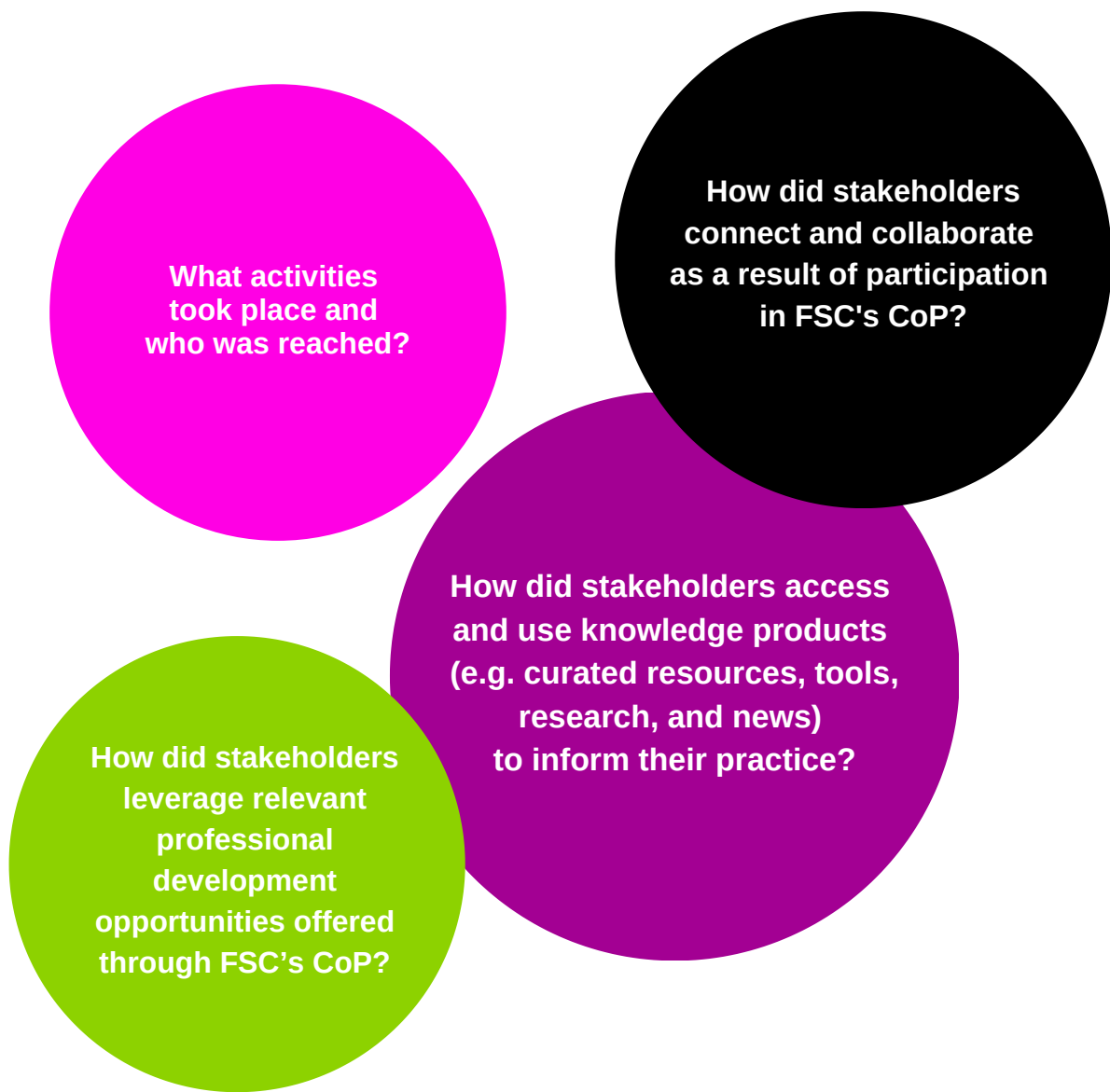Evidence will be collected on what activities and offerings stakeholders deem most valuable, including:

- **Immediate value** – What stakeholders experience as a result of CoP refresh activities.
- **Potential value** – What stakeholders will receive (e.g., tools, training, resources) and the perceived usefulness and intent to use products.
- **Applied value** – If stakeholders utilize products and offerings to enhance their practice, and connect and collaborate with others in the CoP.
- **Realized value (e.g. return on investment)** – Active network of pan-Canadian skills sector stakeholders who connect, collaborate, and implement innovative practices.

Evaluation Questions

Four overarching questions will guide the evaluation of FSC CoP refresh activities.

These questions aim to explore the extent to which project activities make progress towards FSC's goal of fostering a pan-Canadian network of skills training and workforce development stakeholders, and to gather findings that can support continuous improvement. These questions will explore the project as a whole, and not by each project stream, since the activities delivered in each stream vary.

What activities took place and who was reached?

How did stakeholders connect and collaborate as a result of participation in FSC's CoP?

How did stakeholders access and use knowledge products (e.g. curated resources, tools, research, and news) to inform their practice?

How did stakeholders leverage relevant professional development opportunities offered through FSC's CoP?

Evaluation Questions

1 - What activities took place and who was reached?

    a. How many and what type of activities, offerings, and products/services were delivered?

    b. What proportion of stakeholders participated and were engaged in the CoP?

    c. How did stakeholders engage through the full lifecycle of activities across P2P, P2K, and P2L activity streams?

2 - How did stakeholders connect and collaborate as a result of participation in FSC's CoP? (P2P)

    a. What proportion of stakeholders connected with others in the skills training and workforce development sectors? How did they make those connections and how useful were they?

    b. What proportion of stakeholders collaborated with others in FSC's CoP? What types of collaborations did they have with other stakeholders (e.g. implementing effective practices, exchanging knowledge, ideas, resources, and tools)?

Evaluation Questions

3 - How did stakeholders access and use information and knowledge products (e.g. curated resources, tools, research, and news) to inform their practice? (P2K)

    a. What proportion of stakeholders accessed information and knowledge products? How did they access the information and knowledge products?
    b. Did stakeholders perceive information and knowledge products to be useful (e.g. offers actionable insights)?
    c. How did they use the information and knowledge products?

4 - How did stakeholders leverage relevant professional development opportunities offered through FSC's CoP? (P2L)

    a. What proportion of stakeholders accessed capacity building workshops and training opportunities? How did they access capacity building workshops and training opportunities?
    b. Did stakeholders perceive increased professional capacity as a result of refresh offerings?
    c. What proportion of stakeholders connected with relevant experts, subject matter specialists, or advisors that could provide targeted support for their work? How did they leverage those connections made?

Logic Model

Logic Model

The logic model includes the key activities, outputs, and outcomes of FSC CoP activities that are measurable and will be included in the evaluation. It includes:

- **Inputs**: Staff, stakeholders, partners, resources, and/or tools needed to deliver activities
- **Activities:** Events, offerings, and products delivered
- **Outputs:** The immediate results at the end of the implementation of the activities
- **Shorter-term outcomes**: Changes FSC is trying to achieve through its activities; outcomes would be observable by the end of the project
- **Long-term outcomes**: The changes the project is ultimately trying to achieve, in the long term, that would be observable in two or more years after the project ends
- **Moderating factors**: Factors beyond the control of staff delivering activities that may interact and affect outcomes

Note that activity outputs included in the logic model will be continuously updated to capture new CoP activities developed and facilitated by RIC and FSC in Fall/Winter 2022-2023.

Logic Model: People to People (P2P)

Inputs	Activities	Outputs
- FSC funding - Magnet platform - FSC team (Core Delivery Team, Executive Steering Committee) - RIC Team - Consortium Partners - CoP Stakeholders	**Peer Learning Groups**: Skills training and workforce development stakeholders across diverse sectors and industries connect, share, and learn from each other **C2C Conversations to Connections**: Interviews with FSC-funded projects and stakeholders in the broader ecosystem to capture how CoP activities can best support their work, and how they can contribute to knowledge sharing, tools and best practices - Stakeholders engage in activities that are relevant and timely for their practice	- Activities: 5 Peer Learning Groups (1 French dedicated session) - Resource curation: 5 English and French curated resources shared with stakeholders 50 C2C Phase 1 conversations with stakeholders to capture common areas of interest to inform CoP activities Outputs subject to change*

Outcomes

Short-Term	Long-Term
- Stakeholders foster new connections through Peer Learning Sessions - Stakeholders use curated resources from Peer learning Groups to inform and enhance their practice - Peer-to-peer learning/exchange of resources, tools, ideas, best practices - Stakeholders use the Magnet platform to foster new connections	- Stakeholders build relationships with diverse actors in the skills training and workforce development ecosystem - Stakeholders collaborate to solve common challenges - Stakeholders continue to exchange resources, tools, ideas, best practices - Stakeholders adopt and implement effective practices across the skills training and workforce development ecosystem

Moderating Factors

- Capacity of stakeholders to engage in activities (e.g., availability to participate in Peer Learning Sessions)
- Capacity of stakeholders to use and implement resources and tools
- Varying levels of trust and relationships between stakeholders
- Competitive funding environment which makes knowledge sharing challenging (i.e., amongst skills training service providers)
- Digital infrastructure needed to support networking and peer exchange on Magnet's platform
- FSC's role in facilitating connections to relevant partners to inform development of workshops, events, roundtables, etc.

Logic Model: People to Knowledge (P2K)

Inputs	Activities	Outputs
- FSC funding - Magnet platform - FSC team (Core Delivery Team, Executive Steering Committee) - RIC Team - Consortium Partners - CoP Stakeholders	**Water Cooler Chats and Insight Bytes:** Curate news and relevant FSC research with user-friendly, "bite-sized" information **Resource curation:** User-friendly repository of knowledge products, tools, resources, research with actionable insights on Magnet platform **Tool curation:** Informed by FSC-funded project outputs	10 Water Cooler Chats 10 Insight Bytes - Magnet platform: Resource and tool curation to build repository of open-access, peer-reviewed knowledge products, research, resources, and tools Outputs subject to change*

Outcomes

Short-Term	Long-Term
- Stakeholders perceive knowledge products to be accessible, valuable and useful for their practice - Stakeholders use knowledge products, tools, resources, research to inform their work and best practices - Stakeholders engage with Water Cooler Chats and Insight Bytes on Magnet platform - Stakeholders access curated products, research, and tools with actionable insights on the Magnet platform - Stakeholders are better able to problem-solve and adopt innovative practices	- Capacity of stakeholders to engage with offerings (e.g., availability to login to Magnet platform to access Insight Bytes) - Capacity of stakeholders to use and implement learnings from research, resources, and tools - Digital infrastructure needed to curate a repository of tools, research, and resources on Magnet's platform

Moderating Factors

- Capacity of stakeholders to engage in activities (e.g., availability to participate in Peer Learning Sessions)
- Capacity of stakeholders to use and implement resources and tools
- Varying levels of trust and relationships between stakeholders
- Competitive funding environment which makes knowledge sharing challenging (i.e., amongst skills training service providers)
- Digital infrastructure needed to support networking and peer exchange on Magnet's platform

Logic Model: People to Learning (P2L)

Inputs	Activities	Outputs
- FSC funding - Magnet platform - FSC team (Core Delivery Team, Executive Steering Committee) - RIC Team - Consortium Partners - CoP Stakeholders	**Panelist Networking Reception:** Stakeholders participate in events and network with experts to gain relevant and actionable insights **Expert Roundtable:** reflect on FSC's emerging project experiences and learnings alongside experts	1 Panelist Networking Receptions 1 Expert Roundtable on User-Centric Design with REKM Outputs subject to change*

Outcomes

Short-Term	Long-Term
- Stakeholders perceive offerings to be accessible, valuable and useful for their practice - Stakeholders network and build relationships with experts, specialists, and advisors that provide targeted support - Stakeholders perceive increased professional capacity as a result of P2L offerings	- Stakeholders adopt and implement effective practices across the skills development and workforce training ecosystem - Stakeholders build professional capacity

Moderating Factors

- Capacity of stakeholders to engage in activities (e.g., availability to participate, workloads)
- Capacity of stakeholders to use and implement learnings
- Digital infrastructure needed to support networking and peer exchange and a repository of tools, research, and resources on Magnet's platform
- FSC's role in facilitating connections to relevant partners to inform development of workshops, events, roundtables, etc.

Measurement Framework

The measurement framework below maps indicators to measure activities, and data sources/data collection methods to help answer each evaluation question.

Data collection methods are intended to be flexible enough to be applicable across all activities.

As Magnet continues to refresh the digital platform to include a variety of new features and digital enhancements, RIC will iterate and update relevant indicators to capture findings from activities facilitated on the platform. At this time, RIC has been able to capture limited analytics from the Magnet platform.

Target completion date for activity outputs for Evaluation Question 1 in the measurement framework: December 2022

Evaluation Question 1: What activities took place and who was reached?

Question	Indicators	Targets	Data Source	Limitations
How many and what activities, offerings, and products/services were delivered?	# of synchronous refresh activities by type	• **5 Peer Learning Groups (1 in French)** • **1 Panelist Networking Receptions** • **1 Expert Roundtable**	RIC's administrative data (i.e., registration lists) Magnet platfrom analytics	Unexpected technical issues that may arise that make it difficult to collect data Digital infrastructure needed to collect Magnet platform analytics
	# of digital products distributed by type (e.g., tools, resources, infographics)	• **10 Water Cooler Chats** • **10 Insight Bytes** • **5 EN/FR Peer Learning Group resources**		
	# of outreach for refresh activities	• **Outreach to 350 stakeholders to complete 50 C2C Phase 1 conversations** • **Invitation outreach to at least 50 stakeholders per synchronous activity** • **Outreach Peer Learning Group attendees to complete 10 follow-up interviews**		

Evaluation Question 1: What activities took place and who was reached?

Question	Indicators	Targets	Data Source	Limitations
What proportion of stakeholders participated and were engaged in FSC's CoP?	% of attendance vs registration rate per synchronous refresh activities	• **30% attendance rate**	RIC's administrative data Magnet platform analytics	Unexpected technical issues that may arise that make it difficult to collect data Digital infrastructure needed to collect Magnet platform analytics
	% of stakeholders who are existent Magnet platform members that participate in refresh activities	• **15% membership rate**		
	Avg # of reactions (views/downloads/ comments/responses) by post/product type on Magnet platform	• **Avg of 10 reactions per post/product**	Magnet platform analytics	Digital infrastructure needed to collect Magnet platform analytics Unexpected technical issues that may arise that make it difficult to collect data
	Avg # of reactions (views/downloads/ comments/responses) by post/product type on FSC, Magnet, and RIC social media	• **Avg of 20 reactions per post/product**	FSC, Magnet, and RIC social media analytics	
How did stakeholders engage through the full lifecycle of activities across P2P, P2K, and P2L activity streams?	% of stakeholders who engage and participate in P2P, P2K, and P2L activity streams	• **15% engagement and participation rate**	RIC's administrative data Magnet platform analytics	
	Types of engagement observed synchronously and asynchronously (e.g., ask questions, answer polls)	• **N/A**	CDT Observations	Staff bias may affect recording of behaviours, attitudes, and experiences observed

Evaluation Question 2: How did stakeholders connect and collaborate as a result of participation in FSC's CoP?

Question	Indicators	Targets	Data source	Limitations
What proportion of stakeholders connected with others in the skills training and workforce development sector? How did they make those connections and how useful were they?	% of stakeholders who report making new connections as a result of FSC CoP activities	• **15% of stakeholders**	FSC, Magnet, RIC social media analytics (e.g.,opinion polls)

Magnet platform analytics

Opinion polls (e.g., Zoom polls during workshops, on Magnet platform, social media networks)

Bi-annual survey

Bi-annual focus groups | Digital infrastructure needed to collect Magnet platform analytics

Stakeholders are experiencing survey fatigue

During focus groups, stakeholders may feel uncomfortable sharing their experiences and/or may express opinions that conform to the group |
	Feedback and sentiments on the experience of making connections as a result of their participation in refresh activities	• **N/A**		
	Feedback and sentiments on the usefulness of the connections made through the refresh activities	• **N/A**		
What proportion of stakeholders collaborated with others in FSC's CoP? What types of collaborations did they have with other stakeholders (e.g. implementing effective practices, exchanging knowledge, ideas, resources, and tools)?	% of stakeholders who report collaborating with others as a result of refresh activities	• **15% of stakeholders**		
	Types of new collaborations (how do stakeholders collaborate as a result of refresh activities?)	• **N/A**		

Evaluation Question 3: How did stakeholders access and use information and knowledge products (e.g. curated resources, tools, research, and news) to inform their practice?

Question	Indicators	Targets	Data source	Limitatons
What proportion of stakeholders accessed information and knowledge products? How did they access the information and knowledge products?	% of stakeholders who download/view/share information and knowledge products	• **30% of stakeholders**	Magnet platform analytics RIC's administrative data (e.g., email open rate) FSC, Magnet, RIC social media analytics	Unexpected technical issues that may arise that make it difficult to collect data Digital infrastructure needed to collect Magnet analytics
	Feedback and sentiments on the methods and mechanisms used to access information and knowledge products	• **N/A**	Bi-annual survey Bi-annual focus groups	Stakeholders are experiencing survey fatigue During focus groups, stakeholders may feel uncomfortable sharing their experiences and/or may express opinions that conform to the group

Evaluation Question 3: How did stakeholders access and use information and knowledge products (e.g. curated resources, tools, research, and news) to inform their practice?

Question	Indicators	Targets	Data source	Limitatons
Did stakeholders perceive information and knowledge products to be useful (e.g. offers actionable insights for their practice)?	% of stakeholders who perceive information and knowledge products as valuable and actionable (i.e., responsive to needs and interests), as result of refresh activities	• **80% of stakeholders**	Magnet platform analytics FSC, Magnet, RIC social media analytics (e.g., opinion polls) Opinion polls (e.g., Zoom polls, during workshops, on Magnet platform, social media networks) Bi-annual survey Bi-annual focus groups	Stakeholders are experiencing survey fatigue Digital infrastructure needed to collect Magnet platform analytics During focus groups, stakeholders may feel uncomfortable sharing their experiences and/or may express opinions that conform to the group
	Feedback and sentiments about information and knowledge products from CoP	• **N/A**		
What proportion of stakeholders use information and knowledge products offered in FSC's CoP? How did they use the information and knowledge products?	% of stakeholders who report using information and knowledge products to adopt/implement new practices as a result of refresh activities	• **15% of stakeholders**		
	Types of application uses of information and knowledge products	• **N/A**		

Evaluation Question 4: How did stakeholders leverage relevant professional development opportunities offered through FSC's CoP?

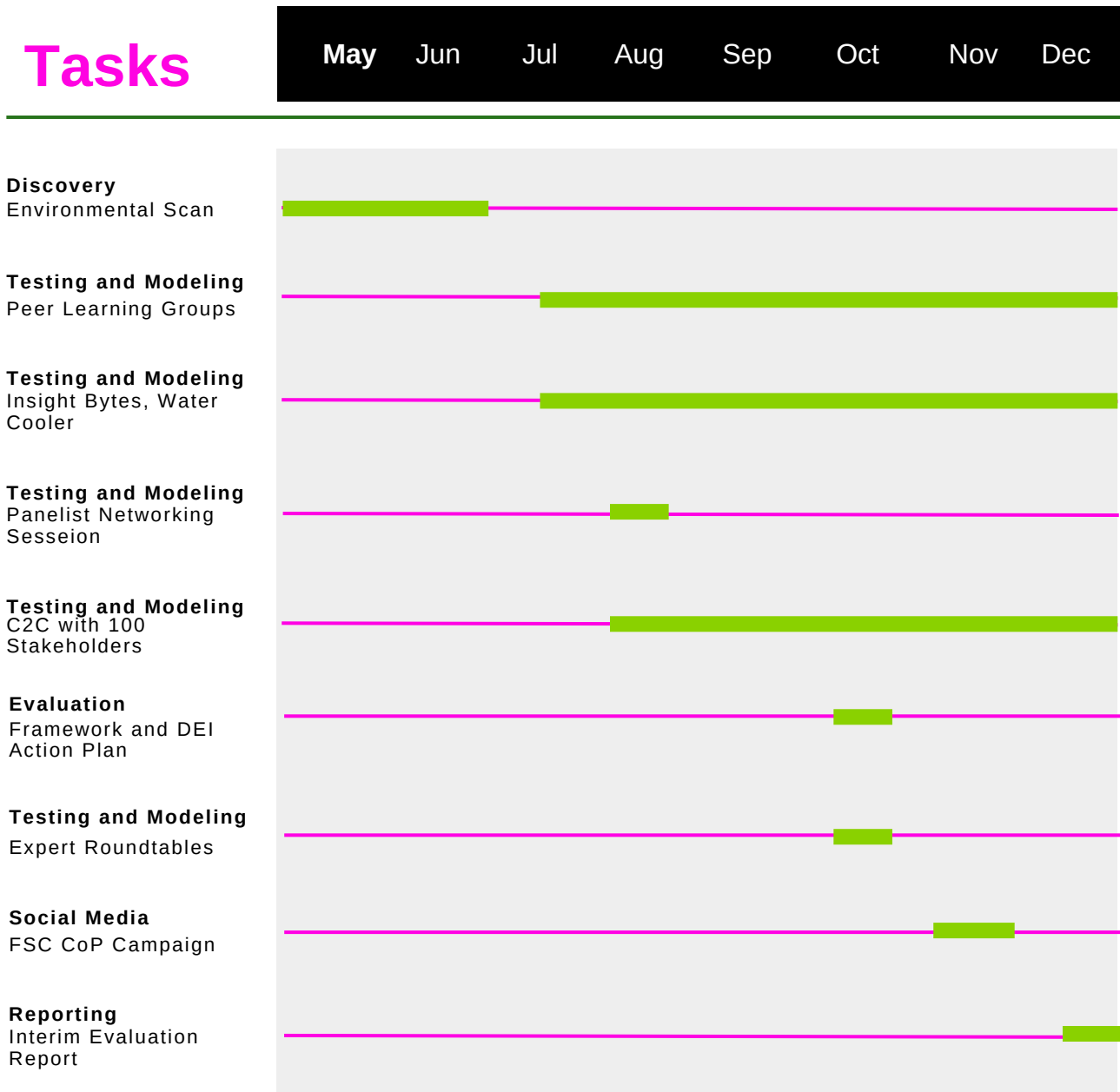| Question	Indicators	Targets	Data Source	Limitations
What proportion of stakeholders accessed capacity building workshops and training opportunities? How did they access those opportunities?	% of stakeholders who participate in workshops and trainings	• 30% of stakeholders	RIC's administrative data	Unexpected technical issues that may arise that make it difficult to collect data Digital infrastructure needed to collect Magnet platform analytics
	Feedback and sentiments on the experience of accessing professional development refresh activities	• **N/A**	Bi-annual survey Bi-annual focus groups	Stakeholders are experiencing survey fatigue During focus groups, stakeholders may feel uncomfortable sharing their experiences and/or may express opinions that conform to the group
Did stakeholders perceive increased professional capacity as a result of refresh offerings?	% of stakeholders who report perceived increased professional capacity as a result of FSC CoP activities	• 15% of stakeholders	Magnet platform analytics FSC, Magnet, RIC social media analytics (e.g., opinion polls) Opinion polls (e.g., Zoom polls, during workshops, on Magnet platform, social media networks) Bi-annual survey Bi-annual focus groups	Stakeholders are experiencing survey fatigue Digital infrastructure needed to collect Magnet platform analytics During focus groups, stakeholders may feel uncomfortable sharing their experiences and/or may express opinions that conform to the group

Evaluation Question 4: How did stakeholders leverage relevant professional development opportunities offered through FSC's CoP?

Question	Indicators	Targets	Data Source	Limitations
What proportion of stakeholders connected with relevant experts, subject matter specialists, or advisors that could an provide targeted support for their work? How did they leverage those connections made?	% of stakeholders who report being connected to relevant experts, specialists, or advisors that can provide targeted support for their work	• 15% of stakeholders	Magnet platform analytics FSC, Magnet, RIC social media analytics (e.g., opinion polls) Opinion polls (e.g., Zoom polls, during workshops, on Magnet platform, social media networks) Bi-annual survey Bi-annual focus groups	Stakeholders are experiencing survey fatigue Digital infrastructure needed to collect Magnet platform analytics During interviews, stakeholders may feel uncomfortable sharing their experiences During focus groups, stakeholders may feel uncomfortable sharing their experiences and/or may express opinions that conform to the group
	Feedback and sentiments on the experience of leveraging connections made with relevant experts, subject matter specialists, and/or advisors to support their work	• **N/A**	Bi-annual survey Bi-annual focus groups	Stakeholders are experiencing survey fatigue During focus groups, stakeholders may feel uncomfortable sharing their experiences and/or may express opinions that conform to the group

Timelines and Reporting

The following figure illustrates a summary of FSC CoP activities and evaluation deliverables for 2022. Note that specific dates and timing may change due to the iterative testing of activities.

Tasks	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

Discovery
Environmental Scan

Testing and Modeling
Peer Learning Groups

Testing and Modeling
Insight Bytes, Water Cooler

Testing and Modeling
Panelist Networking Sesseion

Testing and Modeling
C2C with 100 Stakeholders

Evaluation
Framework and DEI Action Plan

Testing and Modeling
Expert Roundtables

Social Media
FSC CoP Campaign

Reporting
Interim Evaluation Report

Works Cited List

Below are a list of relevant readings on evaluation models and approaches to capturing outcomes and learnings in a community of practice, including developmental evaluation, value creation framework, and knowledge mobilization.

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