# NURHI 2

## NIGERIAN URBAN REPRODUCTIVE HEALTH INITIATIVE

www.nurhitoolkit.org

## CCP NIGERIA FP PORTFOLIO

### KNOWLEDGE MANAGEMENT STRATEGY

*The more extensive a man's knowledge of what has been done, the greater will be his power of knowing what to do* – Benjamin Disraeli, 1804 – 1881, British Prime Minister

## Background

The creation, collection, and dissemination of knowledge is fundamental to the work of the CCP family planning Portfolio in Nigeria and considered among its foremost assets. The CCP Portfolio encompasses multiple projects across Nigeria. This presents a unique challenge to knowledge management (KM) as ensuring that all information and knowledge generated within the portfolio are adequately captured, synthesized and converted to various formats which can be used, shared, archived and are accessible to different audiences in a timely fashion is the essence of knowledge management.

The CCP portfolio in Nigeria is already doing many Knowledge Management tasks well. One of the primary elements of the portfolio is to develop, test and document program models and innovations with a view to sharing and disseminating useful/best practices and innovations both within the portfolio and the global space. As the portfolio expands, it is imperative to foster and strengthen

> Globally, organizations are realizing how important it is to "know what they know" and be able to make maximum use of it, and one sure source of lasting competitive advantage is knowledge. Success in an increasingly competitive

cross project learning, ensure that finding information is easy and all knowledge generated within

the portfolio is effectively disseminated and appropriately archived to preserve institutional memory.

This knowledge Management strategy serves as a guide for all knowledge managers within the CCP portfolio in Nigeria. It outlines the various KM processes and what is required to effectively capture, access, exchange and disseminate knowledge.

### *Guiding Principles*

To address its Knowledge Management challenges, CCP Portfolio in Nigeria is building on principles derived from common practices in the field of KM which acknowledges the fact most of its organizational information is tacit, stored in the minds of its employees and consultants and only a part of this is documented and made available in information systems. It also acknowledges that the public is the ultimate priority and target of any knowledge platform and that there is no "one-size-fits-all" approach to KM. KM adds value.

## Knowledge Management Objectives

For knowledge management to function effectively it is important that the right information is gathered from the right sources (including from the field), this information is properly synthesized to generate knowledge and there are effective systems to place to organize, store and share the knowledge and platforms are created to enable people to use the information or knowledge generated.

Thus, the knowledge management objective of the CCP Nigeria portfolio is to ensure that:

1. People have the right information

2. Information is available when people want and need it regardless of where they are

3. Information is available in forms that people can understand and use right away.

## Background to Knowledge Management

*A little learning is a dangerous thing; drink deep, or taste not the Pierian spring*
*- (Alexander Pope)*

In the early 1990s, groups and organizations enhanced their productivity, value and consequently their economic superiority/power, by computerizing manual labor and reducing redundancy. Now, in the age of *knowledge workers,* many organizations have gone through massive reorganizing to eliminate redundant workers and jobs. These restructuring led to cutting down on staff size and hence loss of valuable fundamental knowledge and information. Staff with core knowledge walked out the door with their knowledge, sometimes causing irreparable damage to the flow of work.

The nature of competition changed rapidly in the late 1990s because of increased global connectivity, distributed expertise and shorter product development cycles. Organizations are now, restructuring their processes and discovering ways of working faster and tidier through improved collaboration and communication. As the whole world (almost) continues to migrate towards a knowledge-based economy, knowledge management has emerged as a methodology for capturing and managing the intellectual assets of an organization as a key to sustaining competitive advantage. Knowledge management is a new strategic initiative that is changing the pattern of information systems from one of processing data and providing information to one of communication behavioral change - harvesting and capitalizing on the knowledge of an entire organization, ranging from expertise in individuals' heads to documented material.

Today, organizations are bringing their entire institutional memory and knowledge to bear on any problem anywhere in the world and at any time through a supportive organizational climate. Knowledge about how problems are solved can be captured so that knowledge management can promote organizational learning, leading to further knowledge creation. Organizations are making major long-term investments in knowledge management. Globally investment and spending on knowledge management is growing every day.

For knowledge management to be successful there is need for a major shift in organizational culture to create a desire to share, the development of methods that ensures that knowledge bases are kept current and relevant, and a commitment at all levels of the project for it to succeed.

## Definition of Knowledge Management (KM)

*I hear, I forget. I see, I remember. I do, I understand*
*- Confucius 551 BCE – 479 BCE, Ancient Chinese thinker and Philosopher*

There are several definitions of KM. For this strategy, KM will be defined as a methodical and organized way of managing an organization's knowledge assets with the aim of creating value and meeting planned, strategic and intentional requirements. It consists of the initiatives, procedures, approaches, and structures that sustain and enhance the development, storage, assessment, sharing, improvement/modifications and creation of knowledge.

Therefore, the success of a KM component in an organization involves a strong tie to organizational goals and strategies, and it includes the management of knowledge that is useful for some purpose and which creates value for the organization.

To further expand on the above definition, it is pertinent to note that KM involves the understanding of:

- where and in what forms knowledge exists;
- what the organization needs to know;
- how to promote a culture conducive to learning, sharing, and knowledge creation;
- how to make the right knowledge available to the right people at the right time;
- how to best generate or acquire new relevant knowledge; and
- how to manage all of these factors so as to enhance performance in light of the organization's strategic goals and short-term opportunities and threats.

KM must therefore generate and provide the right tools, persons, knowledge opportunities, structures, environment, team etc. so as to promote learnings; recognize the significance and function of new knowledge created; collect and keep this knowledge and make it freely and readily available for the right people at the right time; and continuously evaluate, use, improve, and remove (where necessary) organizational knowledge in conjunction with concrete long and short-term factors.

From the definitions above, KM depends largely on the management of the organization's knowledge creation and conversion mechanisms, organizational memory/learning/culture and, retrieval facilities.

## Why Is Knowledge Management Useful

KM enables the project to effectively explore, enhance and exploit what it knows, to improve and focus its knowledge development efforts to match its needs.  In other words:

- It helps organizations learn from past mistakes and successes.
- It better exploits existing knowledge assets by re-deploying them in areas where the organization stands to gain something, e.g. using knowledge from one unit to improve or create a product in another unit, modifying knowledge from a past process to create a new solution, etc.
- It promotes a long-term focus on developing the right competencies and skills and removing obsolete knowledge.
- It enhances the firm's ability to innovate.
- It enhances the firm's ability to protect its key knowledge and competencies from being lost or copied without acknowledgement.

The usefulness of a knowledge management strategy is to create a culture and an environment for pulling together the organization's intellectual property into a collaborative platform and making this knowledge actionable. *Knowledge management is about action, not just about collection and consolidation.* It is about identifying what the organization knows; identifying individuals within the organization who have the knowledge required or the capacity to acquire that knowledge; acquiring and maintaining such knowledge and finally setting up the strategy to ensure that the knowledge is available when needed and used.

To say the least, KM is an area in which organizations are often unwilling to invest because it can be expensive to implement, and it is extremely difficult to determine a clear and specific modus

operandi. Moreover, the specificity and concept of KM is yet to be universally accepted, leading to a massive loss of institutional memory and very few learning experiences across organisations.

In development projects, KM is not just a useful practice but a necessary requirement for sustainable development.

## KM PROCESSES FOR CCP, NIGERIA

KM within the CCP Nigeria portfolio cuts across all levels to facilitate and promote knowledge creation, conversion from tacit to explicit knowledge and diffusion to individuals, groups, and/or across the entire portfolio, in accordance with the organization's requirements.  KM will manage the portfolio's knowledge storage and retrieval processes and create a conducive learning and knowledge sharing culture within the portfolio and create platforms for cross learnings across projects external to the portfolio.

CCP Nigeria's Systematic KM Approach
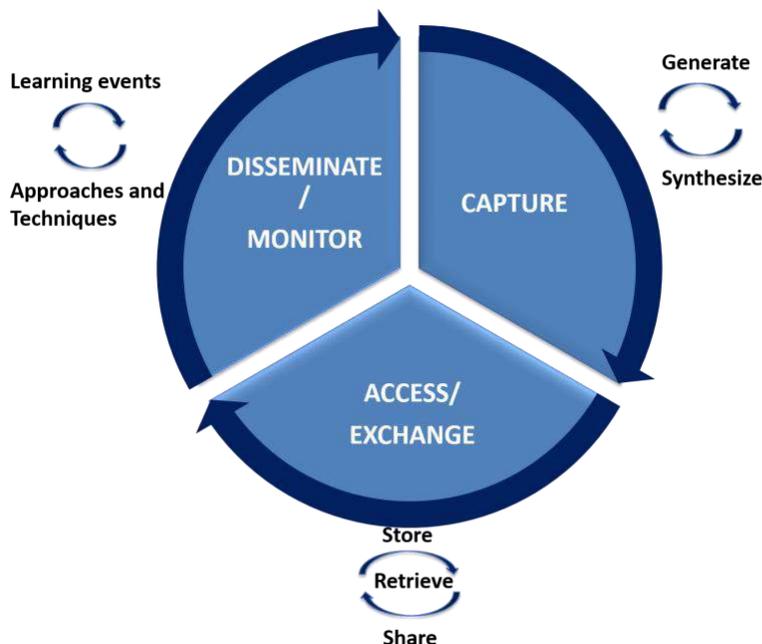
The following chapters are outlines of how the CCP Nigeria Portfolio Knowledge Management approach is designed:

- Knowledge Capturing Process
- Accessing and Exchanging Knowledge
- Disseminating and monitoring knowledge

## Introduction

Capturing information is a critical aspect in knowledge management because without a reservoir of knowledge, exchange and dissemination becomes ineffective and inadequate. This provides the basis for content and subsequently, exchange, dissemination and storage. It is vital to capture knowledge through different mediums and forms to achieve the portfolio's goals and objectives.

The capture and management of knowledge created within the portfolio will support research, learning and teachings which will enhance knowledge transfer and excellence in replication and sustainability. The best available knowledge should be captured to support the various portfolio goals.

Knowledge capture is the process by which knowledge is converted from tacit to explicit form (residing within people, artifacts or organizational entities) and vice versa through the sub-processes of **externalization** and **internalization**. The knowledge being captured might reside outside the organizational boundaries such as consultants, stakeholders and partners etc.

Externalization is the sub-process through which an organization captures the tacit knowledge its workers possess so that it can be documented, verbalized and shared. This is a difficult process because tacit knowledge is often difficult to articulate.

Internalization is the sub-process through which workers acquire tacit knowledge. It represents the traditional notion of learning. Knowledge capture can also be conducted outside an organization.

*"If you ask (people) to give you your knowledge on the basis that you may need it in the future, then you will never receive it."*[1]

This suggests that it is difficult to capture knowledge and even if you do capture it, there is no guarantee that it will be reused.

Many KM programs over emphasize capture – collecting lots of documents but not being able to successfully and effectively reuse them. Reuse is applying and adapting existing knowledge and content to new situations. Once an effective process has been developed, it is good to ensure that others use the process each time a similar requirement arises. If someone has written a document or created a presentation which addresses a recurring need, it should be used in all future similar situations.

When members of an organization have figured out how to solve a common problem, know how to deliver a recurring service, or have invented a new product, you want that same solution, service, and product to be replicated as much as possible. Just as the recycling of materials is good for the environment, reuse is good for organizations because it minimizes rework, prevents problems, saves time, and accelerates progress[2].

The benefits of knowledge capture and reuse cannot be overemphasized. Here are five ways to reuse, and the benefits of each:

1. Adapt previous deliverables to avoid redundant effort and thus reduce costs and increase profits
2. Replicate proven practices to avoid making the same mistakes twice and thus avoid costly failures
3. Apply existing expertise, experience, and problem-solving capability to take advantage of what the organization already knows and has accomplished and thus increase revenues

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[1] Dave Snowden

4. Repeat standard processes and procedures to ensure consistency and predictability and thus increase profits/output

5. Adopt published methods, tools, templates, and techniques to deliver effectively and with high quality and thus increase customer satisfaction

Looking at the provisos/benefits above, it is imperative to establish an effective capture and reuse process flow. Sometimes, organizations get carried away with attempting to capture all documents, a capture process can be helpful in providing a supply of reusable content. There is still value in capturing some information in easy retrievable repositories.

An example of a capture process is documenting information, event, activities and processes and sieving out the necessary 'know' in all these. This type of information can be used in numerous ways. Answering the question "has this ever been done before " is important when proposing a new idea. Or would it be better to review lessons learned from prior work. Reusing documents such as proposals, statements of work, project plans, and designs is another benefit of knowledge capture[.3]

Sometimes, proper documentation or capturing may not have been done in a previous project or organization, but if the names of the project team members are available, then it is possible to contact them to request other relevant documents or information. And it can be helpful to discuss their experiences, insights, and suggestions before embarking on similar efforts. If someone has solved a particular problem or has come up with a concept which they think other people might benefit from knowing, a capture process for easily publishing their knowledge can lead to sharing and reuse.

Repeated request by persons or organizations on information of how an expertise or event was done can wear one out and after several times of explaining such process or giving the same information over and over again, it will be great for such information to be captured so that it is in one place that everybody can access.

## What to Reuse

Most of the following can be used as is or adapted to meet specific needs.

1. **Answers**

   - Replies to questions
   - Solutions to problems
   - Frequently Asked Questions (FAQs)
   - Call center responses

2. **Documents**

   - Messages
   - Communiques
   - Articles
   - Presentations and slides
   - Document templates
   - Slide templates

3. **Project Materials**

   - Requirements
   - Functional specifications
   - Plans
   - Estimates
   - Statements of work
   - Deliverables

4. **Visual**

   - Images
   - Graphics
   - Branding
   - Color schemes

- Fonts
- Videos: how-to instructions, stories, interviews with departing experts, etc.
- Blueprints
- Designs
- User Interfaces

## 6. Processes

- Procedures
- Policies
- Approaches
- Frameworks
- Methodologies
- Techniques
- Models
- Proven practice replication
- Metrics
- Goals

## 7. Software

- Source code
- Callable subroutines
- Code templates
- Spreadsheet templates

## 8. Memory Devices

- Mnemonics
- Acronyms
- Checklists
- Memorization: math tables, bridge bidding, knot-tying, Morse code, etc.

9. **Learning**

- Training
- Maxims
- Rules of thumb
- Tips
- Shortcuts
- Lessons learned
- Appreciative Inquiry
- Positive Deviance

10. **Tacit Knowledge**

- Experience
- Expertise
- Principles
- Concepts
- Critical thinking
- Ideas
- Innovation: improve products, services, processes, methods, etc. while reusing them

11. **Spoken Word**

- Expressions
- Turns of phrase
- Slogans
- Taglines
- Stories
- Jokes
- Anecdotes

12. **Social Media**

- Retweets

- Shares
- Feeds

13. **Disciplines**

- Music: chord progressions, guitar tunings, melodies, instrumentation, lyrics, themes, answer songs, theme songs, etc.

**What not to reuse**

1. Buzzwords, insider jargon, and corporate speak
2. Incorrect usage: bad language drives out good
3. Politics: stump speeches, sticking to the core message, staying on message
4. Movies: plots, sequels, prequels, and remakes
5. Music: highly-derivative or thinly-disguised song rip-offs
6. Copycat/me-too books and products
7. Typecasting and stereotypes
8. Unattributed content, copyrighted material, unauthorized reproductions – this is plagiarism

Most times institutional knowledge is either Explicit of Tacit. Explicit knowledge is formal knowledge that can be conveyed from one person to another in systematic ways. Examples include books, documents, white papers, databases, policy manuals, email messages, spreadsheets, methodologies, multimedia, and other types of files. Explicit knowledge once shared belongs to everyone and can be accessed by all. While Tacit knowledge is carried "in our heads", more difficult to articulate or put in writing and is usually shared through discussions, stories, observations and personal interactions. Tacit knowledge can be accessed only on first person basis and impact can be limited when not shared with others.

## Capturing and Reuse Process at the CCP Portfolio, Nigeria

At the various portfolio/project levels, knowledge captured may either be routine or based on need. The need for *routine information* is based on the outlined objectives and goals of the project when

it was designed, hence it is constant. However, *Knowledge based on need* will vary and be dependent on the demand from either the donor, current situation or emerging issues.

Knowledge capturing should be from multiple sources, which means that knowledge management is every staff's responsibility. Information capturing should be captured when necessary by any staff available at the time of capture. However, for purposes of effective management and streamlining of efforts, designated knowledge management officers/focal person(s) are trained and appointed to man each thematic area's and/or portfolio's knowledge capturing processes.

A knowledge focal person/manager should be assigned to lead the KM efforts of an entire organization. Group leaders should also be assigned to lead every thematic area and/or portfolio, or any group within an organization. In this role, they will be the KM leader for their group. For example: in the Service Delivery, Demand Generation and Advocacy Groups in the NURHI 2 Project, the Program Officers or Associates (where there is no program officer) will be focal persons or 'points of first touch' in knowledge management. This program officer will be responsible to deliberately lead the key efforts in KM in that thematic area. The focal person will look at for key learning areas to develop. All thematic area KM focal person will work directly with the KM leader for the portfolio.

It is important that knowledge dissemination especially to external sources should be from a single source after validation and quality assurance. The Research, Monitoring & Evaluation should be responsible for validation and quality assurance on data-based information while Technical Advisors/State Team Leaders/Portfolio Leaders will be responsible for technical information on their thematic/portfolio areas. The source for dissemination or approval to disseminate to external sources should be from the portfolio leadership either at the state office level or at the administrative headquarters of the project. The knowledge management officer serves as the liaison from the KM team to the technical/operations organization to coordinate all project process and methodology development and support for KM. The KM Officer may be assigned to disseminate and share such information. KM officers at all levels will be responsible for collating final product and uploading it to identified platforms.

To achieve effective knowledge capture, this document provides answers to critical questions as to how the CCP Nigeria portfolio can capture and manage knowledge/information. These critical questions include:

- *What information do we need to capture?*
- *What are the types and sources of information at each level?*
- *What are the learning processes in the organization?*
- *What platforms are used?*
- *How to capture the best available and relevant information*
- *How should it be carried out?*
- *How best to validate this information*
- *How to review information or knowledge captured periodically to keep it up to date?*
- *What is the information capturing matrix?*

## What information do we need to capture?

Capture information by:

- **Portfolio/Project**
- *Core thematic areas within projects*
- *External: policy information (reforms, changes, emerging issues, national and global), best practices, innovations (technology, ideas, and practices) and global trends.*

## What are the types and sources of Information at each level?

A. **Portfolio/ Project**

- *Project design document describing the purpose of the project.*
- *Key strategies for the core thematic areas within each project.*
- *Tool kits that guide implementation for each thematic area.*
- *Documentaries*
- *Success stories*
- *Publications*

- *Project reports: Mid-line, End of year, base line, quarterly, etc.*

**B. Core thematic areas within projects**

- *Annual work plans including activities and narratives.*

- *Program implementation data and reports*

  - *Advocacy and Capacity Building*

    - *Testimonials/Community voices/Public statements*

    - *Public statements*

    - *Reports: activity, quarterly, monthly, trip, annual and trainings*

    - *Photographs*

    - *Audio recordings*

    - *Videos*

    - *Track media coverage*

    - *Publications: Advocacy kits, briefs and handbooks*

  - *Service Delivery*

    - *Routine monitoring data at the facility level*

    - *Photographs*

    - *Videos*

    - *Statements*

    - *Reports: activity, quarterly, monthly, trip, annual and trainings*

  - *Demand Generation*

    - *Media diaries*

    - *Reports: activity, quarterly, monthly, trip, annual and trainings*

    - *Photographs*

    - *Videos*

    - *Audio recordings*

    - *Transcriptions of live calling segments of radio programs and interviews*

  - *The Challenge Initiative (TCI)*

    - *Testimonials/Community voices/public statements*

- *Routine Monitoring data at the facility level*

- *Public statements*

- *Reports: activity, quarterly, monthly, trip, annual and trainings*

- *Media diaries*

- *Reports: activity, quarterly, monthly, trip, annual and trainings*

- *Photographs*

- *Videos*

- *Audio recordings*

- *Transcriptions of live calling segments of radio programs and interviews*

  o **Post Pregnancy Family Planning (PPFP)**

  - *Testimonials/Community voices/public statements*

  - *Routine Monitoring data at the facility level*

  - *Public statements*

  - *Reports: activity, quarterly, monthly, trip, annual and trainings*

  - *Media diaries*

  - *Reports: activity, quarterly, monthly, trip, annual and trainings*

  - *Photographs*

  - *Videos*

  - *Audio recordings*

  - *Transcriptions of live calling segments of radio programs and interviews*


**C. External**

- *Publications*

- *Best practices from other implementation partners*


The Research, Monitoring and Evaluation (R, M&E) is responsible for tracking, collating, analyzing and reporting core thematic areas activity reporting related to the NURHI 2 dashboard and frame work.  The unit interacts directly with the core thematic areas as a cross cutting intervention that

measures program results and impact. It is dependent on the functionality of the core thematic areas, as the source of information.

## What are the learning processes in the organization?

1. **Intra organizational:** This means within a project.

   - *Supervisor to Subordinate*

   - *Peer to Peer/ Colleague to Colleague*

   - *Among Colleague (same level)*

   - *Within a team (between members)*

   - *Between different teams*

2. **Inter-Organizational within CCP in Nigeria Portfolio**: This is between organizations within the CCP Portfolio. For instance, HC3 – NURHI 2, CCPN – NURHI 2.

3. **Inter-Organizational outside CCP in Nigeria Portfolio**: External Organizations such as Marie Stopes, SFH, or the Federal Ministry of Health.

## Communication may be through formal or informal channels

1. **Informal channels include**: One on One meetings, Phone calls, Sharing of project resources and links.

2. **Formal channels include:** Emails, peer reviews, newsletters, weekly bulletins, reports i.e. activity, quarterly, monthly, trip and annual reports, Skype calls, videos, social media, website, print media, traditional radio, conference calls, spring board, TCI University and project share point.

## What Platforms are used?

1. Physical Platform (includes Paper and Verbal): Trainings: Structured Training, Mentorship and Coaching, On the job training, Orientation, Hand over note, Conference calls,

Debriefing, Participation in meeting and conferences (exposures), Sharing of Information, Publication materials, Print media,

2. E- learning platform: Springboard, TCI University, Webinars, Knowledge for Health (K4H), SharePoint, The tool kit: The strategy Document, Health Compass

3. Social Media Platform: Facebook, WhatsApp, Twitter, Instagram and LinkedIn,

## How to capture the best available and relevant information?

1. **Informal:**

   - Officers should keep a diary

   - Through aide memoirs and briefing notes

   - Through Jottings

   - Using phone applications such as: notes app, to-do app, sticky notes, cameras, WhatsApp.

2. **Formal:**

   - Reports: activity, quarterly, monthly, trip and annual reports.

   - Media Documentation: Photographs, Videos, Audio recordings, Infographics.

   - Bulletins and Newsletters.

   - Brochures.

   - Pamphlets

   - Fliers

   - Publications

   - Google documents

   - Tool kit

## How it should be carried out?

- Staff should use the informal channels to capture day to day activities which would serve as a reminder for them to collate and translate the information into a formal document.
- All formal documents should have both the hard copy and the e-copy.
- All e-copies should be backed up on the cloud to enhance institutional memory.
- All hard copies should be kept in a library (Develop or build a library for CCP in Nigeria Portfolio)
- Translate formal documents into different languages (This is key to enhancing information use)
- For future purposes, explore the use and creation of CCP in Nigeria portfolio documents on a 3D hologram.
- Where necessary, there should be regular review and update of critical documents that are relevant to the current situation or need.
- In addition, the CCP Baltimore should serve as a secondary repository for all CCP in Nigeria portfolio documents.

## How best to validate this information?

1. Establish the evidence (participant lists, data, photographs, records and registers)
2. Review mechanisms: Peer to Peer review, Stakeholder review, Source referencing, Systematic reviews
3. Email trail
4. External review/audit
5. Investigative media review
6. Testimonials
7. Key informant interviews
8. Pre-test and Post-test

*How to review information or knowledge captured periodically to keep it up to date*

1. Conduct needs assessment (iteration)

2. Subject information to stakeholders' review (it could be formal i.e. workshop or informal i.e. online)

3. Subject information to impact assessment

4. Monitor use (check analytics of website visit/viewership, downloads)

## What is the information capturing matrix?

The information capturing matrix shows how information moves from one level to another and the key officers responsible for capturing and sharing this information to the next level. It also shows the synergy between different officers/levels to enhance management of information and knowledge within the CCP in Nigeria portfolios.

The matrix outlined below is flexible and is designed to evolve and improve based on the needs of the portfolio as it scales-up.

- Collection of information: Multiple at relevant levels

- Validation of information: RM&E

- Dissemination of information: Project leadership at relevant levels

A. Collection of information
   - Within project/portfolio
     o State team lead/ State coordinators ⟷ AHQ
     o AHQ officers ⟷ AHQ management
   - Within field offices
     o Field officers ⟷ State team lead/ State coordinators
   - AHQ

B. Validation of information

- Within field offices
    - Field officers ⟷ RM&E field officer
    - RM&E field officer ⟷ AHQ RM&E lead
    - AHQ ⟷ RM&E field officer & State team lead/State coordinators

C. **Dissemination of information**

- Within field offices
    - State team lead/ State coordinators
- At the Abuja Headquarters
    - RM&E lead
    - Management

It is reasonable to question the value of devoting significant energy to document collection of knowledge in advance of a need. Focus should be on creating a community of practice and social networks where knowledge is shared at the time of need and in context.

## Accessing And Exchanging Knowledge

*The only thing to do with good advice is to pass it on. It is never to any use to oneself*
*– Oscar Wilde (1854 – 1900, Irish playwright, poet and writer)*

## Introduction

Knowledge is usually kept or stored in repositories which include, electronic storage devices or platforms, documents, reports and databases. Specialized software tools are available to organize these material in an effective, user friendly manner.

Accessing knowledge can be in numerous forms. The stereotype is for official knowledge to be written down in terms of guidelines, procedures or policies. These documents may get revised

over time as employees use them and see opportunities for improvements. Knowledge can be shared person-to-person during presentations or meetings. It can also be shared electronically using collaborative software, meeting software and other collaboration tools.

Timely access to data and information provides evidence for policy and practice advice (connecting people to information and knowledge); access to information can connect portfolio staff across States and local government, key stakeholder groups, practitioners and experts to ensure that key learning and experience is shared within and across the sector (connecting people to people); ensure that portfolio staff in the State and across local government know about effective and relevant KM techniques so that knowledge is shared, captured and retained by staff of the portfolio and shared.

 Knowledge captured is stored in various forms (both internally and externally), and it is growing rapidly. Organizations have tons and tons of information within multiple channels, locked away in silos – different systems, different units/departments, different geographies and different data types, making it impossible to connect the dots and make sense of critical project information. The failure to locate, connect and pull information across channels is ultimately crippling organization's information management and creating challenges for every knowledge worker.

Suffice it to say that people are different, and have different levels of experience and knowledge. They need, therefore, different avenues to explore data to gain more knowledge. No two people have the same level of knowledge and experience, and so each will follow a different path to acquiring more.

Technologically, there is too much information in the world, in too many different places, for any individual to know it all, even about one particular thing.  The only way we can fix this problem is through technology that enables personal and contextual access to information and people—those with the knowledge. It is no longer possible to simply train our employees to take the same steps, over and over again.[4]

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[2] Diane Berry, Senior Vice President, Media and Communication, COVEO

## Accessing Knowledge At The CCP Nigeria Portfolio

For ease of accessing knowledge at the CCP Nigeria Portfolio across board, the knowledge management platforms will enhance internal and external audience service standards by providing a fit-for-purpose solution that can be deployed seamlessly across a variety of knowledge infrastructures. It allows ease of access and retrieval of premium knowledge for each audience, to ensure that the best knowledge is shared without compromising security.

## Key Audience

There are two main audiences for the CCP portfolio knowledge management.

| Internal Audience | External audience |
|---|---|
| • NURHI 2<br>• HC3/BA<br>• TCI<br>• Post Pregnancy Family Planning<br>• Adolescent and Youth program<br>• Other emerging projects | • Professional and non-professional groups<br>• Government (at various levels)<br>• Bilateral and multi-lateral organizations<br>• Implementing Partners<br>• CSO, informal sectors and Platforms<br>• CBOs<br>• TWGs<br>• Thought Leaders/Opinion Leaders<br>• Media<br>• Researchers<br>• Youth<br>• Etc. |

## Sources of Information

- *Surveys*
- *Strategy document/Project Strategy*

- *Work plan*

- *Meeting/Workshop/Activity/Trip/Study Tour Reports*

- *Trainings/conference/Seminar/ Webinar/Key Learning Feedbacks.*

- **Publications and Resources**

  - *Job aids*

  - *Fact sheets*

  - *Guidelines*

  - *Handbooks*

  - *Manuals*

  - *Policy or research briefs*

  - *Technical briefs*

- **Project reports**

  - *Activity Reports*

  - *Trip Reports*

  - *Monthly/Quarterly Reports*

  - *Annual Reports*

  - *End of Project Evaluation*

- **Journal/Articles**

- **Products and Services**

  *NURHI Toolkit/Websites*

  *Databases*

  - o *HVS/Referrals/Service Uptake*

  - o *Stakeholder list serve*

  - o *Mapping/Surveys/Photo stocks*

- *eLearning platforms (interactive distance education application - iDEA)*

  *Mobile applications*

  - *(Open Data Kit - ODK)*

  - *Dashboard/NURHI Monitor*

  - *WhatsApp Groups*

## Approaches and Techniques

### Before-action reviews

*Brainstorming Sessions:*   A session of brainstorming on a pre-planned or an anticipated event/activity happening.  Capturing people's thoughts and putting them in the right perspective.

### After-action reviews/Debriefs:

*Quick Debrief:*  A quick debrief at the end of an event concentrating on good points and items for improvement.  This is usually a tacit knowledge capture and feedback about effectiveness of the event.

### Formative Evaluation

*Capturing of lessons learnt for future activities*:  Quick discussions at the end of a short project or key stages of an activity reflecting on the current position and future actions.

### Retrospective Review (Summative Evaluation)

*Evaluate the completion of an event:*  A formal process to evaluate the completion of an event, project or an activity to capture lessons learnt.

### Coaching/Mentoring

- o  FPSS & OJT
- o  Internship
- o  ACG, Interfaith Forum, WDC/FHC

### Case Study

*Qualitative and Quantitative Information:*  A case study is a written document of an important activity or event in a project.  It has a clear structure that brings out key qualitative and quantitative information from the project.   Case studies are often published with a broad audience in mind, so it is useful to bring the most useful and transferable information to the fore.  Case studies are often published with a broad audience in mind, so it is useful to bring the most useful and transferable information to the fore.   Most case studies published are between 800 and 1,500 words, and will identify a problem or situation, explain what was done to address the problem or situation, and finally highlight the results.  (See the attached case study template)

## Communities of Practice (CoP)

*Knowledge Networks, Professional Networks*:  A group of people who show a common interest working together over an extended period to explore ways of working in a specific area of knowledge.  These group learn from shared experiences, publishing best practice/position papers and exchanging ideas outside the more formal structures of the organization4.  Projects and organizations can form their own community of practice for a specific activity, hence it has shelf life which is not bad at all.  Examples of CCP, Nigeria Community of Practice are:

- o Springboard,
- o Technical Working Groups (TWGs)
- o Reproductive Health Review Meetings.

## Knowledge cafés:

*Informal setting with creative discussions of mutual interest*:  A knowledge café brings people together to have open, creative conversation on topics of mutual interest.  It can be organized in a meeting or workshop format, but the emphasis should be on flowing dialogue that allows people to share ideas and learn from each other. It encourages people to explore issues that require discussion in order to build a consensus around an issue.  Sometime, it can be hard to keep informed of issues and the ideas and perspectives of colleagues and peers. The knowledge café brings to the surface, in an informal environment, all the understanding we have in an area.  (See attached template on how to run a knowledge café)

The real value of a knowledge café is what people take away with them in their heads, and the new connections they have made with people.  If the knowledge café is to be recorded – making sure to avoid disrupting or influencing the conversation – the information may be distributed to participants after the session.  Remember, a knowledge café is not a talking shop. Turn-taking is important. If everyone is encouraged to have their say, a natural and stimulating group discussion should evolve, and good ideas won't be long coming.  Some avenue for knowledge cafés are:

- o Key Learnings Meetings
- o Data Use Workshops
- o End of Project Dissemination

- Annual Review Meeting

## Peer assists

*Partnering with a group of peers who have expertise:*  People can use a peer assist to gather knowledge and insight from other teams before embarking on a project or activity. It partners those seeking assistance ('receivers') with a peer or group of peers who have expertise in a desired area.  A peer assist can last from an hour to a full day depending on the size of the project. Talking to experienced peers about the best way to approach new projects

saves time and money and avoids repetition of mistakes. It also creates strong links across teams and relationships between people. (See attached template on how to run a peer assist).  Some avenues for running a peer assist are:

- Oversights visits
- Scale up Sites

## Study Tours

*A travel experience with specific learning goals:*  The learning goals of each **study tour** vary, but are always spelled out in the course syllabus that is distributed to each learner.  There are no set eligibility requirements for study tours. Each tour will have its own requirements and purpose. For every study tour, there is a leader who designs and organizes study tours, promotes the study tours, provides pre-travel information, resources, and support, and accompanies the group on the study tour.  While on the study tour, the leader(s) provides the educational and organizational leadership for the group. The study tour leader(s) also provide a variety of resources to help make your study tour enjoyable and rewarding.

## Rapid Evidence Review (RER)

*Research review and evidence:*  A rapid evidence review (RER) is a way of reviewing research and evidence on a particular issue. It looks at what has been done in a particular area and records the main outcomes.   Evidence reviews can be run in several ways. Some are more exhaustive in their execution and ambitious in their scope.  A fully-developed review will scan available literature as comprehensively as possible, using electronic databases and comprehensive sourcing. The RER provides a quicker but still useful way of gathering and consolidating knowledge.  It is a useful building block from which to start work on a new project or a new issue.  It should not be considered

a definitive review, but rather the most suitable given the time and resources available. Any new piece of work is likely to draw on what has already been done by others in the sector. An RER ensures that you take account of this work before starting a project. This avoids duplication of effort and gives you a firm foundation on which to build.

### Knowledge Exchange/Exit interview

*Evaluating the completion of an event:* Staff leaving should exchange unique knowledge to allow others to capture it. This helps to preserve institutional memory.

### Knowledge Market

*Knowledge requirement and expertise:* Knowledge market allows the matching of a knowledge requirement with someone with expertise. This starts the connection of people to people, people to documents and documents to people e.g., searching people directories.

### Knowledge Banks:

*Mass collection of accumulated knowledge in a specific area at your fingertips*: Storage of captured knowledge: Repositories of stored knowledge (research/evidence/best practice), captured through various tools and techniques, and shared via websites and toolkits.

### Social Media

The pervasive nature of social media makes is an effective exchange tool. Information, program updates, key research findings, "how-to" guides etc, will be shared on project websites, Facebook, Instagram, WhatsApp, YouTube, blogs, LinkedIn etc. External audiences are able to access tools that can provide information on the work of the CCP portfolio in Nigeria as well as guides to aid replication of portfolio best practices.

### Trainings

**Short effective content based training:** Trainings facilitated with detailed curriculums are a good way of transferring skills and information, such that both explicit and tacit knowledge are shared. Pre-and post tests are conducted in these trainings to ascertain the level of knowledge gained.

## Format of information storage

- **Virtual/Electronic/Softcopy Formats**
  - *Electronic documents*
  - *Audio*
  - *Videos*
  - *Infographic*
  - *Presentations*

- **Physical/Print and Hard Copy Format**
  - *Prints*
  - *CDs/DVDs*

## Information Architecture

The information architecture is designed to logically structure and manage searches from one access point for the knowledge management products. It creates a framework for organizing, searching and securing knowledge stored in various platforms. To leverage existing knowledge, the platform allows access to a variety of sources, including:

- Shared files – Word, PDF, etc
- Intranet and external websites
- Document management systems such as SharePoint.

The features include automatic index process for document sets to automatically ease retrieval of knowledge products from repositories.

## *Content Management*

Learning and acquiring knowledge should be encouraged at all levels in an organization. Restructuring and rewriting of knowledge gathered should also be of utmost priority. A content management system is very relevant to the process of knowledge management.

## Key Content Management Features

Examples of key content management features include:

- A configurable catalogue, allows each organization to quickly set up a framework for organizing, searching and securing the information contained within their particular knowledge base.
- Templates and style-sheets that provide quick access to correct structure and styling.
- User-defined schedules to set dates for content expiry and revalidation.
- Real-time editing of content by those with the appropriate access.
- Comprehensive out-of-the-box reporting for periodic review.

SharePoint is optimized to allow Knowledge Management products have state-of-the-art search engine functionality, allowing end-users to locate information easily and efficiently, as well as leverage external knowledge repositories or create content internally through an inbuilt workflow process.

## Responsibility for Content Management

At the central level the knowledge management unit would be the coordinating team, while at the state level the Team Lead working with the designated officer would manage knowledge contents that goes to the central Office for upload.

## What kind of information should be given out and by who?

Internally all information will be accessible except financials, while for external access information that requires facilitate decision support systems/decision making would be shared.

## Retrieval Processes

### Internal:

For internal audience, the platform will provide useful set of online tools for knowledge discovery and knowledge discourse – message platforms such as WhatsApp, and SharePoint

groups/discussion groups. This will be done by integrating existing platforms such as TCI university, springboard, and other useful and dynamic knowledge exchange platforms. Specifically, the internal knowledge platform would be designed to allow access to project resources across CCP portfolio. This means all portfolio staff can view certain features of each project from the same platform without the need to exit the common interface. Features such as major strategic focus, calendars, maps of intervention sites, list serve of subject matter experts (SME), documents/reports and publications, etc.

## Key features of the platform will include:

- **SharePoint/Search Engine Optimization**

    Search Engine Optimization (SEO) is the craft of optimizing public-facing websites for indexing by search engines. Searches can be done on title of documents, keywords, URL, Meta Description, etc

- **Knowledge Map**

    Internal, telling us how to access resources. For external, telling us how to access resources outside the CCP portfolio

- **Intranet**

    An **intranet** is a private network accessible only to an organization's staff. Generally, a wide range of information and services from the organization's internal IT systems are available that would not be available to the public from the Internet. A company-wide intranet can constitute an important focal point of internal communication and collaboration, and provide a single starting point to access internal and external resources.

- **VPN- Virtual Private Network**

    In the simplest terms, a VPN is used to create a secure, encrypted connection — which can be thought of as a tunnel—between your computer and a server operated by the VPN service. In a professional setting, this tunnel makes you part of the company's network, as if you were physically sitting in the office—hence the name. While you are connected to a VPN, all your network traffic passes through this protected tunnel, and no one—not even your Internet Service Provider (ISP)—can see your traffic until it exits the tunnel from the VPN server and enters the public internet.

- **H-drive** ("Home" Drive – Strengthening the functionality of the existing one)

The H-drive is the portion of the hard drive that is not compressed, used for file sharing with others. The H-Drive is considered as your private space. Only you have access to it. You can store work-related data that only you need within the H – drive. The files or data are stored in a structured/indexed form (e.g. folders that are ranked in nature. Been a private data, you alone can grant access to whosoever you want and at what level.

- Use of shared calendar across the portfolio

The shared calendar demonstrated by HC3 shows all thematic activity schedules on a monthly basis, which allows for more effective leverage opportunities, while also showing ongoing activity across all thematic areas and projects to avoid conflicting engagements.

External:

Providing access to CCP repository of information to external audience could be in the form of:

- Website:

A comprehensive website which has the exhaustive materials and resources about the FP-CCP Portfolio Projects. It will also provide features about the thematic areas namely: Service Delivery, Demand Generation, Advocacy and Youth and adolescents. Detailed information about the states within the portfolio, can be obtained by clicking on the position on the map of Nigeria.

- Newsletter subscriptions via emails.

This will be available as an option on the website. Once the interested person is registered, they would receive newsletters which will be provided periodically to provide information and news to people with specific interests in the organization or a particular thematic area.

- Social media (Facebook, Instagram, WhatsApp, YouTube, Twitter, blogs, MySpace).

Social media is the collective of online communications channels dedicated to community-based input, interaction, content-sharing and collaboration. It will also provide an avenue for the adolescents/youths and the techies to receive and access information about family planning.

- One page project document.

This will give a high-level overview of the FP-CCP Portfolio, and will also give a synopsis of the various thematic areas/Projects. This is especially relevant for persons who have recently heard of the Project, and want to get additional information.

**LinkedIn for Professionals:**

LinkedIn is an online directory of individual professionals and organizations. It is a business oriented social networking sites. Individuals and companies use LinkedIn for professional networking and it is very useful for the service industry, and will also be an avenue for information sharing.

## Disseminating and Monitoring Knowledge

### Introduction

Over the years, information and communication management had sought to fill the knowledge gap between what the audience knew and what they needed to know, with the assumption that this would stimulate change. However, this is not usually the case. Individuals, groups and organization expect the media to provide the information and knowledge they desire through messages that could fill knowledge gaps, build modern attitudes, and eventually shape behaviors. This has proved difficult with individuals and organizations daily finding out that it is not enough to have thorough procedural results and disseminate information in order to have their desired audiences accept and subsequently use the innovations.

Without a doubt, knowledge is still important for an effective and sustainable development plan, however. the way knowledge is collected, planned/structured, transferred and disseminated needs

to be significantly rethought. Knowledge is not the same as information; similarly, to inform does not carry the same meaning as to communicate. There is no doubt that the information at our disposal in most cases is more than we are able to access, process, retain and use. That is why knowledge management (KM) should no longer focus on the collection and dissemination of knowledge products, but rather on the packaging and marketing of the products.

Like every other sector, modernization has created a high level of options and competition in knowledge. This fact, acknowledges that collection and dissemination of knowledge should not be the starting point, rather the audience we want to reach and for what purpose. This gives a justifiable leverage to have a "fair competition in the knowledge market". Learning how to reach your audience effectively at different levels in knowledge management should be considered as high priority especially those at the higher societal ladder. Their thoughts, interests, convenience and the right way to pass the desired knowledge across to them should be carefully thought out rather than just providing access and making available what has been prepared. Appropriate knowledge dissemination should offer solutions relevant to challenges specific audiences are facing in their roles. This means that, the manner in which knowledge is presented and/or packaged determines if that knowledge will be accepted, used and sustained. Access to knowledge is certainly a necessity, but it is not a condition sufficient to guarantee that the knowledge will be accessed, used or even understood by audiences.

The increasing role of knowledge management in organizations positions it more as a communication and behavior change area rather than a tool for technical information. This is because, putting knowledge to practical use needs a certain degree of behavior change on both sides. Knowledge producers need to put together the product in a way that can be easily applied, while the users need to be "persuaded" to conceive knowledge as a practical tool that can be applied in their field. Knowledge Management should strive to breach the gap between abstract/hypothetical information and real/practical solutions. An effective knowledge management program that goes beyond collecting, producing and disseminating information will be able to reach and make an impact on the intended audiences. And it will also help to avoid repeating the mistakes of the past, while promoting the replication of successful models and approaches.

## CCP Nigeria Portfolio Knowledge Dissemination and Monitoring

This section of the Knowledge Management Strategy is designed as a guide to the dissemination and monitoring of the knowledge gained across the CCP Portfolio in Nigeria.

Dissemination is a critical part of knowledge management across the globe, as is seen in the plethora of definitions of KM. For us, the purpose of dissemination is to share knowledge with others both within the portfolio (internal audience) and other stakeholders (external audience); with the aim of increasing contraceptive use among women of reproductive age and making family planning a social norm in Nigeria.

The dissemination after being categorized by audiences has an aim to increase knowledge and promote action.

### Who are our audience in information dissemination?

To effectively disseminate our body of knowledge, the following identified audiences will be focused on:

### Internal Audience:

This category comprises of CCP Portfolio Staff members at the following levels:

- Thematic area members (Service Delivery, Advocacy, Demand Generation, and Youth and adolescents)
- State teams
- Project teams.

### External Audience:

External audience of CCP Nigeria Portfolio includes but not limited to:

- Development partners not in the FP space
- FP Implementing Partners
- Ministries of Health (LGA, State, Federal)
- Medical Professionals
- Policy makers
- Community structures (traditional leaders, religious leaders, and other CBOs)
- Civil Society Organizations

- Clients
- Youths

## What mediums of dissemination do we have?

The CCP Portfolio in Nigeria currently disseminates knowledge through the following means:

## Internal Audience

- Trainings and events such as workshops, seminars, meetings, mentoring sessions, weekly meetings and conference calls. This platform has been used to brainstorm, mentor, gather and share information among staff members across the portfolio.
- Publications and resources including policy briefs, journal articles, project reports, conference papers, toolkits, info graphs, BTL/SBCC materials, advocacy kits, press kits, etc. The identified resources above are available on the NURHI websites.
- Products such as toolkits, NURHI website, Getittogether website, campaign audiovisual products (Television commercials, radio jingles, radio drama programs, online videos, music videos and audios). These products have been used widely to support staff in sourcing and sharing knowledge as the need arises.
- Services which include Media Material Center (MMC) which is a resource centre for staff to access information first hand.
- Electronic knowledge sharing systems such as SharePoint and one drive that enables staff to collate and harmonize documents electronically.
- Webinars, PowerPoint presentations, TCI University, Springboard: These provide colleagues with virtual learning opportunities to build on knowledge they have or learn new skill sets.

## External Audience

For external audiences, knowledge is disseminated through the media below which serve as platforms to disseminate NURHI's proven models:

- Trainings and events such as workshops, seminars, meetings, knowledge sharing.
- Publications and resources including policy briefs, journal articles, project reports, conference papers

- Products and Services such as toolkits, NURHI website, Getittogether website, campaign audiovisual products (Television commercials, radio jingles, radio drama programs, online videos, music videos and audios) and resource center.
- Webinars, PowerPoint presentations, TCI University, Springboard.

## What dissemination medium can be improved on and/or created?

The following new medium can be created to help enhance staff performance and synergy across the CCP portfolio:

- Multimedia (audio visual products): Develop short videos containing FP messages which can be disseminated on WhatsApp and other social media.
- Weekly bullets: This will be adopted from HC3's weekly bulletin, which will be designed such that staff can itemize one to three bullets at the end of each week on what was done, plans for subsequent week and one major achievement that week.
- Online calendars sharing for staff members to share monthly calendar of activities so as to harmonize

## Identify process to review and monitor objectives

- The following indicators will be used to monitor and evaluate the effectiveness of the knowledge management platforms:
  - *Organizational knowledge audit conducted in the last five years*
  - *Number of instances where health knowledge needs assessments among intended users are conducted*
  - *Number and type of user feedback mechanism(s) on knowledge needs used*
  - *Users' knowledge needs/feedback used to inform design and implementation of products and services*
  - *Number of key actionable findings, experiences and lessons learned captured, evaluated, synthesized, and packaged (USAID PRH sub-results)*
  - *Number of new KM outputs created and available by type*
  - *Number of KM outputs updated or modified by type*
  - *Number of KM coordinating/collaborating activities by type*
  - *Number of KM training sessions, workshops or conferences conducted by type*
  - *Number/percentage of KM trainings achieving training objectives*

- *Number of instances of staff reporting their KM capacities improved by type*
- *Number of KM approaches/methods/tools used by type*

**Identify high performance tools, visuals and presentations, electronic and print mediums etc**

For the external audience, websites, trainings and events are the highest performance tools while the weekly bullet is highest for internal audience.

## Conclusion

Knowledge Management provides and supports the pressing need for relevant and refined information of an organization in the face of a progressively increasing societal and global change. Hence, identifying processes that merge data and information processing while applying information technology and the creative and innovative capacity of human beings is the key to meeting an organization's knowledge needs. This position, takes into consideration the synergy between scientific and social behavioral issues. The urgent necessity for synergy of scientific and human potentials is based on the difference between the ancient and modern ways of doing business.

In observing these situations, the former is characterized by expected circumstances in which focus is on prediction and optimization based efficiencies. This situation is competence based on information as the planned and strategic resources and the emphasis is on controlling the behavior of organizational agents towards fulfillment of *pre-specified* organizational goals and objectives. Information and control systems are used in this world for achieving the alignment of the organizational actors with pre-defined 'best-practices'. While the later, is portrayed by extreme levels of indecision and inability to predict the future. The availability and use of the information and control systems and compliance with pre-defined goals, objectives and best practices may

not necessarily achieve long term organizational competence. Today's world desires the 'know-how' to grasp problems everyday given the changing societal conditions. Attention should not only be on finding the right answers but also on finding the right questions.

For the CCP Portfolio in Nigeria, knowledge management is necessary for success because what was necessary and regarded as important yesterday may or may not work tomorrow as individual, groups and organizational desires for knowledge are changing rapidly.

Further Reading

- Guide to Success Stories, Testimonials and Photography Tips

# Appendix 1

**Templates** (Click here for templates on):

- Best Practices and Lessons Learnt Template
- Success Stories/Personal Stories Template
- Testimonial Template
- Consent Form