



NIGERIA GOVERNORS' FORUM

NGF Knowledge Management Implementation Plan

**Internal Draft Submitted for input and
consideration to the Management Team of
the Secretariat of the Nigeria Governors'
Forum**

KNOWLEDGE MANAGEMENT

STRATEGIC IMPLEMENTATION PLAN 2011–2012

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The document must be attributed as the NGF Strategic Knowledge Management Plan.

PURPOSE

The purpose of the NGF Knowledge Management Implementation Plan is to provide a strategic approach to the Forum's knowledge management activities. The plan seeks to ensure that high quality, relevant information is collected and readily accessible across the Forum, and with other external agencies, to contribute to the capacity building thrust of the of Forum thereby transforming it to a Learning Organization, to support informed decision making and the development and provision of evidence-based policy advice.

The plan is aligned with the NGF Strategic Plan 2010–2012, the NGF/KM Framework 2011. It should be read in conjunction with these as they serve as the practical guide containing detailed guidance on the practical aspects of knowledge management within the context of the Strategic objective, vision and mission of the Forum.

OBJECTIVE

The objective of the plan is to ensure that:

- the right information is available to the right person at the right time to support evidence-based decision making, policy development and program delivery
- quality knowledge resource is created and collected to build an authoritative decision making base
- the Forum's existing information resources are fully utilised and integrated effectively
- IT systems are consistent with good information management practices
- the capacity of the staff of the NGF secretariat is developed on a routine basis through the deployment of appropriate processes
- the NGF secretariat is set on the path to become a learning organization with global best practices, professional corporate culture and global standards
- A functioning CMS which is updated systematically, maintained, and developed for use by Stakeholders.

INTRODUCTION

Information is data put in a context to which meaning has been attributed¹ and can exist in any medium or format.

Most of the department's information is in the form of documents, which exist in an electronic or physical form. These documents include, but are not limited to, reports, minutes, press extracts, letters, forms, emails, spread sheets, and web pages. We refer to this information as 'unstructured' data.

This information is used on a daily basis by staff to perform their activities, comply with various regulatory and compliance obligations, and manage the internal operation of the department. The collection, generation, use and dissemination of knowledge are essential for the Forum to realise its vision of '.....'

In addition to the information above, we also have information in the form of structured data. Structured data is defined as data that is managed by technology, usually in databases and systems, which allow for querying and reporting against predetermined data types and understood relationships.

¹ AS 5037-2005, Australian Standard, *Knowledge management – a guide*, page 2

The Forum operates in a constantly changing, complex, and diverse works environment. A number of Government initiatives impact on the Forum and the way it manages Knowledge now and into the future.

ROLE OF KNOWLEDGE

Vital is acquired to meet our corporate needs and is used as an evidence base for policy development and program delivery across all the units and functions of the Forum.

The Forum recognises the value of its knowledge as a key resource in achieving its strategic goals.

As a strategic asset, knowledge needs to be captured and managed effectively in compliance with relevant strategic objectives of the Forum and contextual requirements.

Implementing best practice in knowledge management will reduce duplication of work by staff; provide faster retrieval of information; facilitate the sharing of information within the department and externally, assist in developing expertise through routine use of laid out processes and policies and assist with reducing the departmental costs for acquiring information.

WHAT IS KNOWLEDGE MANAGEMENT?

Knowledge Management involves capturing, analysing, prioritising, storing and disseminating relevant information which is used for decision making purposes and to provide the evidence-base for the development of policy and program delivery to achieve an organization's goals. It ensures that appropriate, secure, accurate and meaningful information is available to authorised users whenever and wherever needed.

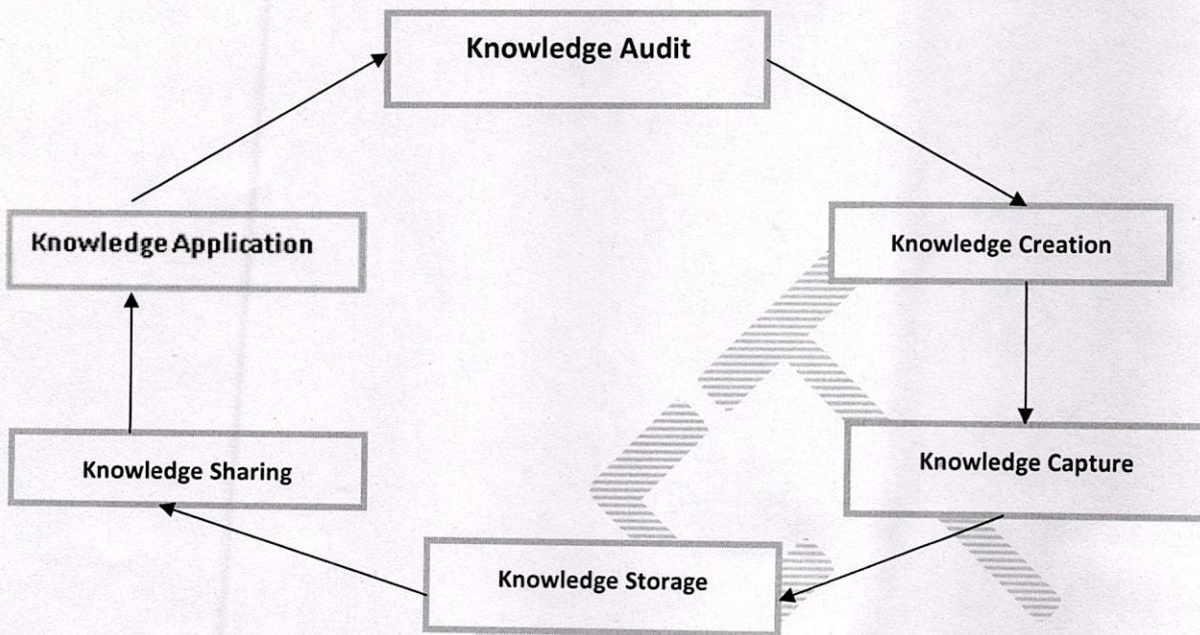
KNOWLEDGE MANAGEMENT AT THE NGF

The NGF has recognized that it is a 'knowledge organization'. Thus the next stage of development of this KM Framework into a KM Strategy will draw on the definition "*At its core, KM is about creating, identifying, capturing and sharing knowledge. It is about getting "the right knowledge, in the right place, at the right time," particularly in terms of influencing an action or a decision*", and will incorporate communication approaches as tools to support the broader NGF KM mandate.

Knowledge management (KM) is about building organisational intelligence to improve performance. It gives people the tools to improve the way they capture, share and use knowledge and helps them build on experience to ensure better practice, strategy and policy.

Knowledge management (KM) involves using the ideas, knowledge and experience of employees, governments, projects and development partners to improve an organisation's performance. KM provides a set of practical approaches and tools to ensure that we learn from what's done before and share these learnings.

THE KNOWLEDGE MANAGEMENT CYCLE



THE LEARNING ORGANIZATION

A learning organisation is one with the capability to adapt to changes in its environment and to respond to lessons learned by altering organisational behaviour. Organisational learning describes certain types of activities or processes that may occur at individual, team or organisational level. For these purposes, a learning cycle can be understood as a process of:

- Taking action which results in an experience
- Critically reflecting on this experience
- Understanding the component parts of this experience (i.e. what worked, what didn't and why did, or did it not work as desired?)
- Then applying this into the next experience by creating a learning output that has ramifications at the individual, team and organisational level.

KNOWLEDGE CHALLENGES

Currently, information is not managed consistently across the NGF Secretariat and is not visible across the organisation. As a result it is difficult to find or compile all information that the Forum holds on a particular topic or theme, as information is stored in various locations and systems across the secretariat.

Linking across data sets and comparing similar information is also difficult. The role and responsibilities of data owners in managing and providing access to data also needs to be further clarified.

Improving the sharing of information between clusters within the secretariat will enable better decision making based on the best available information and improved policy development. Knowledge sharing can be achieved through a consistent approach, using best practice in information management and consistent IT systems and tools.

Knowledge sharing is about unlocking the information stored across the department and discovering the value of that information. Staff should be able to go to one location on the intranet to find what information or data sources are available and how they can be accessed.

The impact of the introduction of a Knowledge Management System is a clear the integration of the Forum's data for statistical, research and administrative purposes. This will mean that the quality and accuracy of our information, advisory services and general performance will be increased as the appropriate knowledge resources are made available to the staff of the secretariat, our principals, technical partners and other stakeholders.

THE KNOWLEDGE MANAGEMENT SYSTEM

Knowledge Management Implementation Strategy

An Knowledge Management Implementation strategy helps us manage our information effectively as a core organizational resource and strategic asset. An effective knowledge management implementation contains the following components.

Principles	<p>Defined high-level objectives for information management. DEEWR's principles are:</p> <ul style="list-style-type: none"> ● Valued – information will be valued as an organisation asset and will be shared across the organisation as appropriate. ● Supported – information will be managed within a framework of education, training, ongoing support and resources. ● Accessible – information will be open, useable and available in a timely manner, where appropriate. ● Managed – information will be owned and managed in a planned and coordinated manner for the entirety of its lifecycle. All risks associated with information will be identified and documented. ● Trusted – information will be accurate, consistent and trustworthy.
People	
Processes (and Standards)	Standards promote common terminology and data definitions. Processes provide procedural direction over how the organisation will operate.
Technology	Technology tools and practice capability that enable definition, execution and compliance measurement of information governance policies, standards and processes.

KM Governance (Execution, Implementation and Leadership)

The NGF Management Team, Knowledge Management Unit, and the different departments and staff of the secretariat are all responsible for providing varied functions in the governance of knowledge management activities at the Forum. To achieve this they will work closely together to ensure strategic alignment and a successful deployment of a

Knowledge Management System. The Management Team of NGF secretariat will provide the leadership and general oversight; the Knowledge Management Unit will be responsible for the execution of all activities as inputs to the initiative while the entire staff body of the secretariat will shoulder the implementation of knowledge management. The third being very pivotal as KM is a tool that must be understood, accepted and used by everyone in order to achieve organizational success.

All secretariat staff are responsible for demonstrating good information management practices and applying the knowledge management principles, policies and guidelines in the performance of their daily work.

Organisational capabilities

Strategic knowledge management involves focusing on the Forum's objectives and identifying how people, policies and procedures, and technology can be most effectively and efficiently applied to create an environment that ensures the right information is available to the right people at the right time and in the right format.

Figure 1 depicts how we will use our organisational capabilities to achieve our vision for knowledge management. NGF aims to enhance these information management capabilities to leverage better institutional benefits from its knowledge assets.

Figure 1: Organisational capabilities

NGF KM Strategic Knowledge Management Plan				
Governance	People	KM Principles	Technology	Policies and Procedures
<ul style="list-style-type: none"> ● NGF Management ● KM Unit ● Everyone 	<ul style="list-style-type: none"> ● Develop knowledge and skills. ● Implement knowledge management in daily business practices. ● Awareness of the benefit and sensitivities of KM System. 	<ul style="list-style-type: none"> ● Valued ● Supported ● Accessible ● Managed ● Trusted 	<ul style="list-style-type: none"> ● Compatible IT systems. ● Systems support data analysis. ● Secure systems. ● Systems capable of data integration, migration or conversion. ● Local Area Network ● Content Management System. 	<ul style="list-style-type: none"> ● Implement best practice in knowledge management. ● Comply with Operating procedures & policies. ● Document management. ● Common language and metadata. ● Develop protocols for knowledge sharing, integration and access.

PRIORITIES

The following have been identified and recommended as the constituting the areas of priorities and actions to further improve the management of Knowledge. The priorities cover a seven (7) month period.

Priority

Encourage staff to value knowledge and share it appropriately

Action	Responsibility
Provide strong leadership and governance on information management issues.	NGF Management Team, KM Unit
Clearly define the Forum's knowledge needs by including Knowledge needs in projects, routine functions and engagements	Different unit/ department heads, KM unit
Agree and implement a common best practice approach to knowledge management across the department and externally.	NGF Management Team, KM Unit
Provide KM sensitization sessions to increase staff knowledge of their responsibilities regarding knowledge management and the benefits and sensitivities of KM both within the secretariat and externally.	Management Team, KM Unit
Embed NGF KM practices and policies into new staff induction training.	KM unit, EDFA

Priority

Develop and deploy a KM System

Action	Responsibility
Carry out specific one on one staff KM assessment of skills and processes	NGF Management Team, KM Unit
Develop Processes for every knowledge activity by staff based upon outlined ToRs, Job descriptions and an NGF Competency Dictionary	NGF Management team Different unit/ department heads, KM unit
Develop an NGF KM Handbook containing KM terminologies, standard operating processes, KM tools and templates	NGF Management Team, KM Unit

Priority

Deploy the NGF Content management System

Action	Responsibility
Establish authorization protocol for knowledge resources to be uploaded to the site	NGF Management Team, KM Unit
Create user accounts for relevant staff, principals, partners and other stakeholder	KM Unit
Upload reports and other knowledge resources from SPRM	SPRM, KM Unit
Carry out training for state level contributors to CMS to ensure replication	SPRM, KM Unit
Produce monthly KM Reports	EDRS, KM Unit
Develop and produce monthly in house newsletter	EDRS, KM Unit

Priority

Develop staff skill/capabilities so they can use knowledge effectively and develop a culture of efficiency, professionalism and effectiveness

Action	Responsibility
Carry out skills/capacity gap analysis	NGF Management Team, KM Unit
Develop training calendar (2012) for all the staff of the secretariat in four categories 1. Department needs 2. Cadre specifics 3. Individual needs 4. General	NGF Management Team, KM Unit
Establish system of knowledge sharing and communities of practice through routine meeting (management – weekly/fortnightly, general – monthly, departmental – weekly, project – adhoc)	NGF Management Team, KM Unit

Priority

Develop work class resource centre that is the first point of call in all matters regarding public policy thus enabling the secretariat to effectively service principals empowered by knowledge that is current, authoritative and of the best quality

Action	Responsibility
Develop the NGF Library (physical structures, books, audio visual resources)	NGF Management Team, KM Unit
Develop a critical mass of online resources through subscribing to relevant publications from all over the world	NGF Management Team, KM Unit
Commence an NGF internship programme out of the strategic relations with key policy centres, think tanks and academic, institutions	NGF Management Team, KM Unit

IMPLEMENTATION

The Knowledge Management Unit under the direct supervision of the Management Team of the Secretariat will be responsible for the implementation of this Plan.

The Unit will be able to measure the success of the Strategic Information Management Plan through completion of the priority actions and will report monthly on its progress to the management team of the secretariat.

