

**NIGERIA GOVERNORS' FORUM**

**KNOWLEDGE MANAGEMENT FRAMEWORK  
2010-2012**

**MARCH 2011**

# TABLE OF CONTENTS

1. Summary .....	1
2 Introduction .....	2
3. Consultation Methodology and Definition of Knowledge Management.....	3
4. Issues .....	3
4.1 Where Are We Now? .....	4
4.2 Current Initiatives .....	4
4.3 Where Do We Want To Be? .....	5
4.4 Strategic Framework - How Do We Get There? .....	6
Appendix 1: First Quarter Work Plan (March-May 2011) .....	10
Appendix 2: Audience Segmentation .....	13

## 1. Summary

Following publication of the Nigeria Governors' Forum (NGF) Strategic Plan (2010-2012) in late 2010, a Knowledge Management (KM) Strategy is being prepared to support a selection of key objectives.

The first stage of this was for the SPARC consultant to produce a KM Framework through consultation with the NGF Secretariat. The result of this consultation is the current KM Framework document. It is acknowledged that during this consultation, discussions focused on initiatives that SPARC is currently supporting with the NGF, and that during the next stage, initiatives being supported by other development partners will need to be fully incorporated.

It is envisaged that the KM Framework will be fully developed into a KM Strategy (2010-2012) in early 2011. This will then guide the production of KM Annual Work Plans, prepared at the beginning of each year by the NGF KM unit.

The KM Framework:

- Provides an introduction to how it links with the NGF Strategic Plan (2010-2012);
- Outlines a definition of KM and describes the methodology used in its development;
- Reports on consultations held which describe where are we now, what is currently being supported, and where do we want to go;
- Describes the relationship between KM and NGF strategic objectives, outputs and activities, together with indicators;
- Proposes a Work Plan for the second quarter of 2011; and,
- Has made a start on audience segmentation - audiences have been identified for communicating key messages.

The NGF has recognized that it is a 'knowledge organisation'. 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.

## 2 Introduction

This document is a Knowledge Management Framework<sup>1</sup> designed for the Nigeria Governors' Forum (NGF), an informal non-profit making organization that brings together the democratically elected Governors of the States of the Nigerian Federation. Whilst the NGF has been in existence for more than a decade, it has in the past two years, undergone a far-reaching restructuring and reorientation aimed at redefining the role it seeks to play in the development of Nigeria. The NGF has recognised itself as a 'knowledge organisation' and is giving greater emphasis than in the past to supporting knowledge management functions.

This document describes a Framework for Knowledge Management (KM) within the NGF and draws from the broad principles of the NGF Strategic Plan 2010-2012. The KM Framework has seven strategic objectives (drawn from the NGF Strategic Plan 2010-2012) that will guide the creation, acquisition, and sharing of knowledge. They are;

- [SO1] To provide a forum for Governors to discuss issues of mutual interest / national and State concern, share experiences, techniques and good practice and where appropriate reach a consensus, and to present the NGF and governors standpoint and views in discussions with Federal and other institutions / organisations both national and international;
- [SO3] To provide a vehicle for States to work together in areas of joint or mutual interest and support the development and implementation of coordinated solutions to clearly identified issues;
- [SO5] To develop and implement a system of peer review at State level in order to encourage efficient and effective service delivery, improved governance and enhanced development performance;
- [SO6a] To develop an efficient and effective NGF Secretariat that is able to manage the day to day affairs of the NGF and provide specific technical support in;
- [SO6c&d] To develop and implement an effective two-way communications strategy that ensures that all stakeholders are aware of the role of NGF and the contribution it is making to national development and good governance, thereby enhancing the image of the forum at all levels;
- [SO6e] To Identify, research, collate and analyze data on key public policy issues and producing reports and/or publications for consideration by NGF and others;
- [SO6f] To provide a vehicle for debate and dissemination of ideas and proposals on key public policy issues.

---

<sup>1</sup> The NGF Knowledge Management Framework incorporates the NGF Communication Framework

This KM Framework starts with a strong focus on collaborating and working with the States; other Federal Ministries, Departments, and Agencies; and other stakeholders in the governance and development sector in Nigeria and beyond, including but not limited to its constituencies, the private sector, civil society, multilateral agencies, international donors and the general public, The NGF KM Framework addresses issues around transparency, peer review and learning and the dissemination of policies, data, reports and research findings.

The NGF recognizes the need for a robust KM system which is not currently present and capacity building activities along with the required level of appropriate resources to ensure the execution of an effective KM Strategy. Though at an early stage, it is imperative to institute the NGF KM Framework, as improved KM systems can be leveraged for the sharing of best practice among States.

### **3. Consultation Methodology and Definition of Knowledge Management**

The process of developing the KM Framework and the initial 3-month work plan for 2011 was initiated by the Forum using technical support from SPARC, all categories of staff and volunteers committed time during a knowledge audit process. The consultant used a mix of methodologies including; interviews and review of documents review - the NGF Strategic Plan (2010-2012), Operational Plan and Costs and Content Management System briefing note, and other relevant documents. The knowledge audit process was conducted in November 2010 and a definition of KM agreed:

*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 (ABC of Knowledge Management, 2005).*

This KM Framework sets the overall direction for KM and communication work within the NGF Strategic Plan (2010-2012). It answers a number of questions including (though not limited to): where are we now, where do we want to be, and how do we get there, what knowledge do we want to share, with whom and how will it be shared?

From this KM Framework, a KM Strategy and regular annual work plans will be developed. A suggested initial Quarterly (March-May) work plan for 2011 is attached as Appendix 1 which details the activities, indicators, timelines, responsible persons, resources needed and expected results..

The Framework also includes goals, key over-arching messages for the Forum, and the start of a classification of the audiences that the NGF will have to target to ensure that its voices are heard and acted upon (attached as Appendix 2).

### **4. Issues**

This section of the Framework synthesizes the results of the consultation conducted in November 2011.

#### **4.1 Where Are We Now?**

- We represent the nerve centre of information to the States.
- We gather and store knowledge in the form of Governors' minutes of meetings, consultants reviews and reports, news clippings from the mass media, communiqués, agendas, legal instruments, internal meeting minutes, mails, States' peer review reports, documents from States, policy statements, State budgets, directory of State officers, press releases and court records especially on electoral matters.
- Currently, we manage our knowledge through the use of a filing system domiciled in different units. This filing system is in both hard and soft copies. Knowledge is managed by key officers within the organization and there is no KM officer responsible for this as yet.
- The forum runs a flat structure that enables openness, transparency, flexibility and promptness but it will need to foster increased communication between the different departments and personnel in the organization to further create an enabling environment for KM practices to thrive
- Lack of skilled staff to run the KM unit; poor internet facility; an outdated website; no policies and guidelines in place to guide processes and quality control; a need to update computer systems; the lack of a functional Resource Centre; lack of awareness of the public on the work of the Forum; no capacity building plan for staff on KM issues; no KM driven budget; no internal communication policy as yet.

#### **4.2 Current Initiatives**

- State Peer Review Mechanism (SPRM): KM within the SPRM sets out processes for assessing, identifying, capturing, sharing, disseminating and using the knowledge generated through the review process. It will be aimed at cultivating the culture of sharing and learning in a non threatening environment. The NGF Secretariat will coordinate knowledge management peer learning which will be key to the success of the SPRM. A significant number of reports and information will be gathered across States but appropriate dissemination mechanisms will have to overcome the current constraints: lack of Document Management System; lack of physical library; poor communication strategy; no Quality Assurance procedures; and no dedicated personnel to manage and disseminate knowledge generated. The SPRM will contribute to SO5.
- Development of a Content Management System (CMS): This tool will be central to information sharing and is currently being developed, it is expected that once this is developed, a lot of reports, information and knowledge so far gathered by the Forum will be uploaded on the CMS for appropriate information sharing and

dissemination. It is expected that key staff at the NGF Secretariat and State Governors' offices will have varying levels of access to this tool. The CMS and the website will serve as the main electronic products for knowledge sharing and storage and will contribute to SO1 SO5 and SO6.

- Induction for Governors: This activity is planned for when new Governors are sworn in. The Forum intends to conduct a module of training topics to prepare the newly elected Governors for service. For the knowledge system to work, it is essential for the Governors to be orientated on the concept of KM and its uses in learning and disseminating best practices from and to other states. This will contribute to SO1.
- Fiscal Responsibility: The Forum is charged with the responsibility of mapping and timely monitoring of progress with Fiscal Responsibility Legislation (FRL) and Public Procurement Legislation (PPL). The Forum is expected to maintain an up-to-date database on the progress of FRL and PPL at the state level as well as key policy and operational issues arising from experience on ground. This has implications for KM. In addition, the NGF has the mandate to raise awareness and to run advocacy clinics on the preparation and implementation of the FRL and PPL targeting the leadership of the State Houses of Assembly. In the longer term, it is expected that a platform on the NGF website will serve as the resource centre for practitioners in the areas of fiscal responsibility and public procurement. This contributes to SO3.
- Engagement with MDAs and Donors: Increasingly, the NGF has assumed the strategic role as the 'one stop shop' where MDAs and Donors can source relevant information and data on different sectors of the economy and more importantly support the NGF to implement the FRL and PPL. To date such dissemination has been done in an adhoc manner. Further development in this area will contribute to SO6.

#### **4.3 Where Do We Want To Be?**

- A centre of policy advising all States on policy issues; enriching democracy; centre of knowledge and good governance.
- A policy nerve centre of the Governors.
- A channel for feedback from stakeholders.
- To have improved relations and more relevant engagement with development partners.
- Top of the range Resource Centre with publications on Governance issues.
- Improved relations between Governments and the governed.
- To foster effective alliances with the Legislative arm.
- At par with the National Governors' Association of the United States.

#### 4.4 Strategic Framework - How Do We Get There?

A Strategic Framework that describes the relationship between KM and NGF Strategic Objectives, Outputs and Activities, together with Performance Indicators is shown below

Strategic Objectives	Key Outputs	Main KM activities	Performance indicators	Means of verification
[SO1] To provide a forum for governors to discuss issues of mutual interest / national and state concern, share experiences, techniques and good practice and where appropriate reach a consensus, and to present the NGF and governors standpoint and views in discussions with Federal and other institutions / organisations both national and international	NGF and its committees meeting regularly, discussing issues of mutual and national interest, sharing experiences and good practice and where appropriate reaching consensus NGF making a relevant and valued contribution to debate on national issues through formal and informal structures and channels	Minutes circulated (NGF and Committee meetings)		
		Press release issued, website updated and media briefed		
		Information/ideas shared through good practice reports		
[SO3] To provide a vehicle for States to work together in areas of joint or mutual interest and support the development and implementation of coordinated solutions	States working together bi-laterally or multi-laterally to implement mutually beneficial policies and thereby improve service delivery to citizens across borders countrywide	Carry out research to enhance State development Disseminating good practices across states		
[SO5] To develop and implement a system of peer review at State level in order to encourage efficient and effective service deliver, improved governance and enhanced development performance.	Peer review system developed and functioning and providing States with accurate and reliable governance, service delivery and development performance data on their own States and information on 'good practice' applied in other States in key performance areas.	Sensitizing the public on the Peer review process. Conducting the Peer Review process		
[SO6a] To develop an efficient and effective NGF Secretariat that is able to manage the day to day affairs of the NGF and provide	Appropriately resourced and equipped Secretariat that is able to respond quickly and effectively to the needs of the NGF.	Qualified and competent KM staff recruited and in post.		
		Internal communications system in place, documented and functioning		



Strategic Objectives	Key Outputs	Main KM activities	Performance indicators	Means of verification
specific technical support in:		Agendas, minutes and reports produced and distributed		
		Institute the Content Management System and train appropriate staff on its use	CMS in place and in use	CMS instituted
		Process all hard copy files into soft copies with the use of a scanner	Soft copy folders by type and date	Soft copy folders
		Update the NGF website to be more interactive and resourceful	Currency of data on the website	Website and CMS
		Establish a Resource/Research Centre that will serve as the hub for generating, storing and disseminating knowledge	Resource/Research Center established	Resource Centre within the NGF
		Recruit/Deploy KM Specialist to manage the KM hub and provide necessary KM support to States	KM/Communication Specialist in place	KM Specialist recruited
		Conduct a skills mix analysis for staff	Skills mix analysis conducted	Skills mix analysis report
		Develop a capacity building plan for KM and relevant staff on ICT, CMS, Report Writing, Change Management, M&E, Project Management	Proportion of key staff that have received specific training, mentoring and guidance	Documented Capacity Building plan
		Conduct Training on ICT, CMS, Report Writing, Change Management, M&E and Project Management	No of staff trained	Training Report
		Put in place a LAN internet service for ease of communication	Internet wireless service set up	Wireless internet service in place
[SO6c&d] Developing and implementing an effective two-way communications strategy that	Communications Strategy implemented and information dissemination systems in place and	Procure/upgrade computers and accessories		
		Develop KM/Communication Framework	KM/Communication strategy documented	Documented KM/Communication strategy

Strategic Objectives	Key Outputs	Main KM activities	Performance indicators	Means of verification
ensures that all stakeholders are aware of the role of NGF and the contribution it is making to national development and good governance, thereby enhancing the image of the forum at all levels	working Feedback mechanisms in place, functioning and being monitored	Develop KM/Communication Annual Work Plans	KM/Communication annual work plan documented	Documented KM/Communication annual work plans
		Develop internal and external KM/Communication guidelines and policies and share with staff for adherence	Level of awareness and compliance of principals with the performance of the Secretariat	Documented policies and guidelines
		Publicize the activities of the NGF and other activities to ensure alliances are developed.	Level of awareness of the activities/performance of the Forum	
		Feedback Mechanisms embedded in the website and the CMS	Feedback from Governors and staff on relevance and impact of support provided	Appropriate sections on the website and CMS
		KM Specialist weekly downloading comments and responding using guidelines provided by NGF	Number of comments downloaded and responded to	Folder for comments and feedback
		Conduct annual stakeholders' forum	Level of satisfaction with feedback mechanism	Report, pictures and news reports
		Develop Feedback Tools for meetings and events	Extent to which feedback mechanisms are being used	Completed feedback Tools
<b>[SO6e]</b> Identifying, researching, collating and analysing data on key public policy issue and producing reports for consideration by NGF and others including, if appropriate, publication	Well researched reports on key public policy issues available to governors for consideration and discussion and where appropriate publication	Collate monthly reports to be made available to the Governors through the CMS, their e-mails and phones	Currency of data on website	Referenced journal articles of extremely high quality Journals in Nigeria and those produced internationally
		Collate States' peer review reports and disseminate	Frequency of reports and level of acceptance and implementation of good practice by other States	Peer review reports
<b>[SO6f]</b> Providing a vehicle for	Discussion and dissemination events	Regular discussion programmes	Satisfaction of media	Discussion

Strategic Objectives	Key Outputs	Main KM activities	Performance indicators	Means of verification
debate and dissemination of ideas and proposals on key public policy issues	(workshops / conferences, etc) being held and contributing to national debate and policy development	on TV, Radio and social network internet platforms/sites	personnel with standard, accuracy and access to information	programmes aired
		Monthly press releases	Frequency of press coverage in relation to releases or statements made by NGF	Press Releases
		Weekly updates on the website	Level of satisfaction with feedback mechanism	
		Research publications on Governance	-Standard of research papers -Proportion of research conclusions that become NGF policy	Publications
		Quarterly Dissemination events and newsletter	-Feedback on quality of events -Number of events held	Reports and pictures

## Appendix 1: Second Quarter Work Plan (April - June 2011)

The quarterly workplan which describes the main activities as derived from the framework, suggested timelines, responsible persons, expected outcomes and estimated costs is shown below

Activities	Period/time	Persons responsible		Expected Outcomes	Estimated Costs
		Lead	Support		
<b>People</b>					
1. Recruit/Deploy KM Specialist to manage the KM hub and provide necessary KM support to States	2 months	Executive Asst to the DG	ED Finance/Admin/Strategy	KM Specialist Recruited and staff trained for better performance	N3,000,000 annually
2. Conduct a skills mix analysis for staff	1 month	EDFA	SPARC		N350,000 (TA fees for 10 days)
3. Develop a capacity building plan for KM and relevant staff on ICT, CMS, Report Writing, Change Management, M&E, Project Management	1 month	EDFA	NGF/SPARC/CMS provider		N175,000 (TA fees for 5 days)
4. Conduct Training on ICT, CMS, Report Writing, Change Management, M&E and Project Management	1 year (to commence in June)	EDFA	NGF KM unit/SPARC/CMS provider		Estimated @ N600,000 per staff for range of trainings
<b>Processes</b>					
5. Develop a KM/Communication Action plan	June	NGF	SPARC Consultant	Vehicle for debate and dissemination of ideas and proposals on key public policy issues instituted	N150,000 ( fees for consultant for 5 days)
6. Develop KM/Communication Framework and share a summary for stakeholders' inputs	Ongoing	NGF	SPARC Consultant		

7. Develop internal and external KM/Communication guidelines and policies and share with staff for adherence	1 month	DGs Office/ED FA	NGF KM unit/SPARC Consultant	Data on key public policy issues Identified, researched, collated and analyzed and reports and publications produced for consideration by NGF and others	N350,000 (fees for consultant for 10 days)
8. Develop Feedback Tools for meetings and events	1 month	SPRM Manager, KMS	EDSP, EDFA, EADG		N150,000 (fees for 5 days to support review of draft tool)
9. KM Specialist weekly downloading comments and responding using guidelines provided by NGF	Ongoing	KM Specialist	EDs Officer		Cost is time of an existing member of staff
10. Collate States' peer review reports and disseminate	1 month	SPRM Manager/KM Specialist	Key staff		Cost is time of an existing member of staff
11. Regular discussion programmes on TV, Radio and Social Network Internet Platforms/Sites	Monthly	DG/EDs	DG Technical Asst., Legal, KM		Cost is time of an existing staff members
12. Weekly updates on the website	Ongoing	KM Specialist	Key Staff		Cost is time of an existing staff members
<b><u>Technology and Infrastructure</u></b>					
1. Institute the Content Management System and train appropriate staff on its use	Ongoing	NGF	NGF KM unit/SPARC/CMS provider	Effective two-way communications strategy developed that ensures that all stakeholders are aware of the role of	

2. Process all hard copy files into soft copies with the use of a scanner	2 months	NGF	NGF	NGF and the contribution it is making to national development and good governance, thereby enhancing the image of the forum at all levels	N250,000
3. Update the NGF website to be more interactive and resourceful	1 month	NGF	NGF		N400,000
4. Put in place a LAN internet service for ease of communication	1 week	NGF	NGF		N800,000 (purchase of LAN) N200,000 (quarterly subscription)
5. Procure/upgrade computers and accessories	1 month	NGF	NGF		N600,000 (for 3 computers and accessories)
6. Feedback Mechanisms embedded in the website and the CMS	May – June	NGF	SPARC/CMS provider		No cost

## Appendix 2: Audience Segmentation

Audience	Interest	Key Messages	Channel
Governors	<ul style="list-style-type: none"> <li>To support Good Governance best practices by providing relevant information and reports</li> <li>To improve performance and grow democracy</li> <li>To facilitate the States' Peer Review Mechanism</li> <li>To mentor and train</li> </ul>	<ul style="list-style-type: none"> <li>NGF is bridging the Information gap between the Governors and the governed</li> <li>NGF is working with the State governments to help them develop better policies</li> <li>NGF provides State governments with access to international and local expertise and processes</li> <li>NGF gathers lessons from other States and gives you easy access to new tools and better ways of doing things</li> </ul>	CMS, Meetings, E-mails
Media	<ul style="list-style-type: none"> <li>To ensure that appropriate messages are being aired and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>NGF is partnering with the media to create awareness on its vision, mission and activities</li> <li>Share accurate information on States</li> </ul>	Meetings, press engagements, website
Presidency	<ul style="list-style-type: none"> <li>To foster improved relations and facilitate effective communication between the Presidency and the Governors</li> <li>To influence policies at the formulation and operational stages</li> </ul>	<ul style="list-style-type: none"> <li>NGF is working with key MDAs in the Presidency</li> <li>NGF will provide relevant information and data that will enable the Presidency formulate concurrent policies</li> <li>NGF wants to use best practices</li> </ul>	Dissemination Forum, Website and Meetings
National and State Assembly	<ul style="list-style-type: none"> <li>To provide necessary information to enable the passage of appropriate bills</li> <li>To get State inputs and Review Bills impacting on welfare of States before they are passed</li> <li>To sensitize state legislators on the preparation and implementation of the FRL and PPL</li> </ul>	<ul style="list-style-type: none"> <li>NGF will support the NASS to generate bills for public good</li> <li>NGF will provide the NASS information on States policy implementation</li> </ul>	Dissemination Forum, periodic reports and Meetings
CSO's and general populace	<ul style="list-style-type: none"> <li>For awareness, acceptability and information</li> <li>To engage them as catalysts and watchdog for good governance</li> <li>To enhance learning</li> </ul>	<ul style="list-style-type: none"> <li>NGF is helping State governments talk to each other and exchange new information and ideas</li> <li>NGF will make the voice of the populace (masses) heard</li> <li>NGF is helping the Governors to serve you better</li> </ul>	Mass media, website, publications, dissemination meetings
MDAs	<ul style="list-style-type: none"> <li>For Planning and better performance</li> <li>To engage them to replicate best practices at the State level</li> </ul>	<ul style="list-style-type: none"> <li>NGF will provide relevant State data for planning</li> <li>NGF will foster better relations and cooperation between the federal and State MDAs</li> </ul>	Mass media, website, publications, meetings

Audience	Interest	Key Messages	Channel
Development Partners	<ul style="list-style-type: none"> <li>• For capacity building</li> <li>• To share Best Practices for better performance of Governors</li> <li>• Share better information which could lead to a greater engagement with stakeholders vis-à-vis inward investment</li> <li>• Financial and Technical support on FRL and PPL</li> </ul>	<ul style="list-style-type: none"> <li>• NGF will provide accurate information and data for partnership</li> <li>• NGF will improve access to States</li> <li>• NGF work is highly relevant to the work being done by Development workers and we are keen to share any useful information they need</li> </ul>	Meetings, website, Mass media, Dissemination
Wider Professional Networks	<ul style="list-style-type: none"> <li>• For capacity Building</li> <li>• For Resources</li> <li>• To Share best practices</li> </ul>	<ul style="list-style-type: none"> <li>• NGF will foster relations and cooperation with similar for a for learning and experience sharing</li> </ul>	Website
Private Sector Actors	<ul style="list-style-type: none"> <li>• To share better information which could lead to increased private sector investments in the states</li> </ul>	<ul style="list-style-type: none"> <li>• NGF will provide accurate information and data for corporate social investments at the states</li> </ul>	Meetings, website, mass media