

HOW AND WHY TO INTEGRATE KNOWLEDGE MANAGEMENT INTO COSTED IMPLEMENTATION PLANS FOR FAMILY PLANNING PROGRAMS

An Assessment of Knowledge SUCCESS's Partnership Role in Five Francophone African Countries

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Executive Summary

Introduction

Between 2021 and 2023, Knowledge SUCCESS collaborated with West Africa Breakthrough ACTION (WABA), Health Policy Plus (HP+), and others to integrate knowledge management (KM) into five West African countries' Costed Implementation Plans (CIPs) for family planning: Burkina Faso, Côte d'Ivoire, Niger, Senegal, and Togo. CIPs are multi-year actionable roadmaps designed to support governments in achieving their family planning and reproductive health (FP/RH) goals. Knowledge SUCCESS conducted an internal assessment of these partnerships to identify success factors, challenges, and how to facilitate replication of the KM integration process into other country CIPs.

Methods

We used a mixed-methods approach for the assessment using three data sources:

1. **A review of key documents** (draft or published CIPs, KM workshop materials, and trip reports) to better understand the similarities and differences in the process and outcomes.
2. **An online survey** of partners in the five countries to assess the effectiveness of Knowledge SUCCESS's role. Of 31 invitations, 18 individuals took the survey between October and November 2023, with 12 completing the survey in its entirety.
3. **Focus group discussions** (FGDs) in each of the five countries with 15 key informants in total, between October and November 2023, to learn about participants' experience with integrating KM.

Findings

In most countries' CIPs, KM initiatives were highlighted under the coordination, monitoring, and evaluation objective. We found that the KM language included in the CIPs mirrored that of the KM workshop content and activities conducted by Knowledge SUCCESS, suggesting the effectiveness of the workshops to integrating KM into the CIPs. For example, the priority actions included in Niger's CIP reflected the priority KM objectives and activities identified by the KM workshop participants, including **strengthening collaboration and sharing best practices and lessons learned to make knowledge accessible and usable in programs and practice**. Workshop summaries drafted by Knowledge SUCCESS and approved by the workshop participants proved particularly helpful to the ultimate integration of KM into the CIPs.

To measure the **effectiveness of the partnership**, we explored three key partnership attributes:

Commitment: Most survey respondents said they were very or extremely supportive of the CIP working group's shared vision.

Mutuality: Nearly all survey respondents indicated they were either very or somewhat satisfied with Knowledge SUCCESS's integrity, dependability, competence, and credibility, suggesting a high level of trust in Knowledge SUCCESS. In addition, they rated their overall level of satisfaction with Knowledge

SUCCESS's contributions to the CIP as very or somewhat satisfied.

Outcomes: Several participants shared that **the introduction of KM into their CIP was essential to achieving their country's family planning objectives**, pointing to KM's important role in:

- Coordinating stakeholders for maximum efficiency and impact of family planning programs
- Taking stock of what's working and what's not working and identifying solutions to address challenges to achieve family planning objectives
- Documenting processes and programs to help scale up best practices in programs
- Sharing information within and across organizations to maximize effective programs

Furthermore, most survey respondents said their country is **implementing at least one of the KM activities included in their country's CIP** and several focus group participants shared specific implementation examples. For example, in Côte d'Ivoire stakeholders coordinated their activities for a World Contraception Day event. In Niger, stakeholders formed a community of practice on climate change, conducted a situation analysis to avoid duplication of effort between family planning projects, and have been sharing program implementation experiences in forums and international conferences.

All survey respondents who said they attended Knowledge SUCCESS's KM workshops indicated they **learned new or valuable information** and nearly all said they are **using the information gained from the KM workshops in their CIP work**. The focus group participants also pointed to positive outcomes from the KM workshops:

- **At the individual level**, they gained a better understanding of KM and how to apply KM to their own programs. One participant from Côte d'Ivoire explained, "To summarize in one sentence, [the KM workshops changed] my way of managing and implementing an SRH program."
- **Organizational-level outcomes** included adoption of KM practices like stakeholder involvement and information sharing, as well as hiring of KM staff.
- **At the network level**, participants recounted the formation of new collaborative partnerships and systematic integration of KM at the country level. One participant from Niger explained that now that KM is included strategically in the country's CIP, they have "started to do knowledge management at the country level proper," and they know it's important to share their evidence and experience with all stakeholders in the country to contribute to improving program results.

Most participants wanted Knowledge SUCCESS to continue to engage with country stakeholders during the execution of the CIP, specifically noting that Knowledge SUCCESS could help with resource mobilization for KM and continued capacity strengthening in KM.

Recommendations for Replication

- **Identify KM champions** who can advocate for the inclusion of KM in the CIP.
- **Conduct an analysis of the previous CIP** to identify areas of strength and potential gaps.
- **Develop a KM checklist** to raise the awareness of stakeholders about the importance of KM to FP/RH programs and facilitate its integration into CIPs.
- **Reinforce Knowledge SUCCESS's KM workshop model**, emphasizing the practical and actionable workshop activities that fed directly into the CIP.
- **Support countries during the execution of CIPs**, particularly related to capacity strengthening and resource mobilization for KM to help ensure sustainable impact.

Introduction

As part of Knowledge SUCCESS's partnership efforts with West Africa Breakthrough ACTION (WABA), Health Policy Plus (HP+), and others, knowledge management (KM) was integrated into Costed Implementation Plans (CIPs) for family planning across five francophone sub-Saharan African countries (Burkina Faso, Côte d'Ivoire, Niger, Senegal, and Togo). CIPs are multi-year actionable roadmaps, referred to in French as *plan d'action national budgétisé de planification familiale*, or budgeted national family planning action plans (PANBs), designed to support governments in achieving their family planning and reproductive health (FP/RH) goals by transforming ambitious family planning commitments into concrete programs and policies ([FP2030](#)).

Knowledge SUCCESS conducted an assessment of the partnership to successfully integrate KM as a strategic approach to achieving national family planning goals into the CIPs of five West African countries. The overall goal of the assessment was to identify key success factors, challenges, and how challenges were addressed or could be addressed in the future to facilitate replication or adaptation of the process by stakeholders elsewhere so that KM may be infused in other country CIPs.

The overarching research questions we aimed to answer include:

- What were key success factors in the partnership to integrate KM into CIPs?
- What were key challenges and were they addressed?
- What was the level of satisfaction with the partnership?
- What were the outputs and outcomes of the partnership?

Knowledge SUCCESS's main partners on CIP development were HP+ and WABA, with HP+ serving a key technical support role for governments to develop the CIP and WABA providing capacity strengthening and advocacy for inclusion of social and behavior change (SBC) and KM in the CIP. The five countries generally undertook the following process to integrate KM into their CIPs:

1. **Virtual KM 101 orientation:** In all five countries, Knowledge SUCCESS and WABA co-organized a virtual orientation on knowledge management with members of each country's Technical Working Group (TWG) tasked with developing the CIP. The virtual orientation defined knowledge management, provided an overview of how FP/RH programs can use KM to achieve program outcomes, and introduced the range of KM tools and techniques that programs could use depending on their needs.
2. **Technical Support to the Ministry of Health:** Following the virtual orientation, colleagues from WABA followed up with face-to-face technical support to the Ministry of Health (MoH) in each of the countries to strategically integrate best practices in social and behavior change (SBC) with consideration of specific elements, including KM, through the use of the "[SBC Checklist to Develop and Assess Costed Implementation Plans for Demand Creation](#)." Through the checklist's series of questions, ministries identified KM as a priority need to include in the CIPs.
3. **In-person KM workshop:** Following requests for further technical support on KM, Knowledge SUCCESS and WABA co-organized in-person KM workshops for members of the TWGs, which included the MoH, youth organizations, civil society organizations (CSOs), and others. The interactive workshops provided more in-depth information about KM and engaged participants to evaluate the country's KM needs for family planning programs and identify existing and new KM tools and techniques that would be most appropriate meet the defined KM needs. The

overall goal of these workshops was to inform how to integrate KM into the CIPs.

After the workshops, Knowledge SUCCESS drafted a **narrative summary of the workshop outputs** and the workshop participants, after reviewing and confirming the draft, submitted the summary to the broader CIP TWG to support the integration of KM into the final CIP documents. Knowledge SUCCESS continued to communicate with the MoH CIP focal person in each country and colleagues from WABA throughout this process. Finally, once the CIPs were drafted, key stakeholders were invited to a CIP validation workshop to review the drafted CIP document and validate and finalize the commitments included in it.

The focus of this assessment is on key aspects of Knowledge SUCCESS's role in the partnership, comprising the virtual KM 101 orientation and the in-person KM workshop. In Burkina Faso, Côte d'Ivoire, and Niger, the trainings took place between March and June 2021, and the finalization of the CIP about one year later in 2022. In Senegal, the trainings took place in July 2022, with the finalization of the CIP in 2023, and in Togo, the trainings were held in February 2023, and the CIP was finalized in 2024.

Methods

We used a mixed-methods approach to conduct an internal assessment of Knowledge SUCCESS's role in the CIP partnership, using three data sources:

1. A document review
2. An online survey of partners engaged in the CIP integration process in the five countries
3. Focus group discussions (FGDs) with key informants in each of the five countries

Document Review

We first reviewed key documents and materials related to the process of integrating KM into the CIP to better understand the key stakeholders involved, similarities and differences in the process used across the five countries, and potential outcomes of the process. The materials reviewed included draft or published CIPs (at the time of this document review, draft or final CIPs were available for all selected countries except for Togo), KM training slides and completed workshop activities, and trip reports from the Knowledge SUCCESS West Africa KM officer. In addition to highlighting the connections between the KM workshops and the final CIPs, findings from the document review informed the development of the survey instrument and FGD guide.

Online Survey

The primary objective of the online survey was to assess the usefulness and effectiveness of Knowledge SUCCESS's role in the CIP partnership, with a particular focus on the KM training sessions conducted by Knowledge SUCCESS, according to the participants involved in the process.

To examine partnership effectiveness, we framed the survey questions around a series of KM partnership indicators from the Global Health Knowledge Collaborative's (GHKC) [Knowledge](#)

[Management Indicator Library](#). The indicators measure three aspects of organizational partnerships:

1. **Partnership commitment:** Focuses on how and in what form partner organizations commit to work together. It refers to a set of constructs that are used to describe processes for developing and nurturing the partnership once it is formally formed/agreed upon, including the shared vision and leadership, and management structures and practices.
2. **Partnership mutuality:** Focuses on how partner organizations influence each other. It refers to various constructs that can be used to determine the level of partnership mutuality—including trust, satisfaction, and willingness to contribute to/participate in joint activities—in order to understand the partnership’s effect on knowledge acquisition and transfer among partner organizations.
3. **Partnership outcome:** Refers to the outcomes of the partnership that may add value to or benefit partner organizations and their own stakeholders. It includes the number of KM activities undertaken and knowledge produced, shared, and used.

To examine the effectiveness of Knowledge SUCCESS's role in the CIP partnership, we measured three key attributes: partnership commitment, mutuality, and outcome.

The survey was programmed into Qualtrics software and distributed on October 31, 2023, through the Knowledge SUCCESS West Africa KM Officer to 39 individuals who were identified by the officer as participating in the integration of KM within the CIPs of the selected countries (8 emails bounced, for a total of 31 emails sent). The online survey link remained open for one month until the end of November 2023, with two reminder emails sent during that period. Of the 31 invitations to participate, 18 individuals took the survey, with 12 completing the survey in its entirety (55% partial completion rate; 36% full completion rate). The online survey data was translated from French into English and then summarized using descriptive statistics.

Most of the survey respondents (12 of 15, or 80%) said they participated in the in-person KM workshop. A few participants recalled attending the KM 101 virtual orientation (5 of 15, or 33%) or completing the SBC checklist (6 of 15, or 40%). A relatively even mix of survey respondents came from Côte d'Ivoire, Niger, Senegal, and Togo (3-5 respondents from each country), with only one respondent from Burkina Faso (see Table 1). Most respondents identified as men (n=11), with a sizable number (n=6) identifying as women. The respondents were generally evenly split between the age brackets of 30-39 years, 40-49 years, and 50-59 years, with one respondent between the ages of 25-29 years. Most respondents (n=8) indicated they worked for the Ministry of Health (in the Department of Health, Maternal and Child Health, or Family Planning), followed by three respondents who represented the Johns Hopkins Center for Communication Programs (working on the Breakthrough Action project or WABA). The remaining six respondents each belonged to one of the following organizations: Association YOUTHLEAD, Frannan International Limited (with the Le Projet de Services d'Appui Terrain department), Hope and Faith, Jhpiego, Pathfinder International, and Réseau Siggil Jigeen (RSJ).

Table 1. Characteristics of Survey Respondents

Characteristics	No. (%)
Country	Total n=18
Niger	5 (28%)
Senegal	5 (28%)
Togo	4 (22%)
Côte d'Ivoire	3 (17%)
Burkina Faso	1 (6%)
Gender identity	Total n=17
Men	11 (65%)
Women	6 (35%)
Age	Total n=17
25-29	1 (6%)
30-39	5 (29%)
40-49	5 (29%)
50-59	6 (35%)
Organization	Total n=17
Ministry of Health	8 (47%)
Johns Hopkins CCP	3 (18%)
Association YOUTLEAD	1 (6%)
Frannan International Limited	1 (6%)
Hope and Faith	1 (6%)
Jhpiego	1 (6%)
Pathfinder International	1 (6%)
Réseau Siggil Jigeen	1 (6%)

Focus Group Discussions

Through the focus group discussions, we aimed to delve into participants' experience with integrating KM in their country's CIP. We discussed what they thought the role of KM was in advancing FP/RH in their country and their perceptions of Knowledge SUCCESS's role in integrating KM into their country's CIP, including reflecting on what worked well and what could potentially be improved with this partnership. We also used the Most Significant Change questions to guide participants into considering what they thought the most significant change was from their participation in the KM sessions; why this was significant to them, their organization and/or country; and what difference this has made now or will make for them in the future ([Davies & Dart, 2005](#)). Finally, we asked participants to share their recommendations for other countries wishing to replicate this process, including considering what worked well and how to overcome any challenges they may have experienced.

We aimed to conduct one virtual focus group discussion for each of the five selected countries with key informants who had been involved with integrating KM into the CIP. The FGD participants were invited from the same list of individuals identified by the Knowledge SUCCESS West Africa KM Officer as

having been involved in the KM sessions. We aimed to recruit 5 participants for each FGD, totaling 25 participants for the region. Participants were offered US\$25 in mobile internet credit to offset any internet data charges incurred from participating in the virtual FGD.

Participant recruitment presented challenges in some countries, particularly in Burkina Faso and Côte d'Ivoire. For example, in Burkina Faso, despite sending out nine invitations, only two participants accepted, and ultimately, only one individual attended the FGD, resulting in an in-depth interview rather than an FGD. In total, 15 individuals participated, which included one individual who had participated in multiple countries' CIP development processes with whom we had pre-tested the FGD guide (see Table 2). These interviews and FGDs took place between October and November 2023. Video recordings from the FGDs were transcribed in French by a French-speaking research assistant, and the transcriptions were translated from French to English. We then coded the English transcripts using Atlas.ti software according to codes representing the main themes of the FGD guide.

Table 2. No. of FGD Participants by Country

Country	No. of Participants
Burkina Faso	1
Côte d'Ivoire	2
Niger	4
Senegal	3
Togo	4
Cross-country representative	1
Total	15

Limitations

A key limitation stems from the considerable time lapse between the CIP development process and the current assessment, varying notably across different countries (approximately two years in certain countries). This time gap likely posed challenges in recruitment, as individuals were less motivated to participate in an assessment of activities that occurred somewhere over a year to two years prior. This also may have led to recall difficulties. Additionally, data collection for the FGDs took place in a virtual environment, presenting challenges regarding interactivity between the facilitator and the participants. Despite efforts to mitigate disruptions with disabled videos, instances of disrupted discussions were frequent. It should be noted that during the data collection planning, the occurrence of political upheaval in two participating countries, Burkina Faso and Niger, further delayed and complicated recruitment efforts. Furthermore, the interviews were conducted in French and then translated into English, potentially leading to some nuances in original French that may not have been fully captured by the monitoring and evaluation officer coding the data in English.

Findings

We first present findings from the document review to highlight the key KM components included in the final CIPs and compare those with the outputs of the KM workshops conducted by Knowledge SUCCESS. We then follow with the perspectives of the CIP TWG members involved in the KM trainings on the role of Knowledge SUCCESS in the CIP partnership, generated through the online survey and FGDs.

Document Review

Three of the four CIPs we reviewed (all but Senegal's) included five priority objectives for advancing family planning in the countries: creating demand; securing products; offering of and access to services; politics, favorable environment and financing; and coordination, monitoring, and evaluation. Senegal's CIP was organized with six objectives. The first three objectives were the same as the other CIPs while politics, favorable environment, and financing were separated into two objectives of creating a favorable environment and intensifying resource mobilization and strong financing. Also, the last objective in Senegal's CIP was represented as improving governance and management of the program.

Each objective highlighted specific action items for the country to undertake, spanning the time period from 2021 to 2025. In Senegal's CIP, KM initiatives were highlighted under governance and management, while in the other three CIPs, KM initiatives were highlighted under coordination, monitoring, and evaluation (M&E). Table 3 highlights the described KM approaches for each country, including the release date of the CIP, the percentage of the total budget for the relevant objective (ranging from 4.3% in Niger to 10.1% in Burkina Faso), KM-related challenges under the relevant objective, and the KM initiatives identified to address the challenges. (Togo released a [summary](#) of its CIP after our document review, which included KM-related activities for strengthening coordination and publication of success stories and best practices under the coordination, monitoring, and evaluation objective; 11% of the total budget was dedicated to this objective.)

As an illustrative example, the [Niger CIP](#) highlighted that “knowledge management is a systematic method for gathering knowledge and connecting people to it so they can act effectively.” The CIP indicated that a priority challenge for coordination and M&E is capitalizing on practice-based knowledge and sharing it with key stakeholders, including government, CSOs, technical and financial partners, and FP/RH professionals broadly, to make the knowledge accessible and usable in practice. The CIP identified several key causes of this overarching challenge, including weak coordination structures, poor publication of success stories and best practices, insufficient reflection and analysis of obstacles to effective programming, and overall lack of knowledge management. Priority actions to address these challenges included:

- Strengthening the operation of statutory bodies to coordinate CIP implementation (including holding regular meetings)
- Promoting operational research and knowledge management to include an expanded framework for research, documentation of results, and dissemination and use of results
- Ongoing documentation, sharing, and use of best practices and lessons learned (including at national, regional, and international levels)

When comparing the KM components included in the CIPs with the content and outputs of the in-person KM workshops that Knowledge SUCCESS conducted with the CIP TWG members, we found that the language included in the CIPs mirrored that of the workshop content and activities, suggesting the effectiveness of the workshops to integrating KM into the CIPs. For example, the KM definition included in Niger's CIP is Knowledge SUCCESS's definition, which was shared with the country's TWG during the KM workshop. In addition, the challenges outlined in the final CIP (e.g., weak coordination structures, poor publication of success stories and best practices) were similar to the challenges and needs identified by the TWG during the KM workshop, when they noted that availability, sharing, and use of information, including best practices and lessons learned, were still lagging in the country due to challenges with collecting and making data available and documenting program activities. They also noted the need to revitalize consultation frameworks to better coordinate FP/RH interventions in the country. Finally, the priority actions included in the CIP reflected the priority KM objectives and activities identified by the TWG members during the KM workshop, including strengthening collaboration and coordination and the sharing of best practices and lessons learned. The workshop summaries drafted by Knowledge SUCCESS and reviewed and approved by the workshop participants proved particularly helpful to the ultimate integration of KM into the CIPs.

The KM components included in the CIPs mirrored the KM workshop content and activities, suggesting the effectiveness of the workshops to integrating KM into the CIPs.

Table 3. Summary of CIPs by Country, Including Challenges and KM Initiatives to Address the Challenges

Country, Release Date, % of Budget for the Related Objective	Key KM-Related Challenges	KM Initiatives to Address the Challenges
<p>Burkina Faso</p> <p>November 2021</p> <p>10.1%</p>	<ul style="list-style-type: none"> ● Weak availability, adaptation, and application of policies, legislative texts, and regulations around FP/RH ● Insufficiencies pertaining to intra and inter-sectoral coordination around FP/RH interventions, including monitoring and evaluation and capitalization of stakeholder data and information ● Absence of formal KM activities and a lack of clear definition of KM in the plan 	<p>KM will support evidence-based and harmonized decision making and collaboration to respond to national family planning objectives. Specific KM actions and activities to undertake include:</p> <ul style="list-style-type: none"> ● Developing a functional platform to share information, accessible to all ● Documenting experiences of FP in the CIP framework ● Developing and disseminating feedback bulletins ● Forming thematic groups on KM and M&E for FP interventions ● Ensuring research takes place during the implementation of the CIP ● Disseminating the CIP during national meetings on FP
<p>Côte d'Ivoire</p> <p>December 2021</p> <p>6.9%</p>	<ul style="list-style-type: none"> ● Incomplete or poor-quality data ● Insufficient monitoring of the CIP by monitoring committees ● Weak reinforcement of skills among actors related to FP ● Need for an effective coordination plan and M&E system to learn from the experience and to improve current and future activities 	<p>Effective KM and M&E systems will support program evaluation, improve quality of family planning services, and make better use of financial and human resources through regular monitoring and capturing of lessons learned. Priority KM and M&E actions to undertake include:</p> <ul style="list-style-type: none"> ● Facilitating access, sharing, and use of information and knowledge from the Plan ● Strengthening and use of research regarding FP ● Updating data collection tools and integrating FP indicators in the consolidation of data in DHIS2. ● Half-yearly documentation of FP best practices/results based on selected indicators. ● Organization of operational research. ● Dissemination of the PANB 2021-2025 during National meetings.

Country, Release Date, % of Budget for the Related Objective	Key KM-Related Challenges	KM Initiatives to Address the Challenges
<p>Niger</p> <p>September 2021</p> <p>4.3%</p>	<ul style="list-style-type: none"> ● Weak promotion and lack of knowledge pertaining to legislative texts. ● Insufficient dissemination of policy documents related to FP. ● Insufficient capitalization of interventions of other ministries, institutions, and NGOs pertaining to FP. ● Insufficient research data to support decision-making ● Weak publication of FP successes and best practices ● Gaps in reflection and scientific analysis around obstacles faced and production of innovation ● Absence of KM 	<p>An innovative research and development framework and KM system for family planning programs are essential to improve collaboration between all family planning actors in the country, support regular monitoring of the CIP, and promote the dissemination and use of findings from the country’s learning agenda. Key actions to undertake include:</p> <ul style="list-style-type: none"> ● Putting in place a formal framework for research and documentation. ● Revitalize coordination structures and technical FP committees ● Having a “research-action” on FP themes in each region. ● Developing a tool for KM and learning. ● Organizing two national meetings to share experiences between FP actors.
<p>Senegal</p> <p>March 2023 (draft)</p> <p>% of budget not found in the draft</p>	<ul style="list-style-type: none"> ● Insufficient coordination between the Department of Maternal and Child Health (DSME) and research institutes ● Insufficient sharing of research ● Insufficient capacity strengthening around research action at every level of the health pyramid ● Poor resource mobilization and resources dedicated to research ● Lack of involvement of the DSME in the pre-validation of research protocols 	<p>KM will support program decision making. Priority activities to undertake include:</p> <ul style="list-style-type: none"> ● Putting in place a mechanism for KM in FP, systematizing the capture of lessons learned, identifying and sharing best practices, and scaling up promising approaches. ● Promoting the dissemination and use of research results in decision-making. ● Promoting the documentation and sharing of experiences at all levels.

Feedback from the CIP TWG Members

The following section includes feedback from the CIP TWG members on the effectiveness of the partnership with Knowledge SUCCESS, organized by three key partnership attributes: commitment, mutuality, and outcomes. It also includes participant feedback from the FGDs on the role of KM in advancing FP/RH programs and their recommendations for replicating the integration of KM into other CIPs.

Partnership Commitment

To measure partnership commitment, we asked survey respondents to rate their level of support for the CIP working group’s **shared vision** for integrating KM into their CIP. Among 13 respondents, the large majority said they were very supportive (62%, n=8) or extremely supportive (23%, n=3) of the CIP working group’s shared vision, whereas 2 respondents (15%) said they were somewhat supportive of the vision.

Partnership Mutuality

Partnership mutuality refers to how partners influence each other and can be measured through various constructs such as trust and satisfaction. We assessed the level of **trust** in Knowledge SUCCESS by asking survey respondents to rate their agreement with statements about Knowledge SUCCESS’s integrity (“Knowledge SUCCESS is fair and just”), dependability (“Knowledge SUCCESS does what it says it will do”), competence (“Knowledge SUCCESS has the ability to do what it says it will do”), and credibility (“Knowledge SUCCESS is well-respected among its audiences”). Nearly all respondents said they were very satisfied or somewhat satisfied with all these attributes, suggesting a high level of trust in Knowledge SUCCESS (see Table 4). In addition, when asked to rate their overall level of **satisfaction** with Knowledge SUCCESS’s contributions to the CIP, half of the 12 survey respondents said they were very satisfied and the other half said they were somewhat satisfied.

Table 4. Respondent Ratings of Trust in Knowledge SUCCESS (n=12)

Question	No. (%)				
	Very dissatisfied*	Somewhat unsatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied
Integrity	1 (8%)	0 (0%)	2 (17%)	5 (42%)	4 (33%)
Dependability	1 (8%)	0 (0%)	1 (8%)	5 (42%)	5 (42%)
Competence	1 (8%)	0 (0%)	0 (0%)	6 (50%)	5 (42%)
Credibility	1 (8%)	1 (8%)	2 (17%)	4 (33%)	4 (33%)

* The one respondent who selected “very dissatisfied” selected “very satisfied” to all other questions in the survey and none of their open-ended responses suggested any level of dissatisfaction. It could be possible that this respondent intended to select “very satisfied” for these questions but accidentally chose the wrong end of the scale.

The focus group discussions allowed us to gain a better understanding of participants’ perceptions of the role of Knowledge SUCCESS in the CIP partnership. Participants from Burkina Faso and Niger indicated that Knowledge SUCCESS helped crystallize what KM is and the role for it in programs and helped **strengthen their capacity** in technical work. For example:

... the workshop and training were really well done because it allowed for strengthening the skills of actors. ... it was really a success because people took ownership. (Burkina Faso)

I really think that the [KM] training we've had has served the country well in terms of having clear ideas about knowledge management, something we used to do without knowing that's what it's all about. (Niger)

A participant from Niger shared that even after developing the CIP, Knowledge SUCCESS is continuing to build awareness about and strengthen capacity in knowledge management among key partners in the country, such as facilitating a forum on young people and supporting the development of a community of practice on youth reproductive health and climate change:

Knowledge SUCCESS is really a key partner for Niger as part of the implementation of our CIP. ... we've also received technical support in the form of advice, especially technical articles, as well as face-to-face support...support for certain capitalization workshops, and also for the forum on young people. ... Knowledge SUCCESS is a key partner ... [in] these areas, especially of knowledge creation, knowledge management which, as I said, is a priority activity for our CIP ... we're certainly counting on the Knowledge SUCCESS.

In Togo, one participant noted that through Knowledge SUCCESS's KM workshops, stakeholders in Togo discovered the need for a community of practice, which they built into the CIP and also allowed the TWG to better understand the distinction between monitoring and evaluation and knowledge management and **realize the importance of investing in knowledge management**:

It allowed the distinction between monitoring, evaluation, and knowledge management. Because before, we put it all together and we had some challenges. ... so you've really allowed us to make this distinction and take the necessary steps so that, in the near future, we can do better in terms of knowledge management.

One participant from Côte d'Ivoire noted that Knowledge SUCCESS helped the CIP TWG develop a shared understanding of the **roles of different partners**:

I really appreciated Knowledge SUCCESS's intervention in this area because we went into great detail and saw the importance of every link, every partner, every person. And in the carried out activities, we saw the importance of it, in the end, we can find ourselves with a common knowledge.

The stakeholders involved in the process in Côte d'Ivoire found so much benefit from the KM workshops facilitated by Knowledge SUCCESS that **they recommended to Togo** to engage with Knowledge SUCCESS to support integrating knowledge management into their CIP:

We've recommended this approach to Togo, to have support of Knowledge SUCCESS on knowledge management so they can better develop their national budget plans. ... so, for me, I recommend this approach and this support because the action plan, it was developed by Ministry actors and partner.

Partnership Outcomes

In terms of partnership outcomes, we can point to the integration of KM into each of the five countries' CIPs as

a concrete output produced through the partnership between Knowledge SUCCESS and the CIP working groups. Focus group participants from all countries confirmed that their countries' previous CIPs did not take into account KM, and participants from Côte d'Ivoire and Senegal shared that the introduction of KM into their country's current CIP was a positive innovation—something that country stakeholders realized was absolutely essential to achieving their country's family planning objectives. For example, one representative from Côte d'Ivoire stated:

... all the partners have realized that it's [knowledge management] something you can't do without. In any case, knowledge management is extremely important.

Stakeholders from Côte d'Ivoire and Senegal recognized knowledge management as an essential approach to achieving their country's family planning objectives.

As the focus group participants recalled, key KM interventions in the CIPs included documentation and stakeholder mapping to better coordinate activities.

At the time of the focus groups, some countries were in the final stages of finalizing their CIP or had recently begun executing their CIP. Some respondents, however, noted their countries had begun to **implement specific KM activities**. For example:

- In **Côte d'Ivoire**, respondents were aware that country stakeholders were coordinating their activities for a World Contraception Day event.
- In **Niger**, stakeholders were currently establishing a community of practice focused on youth and climate change, and partners document interventions and regularly write and publish articles, as well as an information bulletin, to help with promoting best practices. One respondent recalled that they conducted a situation analysis to map out the different interventions being conducted to avoid duplication of effort between family planning projects and also took part in forums and international conferences to share their experiences with other countries.
- **Senegal** has begun to institutionalize knowledge management. The Department of Maternal and Child Health (*La Direction de la Santé de la Mère et de l'Enfant*) of Senegal's Ministry of Health and Social Action hired nine people, including epidemiologists, statisticians, and one person who is exclusively in charge of knowledge management. One of the first things the knowledge management staff member did was to conduct an information/document audit, and the staff member is also planning to produce a knowledge management strategy in collaboration with all the key partners, as well as KM training for all department staff.

Furthermore, among 13 survey respondents, the majority at 62% (n=8) said their country is **implementing at least one of the KM activities included in their country's CIP** while 31% (n=4) said they were unsure and one respondent thought their country had not implemented any KM activities yet.

In the survey, we also explored whether the partners **learned new or valuable information** through the partnership activities, focusing specifically on the Knowledge SUCCESS KM virtual orientation and in-person workshop, and whether they **used this information** in their CIP work.

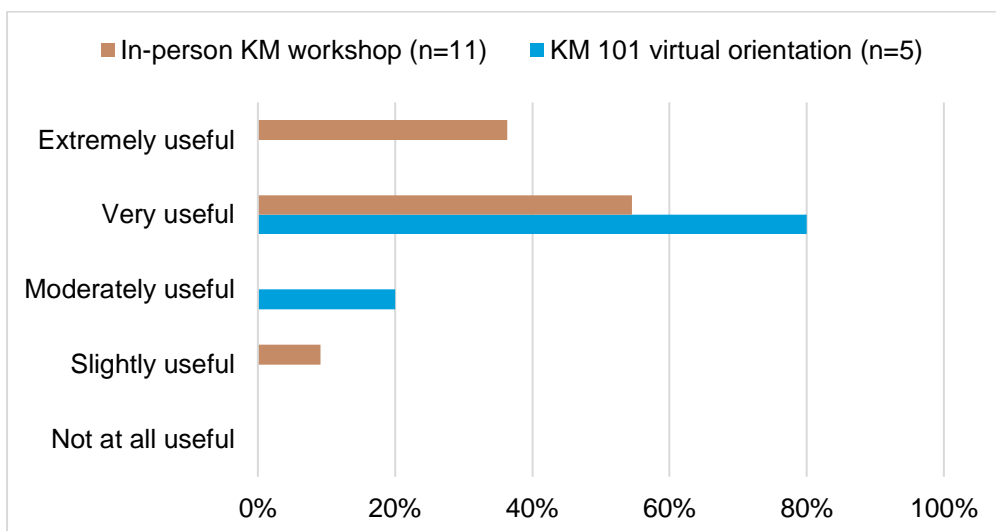
Most survey respondents said their country is implementing at least one of the KM activities included in their CIP.

Nearly all the respondents who said they attended the KM 101 virtual orientation or the in-person KM workshop said the sessions were either very useful or extremely useful (see Figure 1), and all respondents said they learned new or valuable information from the sessions. In addition, all six respondents who said they used the SBC checklist said it was extremely or very useful for incorporating KM into their country’s CIP and that they learned new or valuable information.

For the KM 101 virtual orientation, survey respondents pointed to the fact that the session highlighted the importance of considering various factors like gender, youth, and documenting interventions in CIPs. Additionally, they underscored the importance of knowledge exchange, as described by one respondent in the context of their advocacy project:

The importance of knowledge exchange: the results of our advocacy project have enabled us to propose concrete actions in favor of young people in Togo's new FP CIP, which is currently being developed; these activities have already been taken into account.

Figure 1. Usefulness of the KM Trainings to Integrating KM into CIPs, According to Survey Respondents



The survey respondents who said they attended the in-person KM workshop said they learned about KM approaches/processes that could be included in the CIP, the importance of documenting programs and sharing information, and promoting communication internally within organizations and externally with other

partners and stakeholders. Regarding the importance of documenting programs, one participant shared:

Each piece of information about an intervention is analyzed according to the context and the stages before, during and after the intervention.

Nearly all the survey respondents also said that they are using the information gained from the KM 101 virtual orientation and in-person KM workshop in their CIP work. Specific examples include focusing on organizing and storing data collected from programs, documentation of programs, and sharing information in news bulletins and through other relevant means, as the illustrative quotes below demonstrate:

Knowledge management is at the heart of the implementation strategies of the 2021-2025 CIP. As a result, approaches have been developed through a number of activities to ensure that FP-related information and knowledge can reinforce mechanisms for monitoring, evaluating, and capitalizing on the implementation of Niger's family planning policy. These include meetings of CIP implementation monitoring and coordination bodies at all levels; the production and dissemination of information through various channels (newspaper, website, e-mail, etc.). In addition, technical working groups have been set up to support the implementation of the research agenda for FP and knowledge management.

We use some KM approaches as part of our activities, particularly success stories, media publications, or the creation of videos/photo albums to capitalize our interventions. Finally, Jhpiego, for example, is in the process of creating a capsule video of all its interventions to support the implementation of CIP/FP activities.”

The implementation of each CIP intervention is documented on the entire process: the environmental dynamics of intervention implementation, analysis of actors, their roles and responsibilities, results by stage, challenges by stage, and finally the outcome of the intervention (main lessons learned: what worked, what didn't, possible explanations, outlook).

Nearly all survey respondents said they are using the information gained from the KM trainings in their CIP work.

In addition, in the focus group discussions, we asked participants what was the most significant change that resulted from their participation in the Knowledge SUCCESS workshops to integrate KM into their CIPs. The participants pointed to **individual, organization, and network-level changes**.

At the **individual level**, in addition to mobilizing different country stakeholders around a common understanding of knowledge management, participants from Burkina Faso and Côte d'Ivoire indicated that the process of integrating KM into the CIP had a strong influence on their individual **understanding of knowledge management and ability to apply that understanding to their own programs**:

Apart from this aspect, which mobilizes all the actors around a common understanding, the other thing that was useful that can be you know, when you learn something, you can apply it. ... when we acquire skills in a training program, it's first and foremost a matter of transforming ourselves and the programs. (Burkina Faso)

Participating in this workshop and the training has already allowed me to integrate knowledge management as a continual process within my program team. ... For example, how to gather all the useful information to implement our different activities. As we were about to improve the organization and our data storage issues for our programs... and then, especially, in addition using multiple resources, for example, sharing knowledge with my team by looking at what was already available at the program level, and everything else we'd learned in training, really sharing. ... For me, it brought a change. To summarize in one sentence, [it changed] my way of managing and implementing an SRH program. (Cote d'Ivoire)

In Togo, participants said that the Knowledge SUCCESS KM workshops helped stakeholders understand that **KM can contribute to SRH performance indicators/outcomes**.

At the **organization level**, respondents in Niger shared that people have changed the way they do things. Specifically, they have started to **implement specific knowledge management practices in their organizations or departments**—from involving stakeholders and sharing information at every stage of an activity to writing syntheses of their interventions and activities and sharing those synthesis pieces with different stakeholders. They also have formed communities of practices on specific themes and are seeking information on websites and platforms. The following are examples shared by different participants in Niger:

We've changed the way we do things, involving stakeholders from the very beginning of the activity, and sharing information at every stage, right through to the end of the publications. I think that's something we didn't know before, and today we're also familiar with this idea of communities of practice on specific themes. We've changed completely. People are really, really into it, they're also very active on the platforms, the sites are visited, we've been experiencing lately with the publications we do, our articles and the briefs we put on the sites. We've noticed that there are more and more visitors to the sites, and that's a change.

...we've started writing summaries of all the interventions and activities in our department. We produced this synthesis and then we shared with different stakeholders. It's something that wasn't done before.

Today, we're really in the process of noticing significant changes in our way of seeing things, in our way of doing things, and we think that this knowledge management will bring us even more best practices in the realm of management, coordination, of monitoring and evaluation of our CIP in the case of especially, well, for the benefit of achieving objectives easily.

"We've changed the way we do things, involving stakeholders from the very beginning of the activity, and sharing information at every stage, right through to the end of the publications."
-Stakeholder from Niger

In Senegal, participants shared that the most significant change as a result of integrating KM into the CIP was that it led to the hiring of a staff member who is specifically in charge of knowledge management, thereby **helping to institutionalize KM**.

Participants from Niger also shared that the Knowledge SUCCESS workshops and the overall experience with integrating KM into their CIP have had an impact at the **network** level, leading to new

collaborations with partners like Knowledge SUCCESS, Jhpiego, the Ouagadougou Partnership, and FP2030. They also noted that integrating KM into the CIP has allowed stakeholders to **use knowledge management systematically at the country level**. For example, one participant from Niger shared:

...at the beginning we were doing knowledge management but without knowing it. But now we've tried to specify [knowledge management] activities that fit into this [CIP] framework so that we can have documentation ... there have been publications added ... because we've said to ourselves that it's important for us to share our results with everyone around us, that can contribute to improving our results. ... So I think that the big change is that ... we've started to do knowledge management at the country level proper.

When asked if there were areas that could be improved in terms of Knowledge SUCCESS's role in the partnership to develop the CIP, most focus group participants expressed a desire for Knowledge SUCCESS to continue to engage with the country stakeholders during the execution of the CIP, specifically noting that Knowledge SUCCESS could help with resource mobilization for KM and continued capacity strengthening in KM:

... even if directly Knowledge SUCCESS can't support financially, they can still help mobilize resources with all those they have as a platform, as a partner to really support us because one of the weaknesses or in fact the shortcomings that we had in this process there, is mainly the lack of funding. We've had a lot of ideas, but as you've seen, the lack of financial resources to carry out our activities has really held us back. (Niger)

... if for example Knowledge SUCCESS accompanied our country in drawing up the plans, for me it's vital that you strengthen the stakeholders' knowledge management capacities and help them to clearly identify the challenges around knowledge management at the local level. (Côte d'Ivoire)

... to have further contact, not just once in a while, but further contact, further opportunities to see these same actors again to see how each one is implementing this process, to see what difficulties each one is facing. (Burkina Faso)

We're counting on you for capacity-building support in terms of institutional reinforcement. (Senegal)

Most focus group participants expressed a desire for continued engagement with Knowledge SUCCESS during CIP execution, especially regarding KM resource mobilization and capacity strengthening.

Participants from Senegal specifically requested that Knowledge SUCCESS support more regular documentation workshops, support in drafting a knowledge management strategy, and support as they set up their research/knowledge management unit.

Similarly, when asked whether survey respondents had any additional feedback, several suggested that Knowledge SUCCESS support the development of a KM strategy or system in their country, continue to invest in strengthening the capacity of country stakeholders in KM, and provide overall support in the implementation of the CIPs:

Thank you to Knowledge SUCCESS for supporting countries in promoting KM. Many actors, especially those in the public services sector, are beginning to understand the vital role of KM in the performance of their activities. For this reason, it will be very useful for these players to be supported in the implementation of the CIPs to ensure that KM is effectively taken into account, because there's no point in running - you have to start at the right point.

Role of KM in Advancing FP/RH Programs and Objectives

To better understand the benefits of integrating KM into CIPs, we asked focus group participants their thoughts on the role of KM in advancing FP/RH in their countries. Participants identified different aspects, including coordinating stakeholders and their activities, taking stock of what's working and what's not working, documenting processes and programs and using that information to inform new interventions, facilitating the sharing of information within and between organizations, and supporting the digitalization and harmonization of data.

Coordinating stakeholders and activities

Participants from all the countries referred to the critical role of KM in mapping out the different partners and stakeholders involved in executing the CIP and coordinating activities for maximum efficiency and impact of programs, as well as helping to document successes and challenges during the execution of the CIP. For example:

... knowledge management will really make it possible to document the process of implementing the national action plan used and that will make it possible to have the memory of everything that is done and also to share experiences with the actors, but also to capitalize on it. Why not, failures and lessons can be learned as part of the implementation. (Niger)

... process of mapping the different partners involved in the national plan ... And then, precisely, to not have people step on each other's toes, to not have areas that are neglected in relation to others... it's a vital role that the KM plays. (Côte d'Ivoire)

... we have a big concern to put all this together with good coordination and that's where there's the whole role of knowledge management to enable us to capture information more easily and to be able to share it more simply or more effectively between all these actors. (Participant who works across several countries)

KM could help to strengthen coordination of FP interventions, provide more opportunities for actors to meet and share ideas. (Togo)

Participants from all 5 countries noted the critical role of KM in mapping the role of different CIP stakeholders and coordinating activities, as well as in documenting successes and challenges during CIP execution.

Taking stock of what's working and what's not working

Several focus group participants across many countries, including Burkina Faso, Côte d'Ivoire, and Togo, described KM's role as a systematic approach that allows health professionals to take stock of what's working and what isn't working in programs and to identify solutions to address challenges. For example:

I think that knowledge management ... is a very good approach that allows us to have a look at what we're doing, what is good, what is missing ... what are the challenges we face? And what are the approaches that we implement to relieve the challenges? Who are the partners that we can involve to relieve the challenges? (Burkina Faso)

... What do we know, what do we need to improve and what are the challenges? And then find solutions, because we won't be able to achieve all the SRHR objectives we've set for the MDGs, even by 2030. (Côte d'Ivoire)

The KM approach gives us an opportunity to monitor and take stock of FP knowledge in a systemic way. (Togo)

Documenting processes and programs

Participants in several countries (Burkina Faso, Niger, Togo, Senegal) also described KM as helping to document processes and the evolution of programs while also contributing to the evidence base of family planning needs:

...a lot of interesting things done, but which have been very poorly documented, that were hardly shared, really even, some high impact approaches which have been neglected that we should have shared with each other. ... we have big opportunities today to really document what we're doing. Many initiatives were implemented in the family planning framework in Niger, some were documented, but have really stayed in the drawer or with certain people, certain researchers. (Niger)

We need information. We need the documentation to find out that a given practice is really, as we said, a good practice and that it really needs to be put to scale. That's one of the main challenges we face. ... the question of documentation itself, but the questions also of advocacy ... we can see that we can really solve a problem with knowledge management. (Niger)

... with knowledge management, we really have the opportunity to avoid missing out on the good things that are being done; we can capitalize on them and really try to share them with all the actors involved. (Senegal)

"We need documentation to find out that a given practice is ... a good practice and that it really needs to be put to scale. ... we can see that we can really solve this problem with knowledge management."
-Stakeholder from Niger

Several participants also noted that by helping to document FP/RH programs, KM helps with designing and developing new interventions by taking into account the knowledge learned previously in order to achieve effective programs. One respondent from Burkina Faso pointed out that this applies to not only FP/RH but beyond in health and development more broadly:

How do we use the results? How do we share the results? How do we capitalize on what we've learned? And how do we use this in other programs? ... knowledge management is a process that actually enables capitalized results to be used. One program's current results, therefore, can have an impact on the other program. ... it's not even a question of health anymore, it's a question of development insofar as we know the impact of family planning on other development programs; on education, on the economy, on the question of nutrition.

Facilitating the sharing of information

Focus group participants in Burkina Faso, Côte d'Ivoire, Niger, and Togo also noted that KM helps facilitate sharing information, such as innovative strategies or lessons learned, with each other—both within organizations and with external partners—to maximize effective programs. For example:

KM currently allows us to make our actions visible, to share our experiences with our employees and with our partners. It really is an approach to be reckoned with. (Niger)

Digitalization and harmonization of data

Representatives from Niger and Togo pointed to the benefits of KM in supporting the digitalization of data and information to speed up the data for decision-making process and in harmonizing the different tools that partners are using.

Recommendations for Replication

In the focus group discussions, we asked participants to share their recommendations for other country stakeholders who might be interested in integrating KM into their CIPs. Participants from multiple countries, including Burkina Faso, Niger, and Togo, recommended that countries start with an **initial analysis and evaluation of the previous CIP and integrate knowledge management from the outset** of creating a new CIP.

Respondents from Côte d'Ivoire, Niger, and Togo recommended other countries **hold workshops on knowledge management** to help them identify how they can use knowledge management to strengthen their programs. For example, one participant from Côte d'Ivoire stated:

I think I can recommend, as a stakeholder in the development of this Côte d'Ivoire plan who learned what knowledge management is, that other countries take the same approach, which will give them clear ideas and a very good vision for the development of their country's plans.

Another respondent from Côte d'Ivoire pointed out that Knowledge SUCCESS strengthened country stakeholders' capacity in KM as they were integrating KM into their CIP:

I would say in a single sentence what worked well is that before the [CIP development] process itself had finished, we had capacity building on knowledge management [from Knowledge SUCCESS].

Respondents from Niger and Senegal also mentioned that a key factor for success is **raising awareness of the importance of knowledge management** among key stakeholders:

...we need to raise awareness among the authorities, raise awareness among partners, really to support the country within the framework of knowledge management. (Niger)

... ensure that the people who gravitate around FP, around RH, globally, recognize the importance of knowledge management. I think we really need to reach out to these people, and get them to take ownership of knowledge management so that they can really practice it.
(Senegal)

Some respondents from Niger suggested that the TWG involved in developing the CIP should be strengthened to **follow through with the work**. In a similar vein, in Togo, a respondent noted that the TWG involved in developing the CIP should continue to engage and share progress and knowledge as the CIP unfolds.

One respondent from Côte d'Ivoire noted the importance of effective **collaboration** between government and nongovernmental partners and budgets for maternal and child health. Some respondents from Togo recommended as a first step **to understand the distinct roles of communication, monitoring, evaluation, and knowledge management**. One respondent in Togo noted that the existence of M&E and learning departments or teams and communication teams can be a good foundation for integrating KM practice.

A participant working across several countries recommended it is important to have **commitment** from the Ministry of Health authorities; **technical assistance and capacity strengthening** at all levels of the health system from a knowledge management partner, such as Knowledge SUCCESS, to ensure there is a good understanding of what knowledge management is and how to integrate it step by step; and good monitoring of the different CIP activities to demonstrate impact:

The other thing that I think that needs to be replicated if someone wants to do it, is having technical assistance, because I think that without technical assistance from our Knowledge SUCCESS colleagues, I'm not sure what's been achieved in these countries, that we were going to get, because we don't even know what it's all about.

He also recommended that countries **assess what is already being done in terms of knowledge management and to build from there**. He noted that in most countries, people are already doing knowledge management but perhaps not systematically, so they won't necessarily have to start from scratch. In addition, it's important to **tailor the KM approaches** used to the country's needs rather than trying to apply a one-size-fits-all approach that doesn't add value. Finally, he noted that perhaps one of the most important considerations is to **invest monetarily** in knowledge management because, without political commitment and financial appropriation, we run the risk of thinking knowledge management isn't effective when, in fact, it just wasn't given the proper resources. He noted that in many countries that he works across, there is little financial or technical support for knowledge management:

Financial investment in knowledge management was considered a key consideration for improving FP/RH programs.

So that means we need to integrate knowledge management from a budgetary point of view somewhere, so that it's not an orphan with no budget. ... Without this political and financial appropriation, we can be sure that no matter how much we put into it, no matter how nice it is, it won't go far, and we'll run the risk of thinking that knowledge management isn't effective. ... In fact, it's not that knowledge management doesn't work. Maybe it's because they didn't have the human resources to do it. Maybe it's because there wasn't the funding to do it properly.

One respondent from Niger also indicated the need for additional resources—both financial and technical—to be dedicated to knowledge management to strengthen the activities. In summary, a successful replication of integrating KM into the CIPs in other possible countries, requires a strategic blend of careful planning, workshops to provide the learning, strengthen the teams involved, and keep everyone committed through adequate financial and technical resources.

Discussion

Knowledge management—the systematic process of collecting knowledge and connecting people to it so they can act effectively and efficiently—can help institutions and organizations, countries and regions, ensure that relevant health knowledge, including data, research findings, best practices, and programmatic guidance, flows up, down, and across the health care system for a stronger health workforce and better FP/RH and global health programs ([Building Better Programs, 2022](#)). KM also helps cultivate a collaboration and learning environment within the health care system to better coordinate, adapt, and iterate FP/RH program interventions across stakeholders.

This assessment found that program stakeholders across five francophone African countries—Burkina Faso, Côte d'Ivoire, Niger, Senegal, and Togo—saw the value of KM in advancing FP/RH in their countries. For example, they noted that KM helps to coordinate stakeholders and their activities and facilitate the sharing of information within and between organizations to avoid duplication of effort and maximize the use of limited resources. They also said that KM helps to take stock of what's working and what's not working and document processes and programs. Stakeholders can use this critical information to inform the development of new FP/RH program interventions.

CIPs can help countries strategize the most effective and efficient ways to achieve their family planning goals ([Health Policy Project, 2015](#)). Interventions included in CIPs are ones that country stakeholders indicate should be prioritized and resourced. Thus, it is crucial for KM interventions to be integrated into CIPs to ensure stakeholders plan and budget appropriately for KM in FP/RH programs, alongside other critical interventions such as service delivery and social and behavior change.

Partnership Outcomes

In the five francophone African countries included in this assessment, KM had not been included in previous CIPs. The working groups developing the current CIPs noted several challenges in FP/RH programs in their countries that KM could help solve including limited awareness of and accessibility to important policies and legislation, weak coordination among stakeholders that can result in duplication of effort and wasted resources, and lack of learning within and between programs and organizations that limited their ability to scale up best practices and improve the quality of FP/RH services. The partnership between Knowledge SUCCESS, WABA, and HP+ helped improve the working group members' awareness of the important role KM could play in addressing these challenges, leading to the concrete partnership output of the integration of KM in the current CIPs. By intentionally including KM in the CIPs, these five countries have taken the first step to addressing challenges related to accessing and sharing critical knowledge across the health system and coordination among stakeholders to avoid reinventing the wheel and repeating past mistakes.

This assessment also found that the partnership between Knowledge SUCCESS, WABA, and HP+ not only

helped to integrate KM in the CIPs but also led to individual, organizational, and network-level outcomes among the working group members. At the individual level, participants gained a better understanding of KM and how to apply that understanding to the way they manage and implement their own programs. Organizational-level outcomes included adoption of KM practices like stakeholder involvement and information sharing before, during, and after an intervention, as well as hiring of KM staff, to better achieve their FP/RH program objectives. At the network level, participants recounted the formation of new collaborations with partners and that systematic integration of KM at the country level is underway, promising sustained impact and improvement in FP/RH programs. In fact, participants noted that their countries had already started to implement some of the KM activities included in their CIPs, including the coordination of stakeholders in Côte d'Ivoire, formation of CoPs and promotion of best practices in Niger, and institutionalization of KM in Senegal.

Partnership Success Factors

Overall, the stakeholders expressed high satisfaction with Knowledge SUCCESS's contributions to the partnership, including related to key partnership attributes of integrity, dependability, competence, and credibility. They appreciated the Knowledge SUCCESS's role in clarifying KM concepts, enhancing their technical capacities, and facilitating understanding of partner roles.

Reflecting on the key success factors of the partnership, it becomes evident that having **a champion or advocate for KM was a critical first step** in integrating KM into the CIPs. WABA played a pivotal role as a KM advocate in the selected West African countries, paving the way for Knowledge SUCCESS to engage with the CIP working groups. Additionally, WABA's SBC checklist included KM components, which introduced KM for the working group members. Furthermore, satisfaction with the partnership in one country (Côte d'Ivoire) led to advocacy for engagement with Knowledge SUCCESS in another country (Togo), creating further momentum to diffuse the innovation to other stakeholders.

A noteworthy highlight of this partnership was the **interactive and comprehensive KM workshop** in which participants identified the country's KM needs for FP/RH programs, what they're currently doing in terms of KM practices, and what more they need to do to meet the defined KM needs. A key insight that emerged during the workshops for the participants is that without dedicated time and resources to document and reflect on their programs and practice, they cannot fully identify what's working and what's not and be able to course-correct when necessary. The workshops were not just didactic and theoretical but practical and actionable. Survey results indicated that participants found these sessions highly beneficial. Participants in the focus group discussions also indicated that the workshops helped strengthen their capacity in KM and realize the importance of investing in KM. Moreover, Knowledge SUCCESS's draft summaries of the workshop outputs made it even easier for the CIP working group to include appropriate KM language in the final CIP.

Looking Ahead

When asked how the partnership with Knowledge SUCCESS might be improved, there was a clear desire for continued engagement with Knowledge SUCCESS during execution of the CIP. Participants specifically asked that Knowledge SUCCESS help with resource mobilization for KM implementation and continued capacity strengthening in KM. These requests are aligned with findings from a broader review conducted by HP+ of the usefulness of CIPs to countries' family planning programs ([HP+, 2022](#)). The review included feedback from 47 survey respondents who had been involved in the CIP

process, including government staff, implementing partners, donors, civil society, and members of youth associations, in 30 different countries across sub-Saharan Africa and Asia. Survey respondents consistently identified insufficient resources as a key barrier to carrying out the full CIP process, especially implementation and monitoring. The report recommended that donors and partners support countries through capacity strengthening in CIP execution and bolstering country ownership and government stewardship to help the CIP approach have sustainable positive impact.

Recommendations

Based on the findings of this assessment, we propose the following recommendations to facilitate the integration of KM into CIPs in other countries and improve KM practice:

- **Identify potential KM champions** at the country level who can advocate for the inclusion of KM in the CIP to help achieve a country's FP/RH objectives. In West Africa, WABA emerged as a KM champion and advocate, helping to raise awareness among key stakeholders of the importance of KM to SBC initiatives and to FP/RH programs more broadly and connecting the CIP working group to Knowledge SUCCESS for additional capacity strengthening support in KM.
- **Conduct an analysis of KM inclusion in the previous CIP** to identify areas of strength and potential gaps. Participants from multiple countries recommended that countries start with an initial assessment of the previous CIP to have a baseline understanding of how KM may have been included in the country's plan and to identify FP/RH program challenges that KM may help solve.
- **Develop a KM checklist**, inspired by the structure of the WABA's SBC checklist, to facilitate the broader integration of KM into CIPs. While the SBC checklist effectively introduced the significance of KM, its focus was primarily on SBC activities. A comprehensive KM checklist would ensure stakeholders recognize the importance of KM for FP programs more broadly. Knowledge SUCCESS is currently drafting such a checklist to facilitate the integration of KM into CIPs.
- **Replicate and reinforce Knowledge SUCCESS's interactive KM workshop model**, particularly emphasizing the practical and actionable workshop activities. These workshop activities helped CIP working group members understand the synergies between and distinct roles of KM, communications, and monitoring and evaluation. They also helped working group members identify the country's primary KM challenges and select suitable KM strategies and activities while building on the KM activities that the country is already doing. In addition, providing a brief summary of the outputs of the KM workshops makes it easier for the CIP working group to integrate KM language into the final CIP document.
- **Support countries during the execution of CIPs**, particularly related to capacity strengthening and resource mobilization for KM to help ensure the CIP approach translates into sustainable impact. The findings from this assessment underscored stakeholders' expressed need for ongoing support in developing KM strategies and overall training and capacity strengthening in KM, including among a wider spectrum of stakeholders beyond the CIP working group. This point has been reinforced through discussions with the Knowledge

SUCCESS West Africa KM officer, in which stakeholders acknowledged the importance of KM and emphasized the need for technical support and financial resources to effectively implement KM activities. As mentioned previously, by integrating KM into the CIPs, the five countries included in this assessment have taken the first step toward addressing challenges related to accessing and sharing critical knowledge across the health system and coordination among stakeholders. Yet KM practices are still in the early stages, and countries could thus benefit from continued technical support to facilitate implementation, improved performance, and sustained impact of KM initiatives.



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