

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

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

## 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 systems 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.

**Read the full report:** [https://knowledgesuccess.org/wp-content/uploads/2024/10/how-why-integrate-km-cip-2024\\_final.pdf](https://knowledgesuccess.org/wp-content/uploads/2024/10/how-why-integrate-km-cip-2024_final.pdf)

