

Knowledge Management

Creating on-demand access to knowledge, so that every situation may be addressed with the sum of everything learned from a similar situation

As demand for population, health and nutrition (PHN) data, analyses, methods and tools grows, so does the need to make these available in formats that are culturally acceptable, understandable and usable for different user groups, and to overcome constraints to them getting the information they need at the right time to improve M&E performance. Similarly, there is a great need for these user groups to share their best practices, methods and tools so that they can be adapted to meet other needs and contexts.

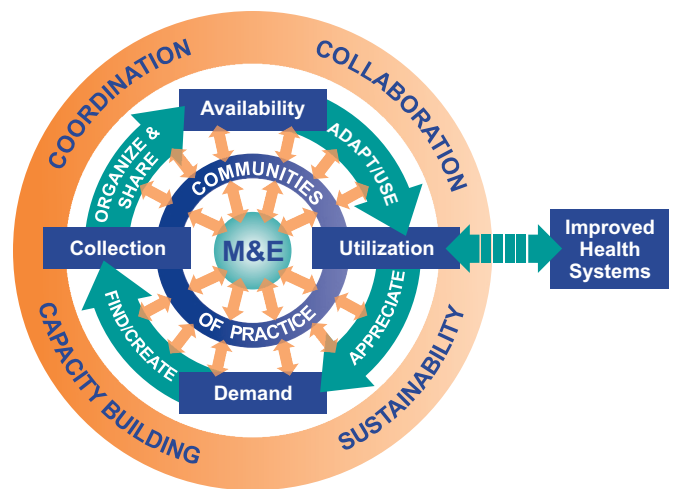
STRATEGIC APPROACH

MEASURE Evaluation works closely with host-country institutions and other development partners to identify user groups and overcome constraints to reaching them with information that will help them improve M&E systems. MEASURE Evaluation uses a knowledge management (KM) approach that proactively involves people, processes, and technology:

- People – engaging and motivating people to share and use knowledge consistently.
- Processes – establishing systems at the local, national and global levels to create new knowledge, gather existing knowledge, organize, share and adapt it.
- Technology – exploiting the potential of the convergence of modern KM theory and new computer technologies to make tacit knowledge explicit and make explicit knowledge more easily and widely accessible in a cost-effective manner.

EXPANDING EFFECTIVE PROCESSES

MEASURE Evaluation is expanding well established KM processes, such as publication – online, on partners' Web sites as well as the MEASURE Evaluation site, on CD, on paper, on the medium found most ap-



How MEASURE Evaluation manages knowledge and increases its availability can be understood by laying the basic elements of the knowledge management cycle into the Data Demand and Information Use (DDIU) continuum.

propriate for the user – of carefully reviewed manuals, guides, other publications and tools, posters and media releases. Last year, the project Web site attracted 1,278,437 visits from 106,462 distinct host-computers, and 607,072 PDF files were downloaded.

These processes also include presentation at conferences, workshops, meetings and on-line distance education courses. Whereas much of this knowledge is explicit and articulated in formal language, the team also recognizes the importance of tacit knowledge, not available as text, that may be residing in the heads of those working in a particular organizational context; consequently the team also invests in mentoring, meetings and communities of practice. Favoring user-friendly, cost-effective solutions over complicated, often expensive solutions that can discourage many

users, the team supports new opportunities for KM practice among people via such applications as electronic mail, chat-rooms, threaded discussions, video-conferencing and other types of groupware.

COMMUNITIES OF PRACTICE

A central principle of KM is that organizations can best foster the capture and exchange of knowledge through communities of practice – networks of people that identify issues, share approaches and make the results available to others. MEASURE Evaluation has created many formal and informal networks, such as RHINO, a network of those dedicated to effective collection and use of routine health information, the HIV/AIDS Monitoring and Evaluation Network (AIMENET), a network for anyone interested in sharing technical experiences, tools and information in M&E of HIV/AIDS programs, and the International Health Facility Assessment Network (IHFAN). Project staff actively participate in many other communities of practice, such as the Health Information and Publications Network (HIPNet), a network for providers of health information products and services, and internal workgroups. In regular contact with thousands of M&E professionals worldwide, they identify, engage and strengthen existing global, national and sub-national communities of practice, start new ones around important new issues and create links as appropriate.

AVAILABILITY OF DATA

MEASURE Evaluation provides access to and use of data sets collected through the project. As allowed by standards for data archiving and policies and procedures related to data ownership, permissions, and confidentiality, project staff make data available to researchers and host-country collaborators.

ORGANIZATIONAL CULTURE

MEASURE Evaluation fosters a culture of knowledge sharing both within the project and with M&E and PHN specialists worldwide by:

- Advocating collaboration over competition between individuals and organizations
- Defining, prioritizing and supporting knowledge-sharing work
- Encouraging the use of KM processes, within the project as well as externally
- Learning from KM processes to improve practice
- Supporting virtual teams and workgroups and en-

gaging communities of practice

- Supporting attendance at meetings, conferences, and special events
- Encouraging innovation through exploitation of the synergies between KM, DDIU, Capacity Building (CB) and Organizational Development (OD)
- Demonstrating the benefits of KM and how it increases:
 1. Efficiency – by helping people quickly find the knowledge they are seeking and save time by avoiding duplicating the efforts of others
 2. Effectiveness – by increasing awareness of lessons learned from research and experience and promoting promising and best practices
 3. Creativity – by exposing people to new ideas
 4. Empowerment – by providing knowledge at both the individual and organizational levels to support better evidenced-informed decision making.

LEARNING FROM PRACTICE

MEASURE Evaluation has indicators and systems to assess how much KM activity is taking place, and is establishing outcome indicators to assess the impact of KM activities and to help identify constraints to knowledge sharing. The team draws from a menu of 29 indicators developed collaboratively by the HIPNet community of practice and published with support from USAID in Guide to Monitoring and Evaluating Health Information Products and Services.

COLLABORATING WITH OTHER GLOBAL HEALTH IMPLEMENTING PARTNERS

MEASURE Evaluation will work with KM experts, such as USAID's Knowledge 4 Health project, to assist countries in developing KM strategic plans and integrate KM into country activities. KM support to countries will include identifying KM opportunities and addressing KM needs in country scopes of work, and exploring emerging technologies (as well as traditional media) to reach potential users with limited connectivity and data access ("the last mile") and potential collaborations with the private sector in this area. KM will also be presented as part of the package of capacity building interventions to improve performance.

ONLINE

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