



Project Charter

MSF OCB Knowledge Management

"Knowledge is not a lake, it's a river"

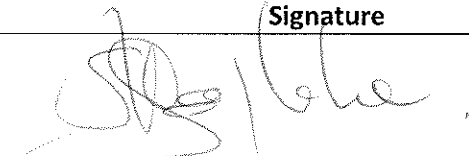
Project Management

Decision making body	CoDir
Project Sponsor	Christopher Stokes, Stephan Goetghebeur
Project Manager	Robin Vincent-Smith
Project Code	DDIR00CO/L02

Document Control Information

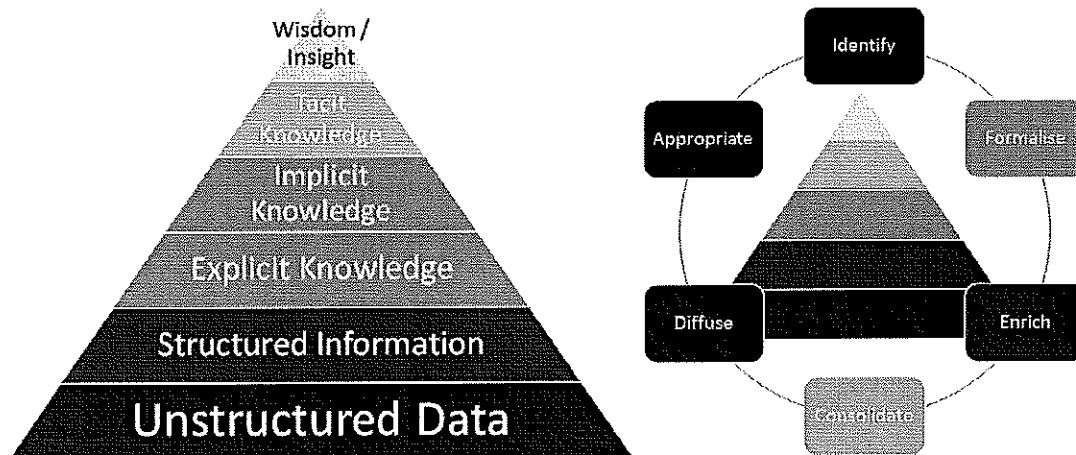
Document Author	Robin Vincent-Smith
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Approval to Start Project

Name	Signature	Date
Stephan Goetghebeur		16/03/16

Business case justifying the project

We understand 'Knowledge Management' (KM) as the systematic processes by which knowledge needed for an organization to succeed is created, captured, shared and re-used.

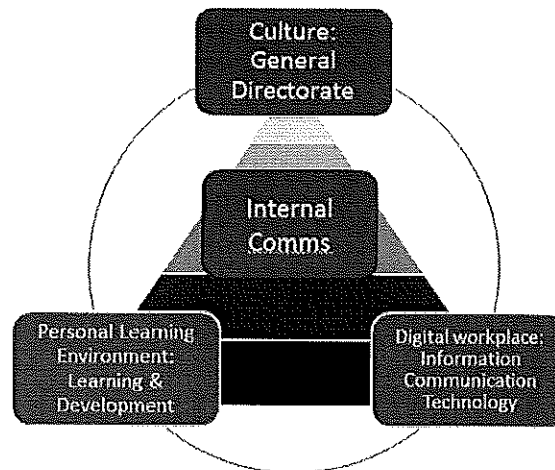


Pre-project benchmarking by the consultancy Knowliah told us that MSF OCB staff (field & HQ) rate the *importance* of KM at 79.62% (average across companies benchmarked 69.96%), and evaluate current OCB *competence* at 44.95% (average 62.35%) – in other words: we not good at organisational KM and feel it's important to work to improve it. On the INGO KM Capacity Assessment Maturity Model, MSF OCB is currently evaluated at level 2 out of 5 (average 2.5 across UK INGO sector).

KM is cited in the 2011 – 2013 Common Operational Strategic Policy and 2014 - 2016 Operational Prospects documents as an important area to develop.

The situation as of January 2016:

- The culture of and processes for sharing knowledge (between colleagues, departments, projects, operational centres, within the humanitarian sector, academia and beyond) are not institutionalised, but based on goodwill. Much of MSF institutional knowledge is explicit (i.e. in people's heads) and not tacit
- The oral culture, on which knowledge sharing within MSF has traditionally been based, is increasingly threatened by 9% annual organisational growth (OCB currently numbers approx. 11,000 staff: field, HQ, partner sections)
- The written culture is disorganised, unregulated and '*infobese*': Information is stored on multiple disconnected filesystems, computer hard-drives, in mailboxes and in personal systems created by end-users (DropBox etc.), outside of the control of the Information Communication Technology departments (shadow IT): It is not easy to store and find information. Staff are not aware which information is available hence are constantly 'reinventing the wheel'
- Internal communications are haphazard, non-homogenous, and occasionally confusing
- The learning environment is top down, not user-centric
- The digital workplace is outdated, particularly in reference to the contexts in which we operate



The OCB Knowledge Management Project will be a combined effort from existing staff positions in OCB: the Knowledge Manager, General Directorate, the Knowledge Information Team (KIT) at HQ and Knowledge Champions (Ambassadors) across OCB (working on the Culture), the Learning & Development Unit (delivering a Personal Learning Environment), the Information Communications Technology Unit (delivering a modern Digital Workplace) and the Internal Communications Manager. They will work with support from external consultants.

The 'Pre-Project' was launched in January 2014 (deliverables achieved to date are noted below). The Knowledge Management Project will run from January 2016 to December 2017 and aims to raise Knowledge Management maturity from Level 2 to Level 4 for MSF OCB (Field, HQ, Partner Sections) on the INGO KM Capacity Assessment Maturity Model. The external budget for the KM project in 2016 is 7,950 Euros (Consultancy costs and travel). Budgets for Learning & Development, ICT and Internal Communications fall under their respective departments.

“The only thing that gives an organization a competitive edge is ... what it knows, how it uses what it knows and how fast it can know something new” (Larry Prusak)

Scope: In

- Knowledge Management Culture
- Knowledge Management Processes
- Internal Communications
- Personal Learning Environment
- Digital Workplace

Scope: Out

- Health Information Systems: managed by the Monitoring and Surveillance Tools (MAST) Programme in the Medical Department
- Electronic Medical Records: managed by eHealth unit
- Geographical Information Systems (G.I.S.): Lead by the G.I.S. Focal Point
- External (public) communications: managed by the Communications Department

Assumptions

<factors that are considered to be true, real or certain (without proof or demonstration) that will influence the success of the project should they turn out not to be true>

- Urgency to work on Knowledge Management remains at it's current (high) level

Constraints

<A constraint is a limiting factor that affects the execution of the project>

- Current Digital Workplace is weak
- Interdependence with MAST programme, Electronic Medical Records programme, International Guidelines project, GIS initiatives, Business Intelligence project, Logistics Field Reporting System project, 'Big Data' project, etc.

"People will not collaborate for collaborations sake – there has to be a need"

Pre-Project Deliverables: Already Achieved Jan 2014 – Dec 2015

<A deliverable is any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete the project>

Category	Deliverable Description	Measure of Success
Governance	Mapping of OCB Information Platforms	Exhaustiveness of mapping, comprehension by users (notably 'useful links')
Governance	Benchmarking OCB KM Maturity (Knowliah Digitally Adept Assessment & INGOKM Capacity Assessment)	Accuracy of benchmark and relevance to decision making body
Governance	OCB HQ Knowledge Information Team (KIT)	Commitment to the KM Project
Governance	Community of Knowledge Management Champions across OCB (Field, Partner Sections, HQ)	Commitment to the KM Project
Governance	Inter-section/Inter-agency KM working group	Added value of this group to OCB KM project
Tool	OCB 'Landing Page', 'Useful Links', 'Vacancies'	Number of hits (>20,000 in October 2015), user feedback
Governance	Centralised OOPS management, OOPS Key User Facilitator (30%)	Quality of OOPS tool & USB key, satisfaction of key users
Governance	Internal Communications Manager position	User satisfaction survey
Operational application	MSF Innovation Fair	Quality of outcomes, relevance of day
Operational application	Innovation Day at MSF UK Scientific Days	Quality of outcomes, relevance of day
Tool	'MSF Guidance' free, open source, application for smartphone	Number of downloads, user satisfaction survey, launch of MSF international e-Publications Project
Tool	'Conversation Starter' application for smartphones at General Assembly	Number of connections made, quality of ideas collected

Tool	'Ebola Training': free, open source training package	Number of downloads, user satisfaction
Tool	Induction checklist for new HQ staff	User satisfaction survey
Tool	Lunch & Learn concept in HQ	Quality & attendance of sessions
Tool	Migration from Blackberry to Smartphone, deployment to field coordination positions	User satisfaction survey
Tool	Virtual Private Network for all HQ staff	User satisfaction survey
Tool	Enterprise Search Pilot (Knowliah Ebola)	User satisfaction survey
Tool	Enterprise File Sync and Share Pilots (Dropbox, Box, OwnCloud)	User satisfaction survey
Tool	Collaborative Platform Pilots (SharePoint, Asana)	User satisfaction survey

"All of us are smarter than any of us" (Chris Collison)

Project Deliverables: To be delivered during 2016 & 2017

Category	Deliverable Description	Measure of Success
<i>Operational Application</i>	<i>Personal Learning Environment (PLE) & Mentoring Programme</i>	<i>See Fabienne de Leval (also in charge of embedding the use of PLE in operations) for more info</i>
<i>Tool</i>	<i>Modern Digital Workplace (Enterprise Search, File Sync and Share, Social network, Knowledge Base, Mobile Devices, CatchBox, etc.)</i>	<i>See Rossen Jekov (also in charge of embedding the use of this workplace in operations) for more info</i>
<i>Governance</i>	<i>Internal Communications Policy, Processes, Tools & Guidance for HR & Comms depts.</i>	<i>See Eva Kongs (also in charge of embedding internal comms practices in operations) for more info</i>
Governance	Knowledge Management Charter	No. of strategic quotes, user satisfaction survey
Governance	Knowledge Management Process Maps (guideline production, ideation, etc.)	Number of process improvements identified and acted on, user satisfaction survey
Governance	Knowledge Management Guideline (update 2008 version)	No. of downloads, user satisfaction survey
Governance	Archiving & Document Management in the Field Guideline (update 2012 version)	No. of downloads, user satisfaction survey
Governance	Vital, Essential, Generic, Open (VEGO) analysis of OCB information	Quality of analysis and added value to KM project
Governance	Master Meta Data Management (Context Information Model)	User satisfaction survey
Tool	Glossary of MSF abbreviations (intersection project)	Number of hits, exhaustiveness, maintained relevance
Tool	Knowledge Management Toolkit (Baton-Passing, After Action Review, Lunch & Learn, Peer Assist, Webinar, etc.)	No. of downloads, user satisfaction survey
Tool	Online Innovation Portal	No. of active users, quality of idea & solutions

Tool	Knowledge Management Templates (Wiki, Policy, Guideline, etc.)	No. of downloads, user satisfaction survey
Operational Application	Knowledge Management Training	User satisfaction survey
Operational Application	Move archives from Rue Dupré to Ixelles	Efficiency of move
Operational Application	Digital inventory of archives	Accessibility of archives

Risks

A risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives

No	Description	Impact	Likelihood	Mitigation Measure	Risk owner
1	Senior mgt. withdraw support for project	High	Low	Regular progress reporting	Robin Vincent-Smith
2	Balkanisation of KM initiatives	Medium	Low	Regular alignment of deliverables across KIT	Robin Vincent-Smith

Cost

	2016	2017	Total
Internal cost	€ 0*	€ ?	€
External cost	€ 7,950**	€ ?	€
Total	€ 7,950	€ ?	€

*Staff working on KM project (see below) are all part time – no dedicated FTE

**Consultancy 6 half-days of Hans Van Heghe (Knowliah) + 3 half-days of Cheryl Cooper (Applied Wisdom) + 3 days of others to be identified + Travel 3 European trips to intersection KM meetings

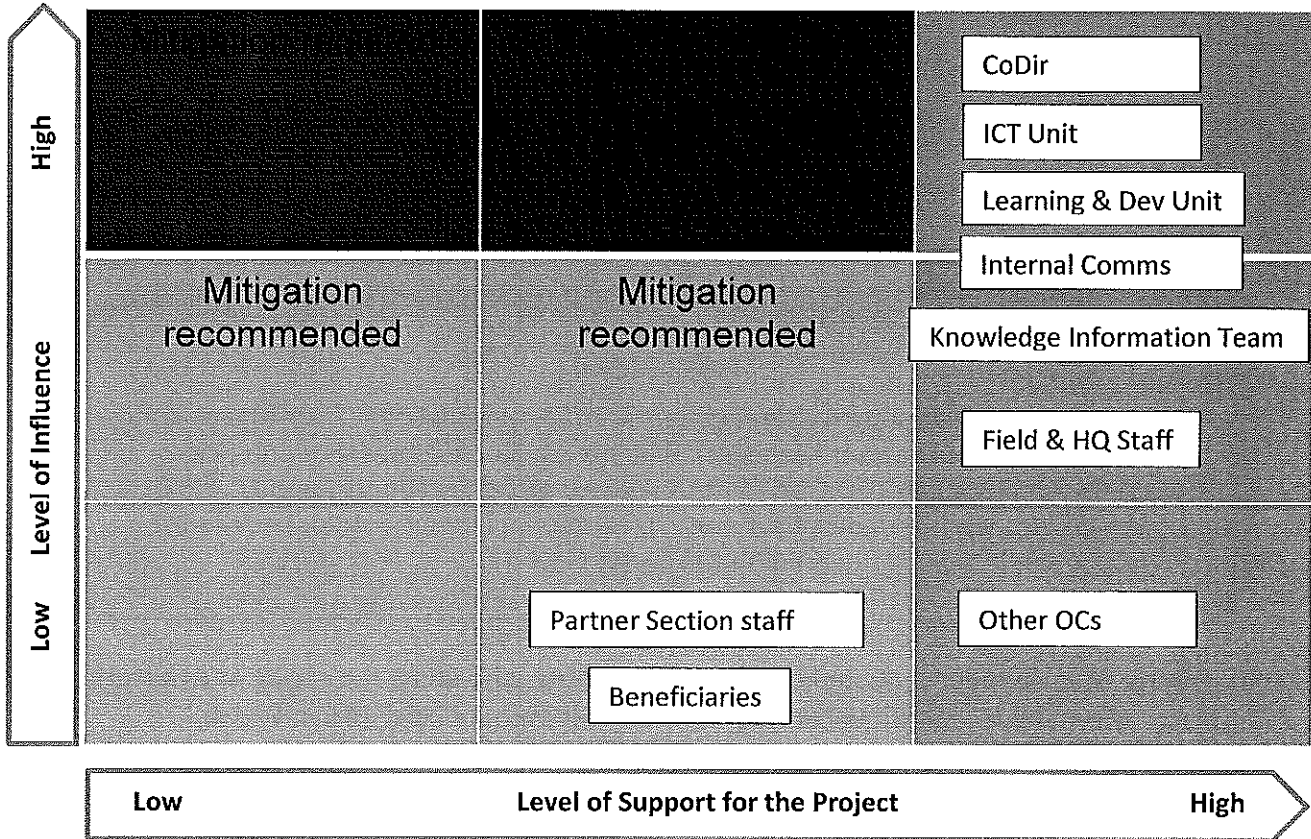
High Level Timing, expressed in Milestones

A milestone is a significant point of event in a project

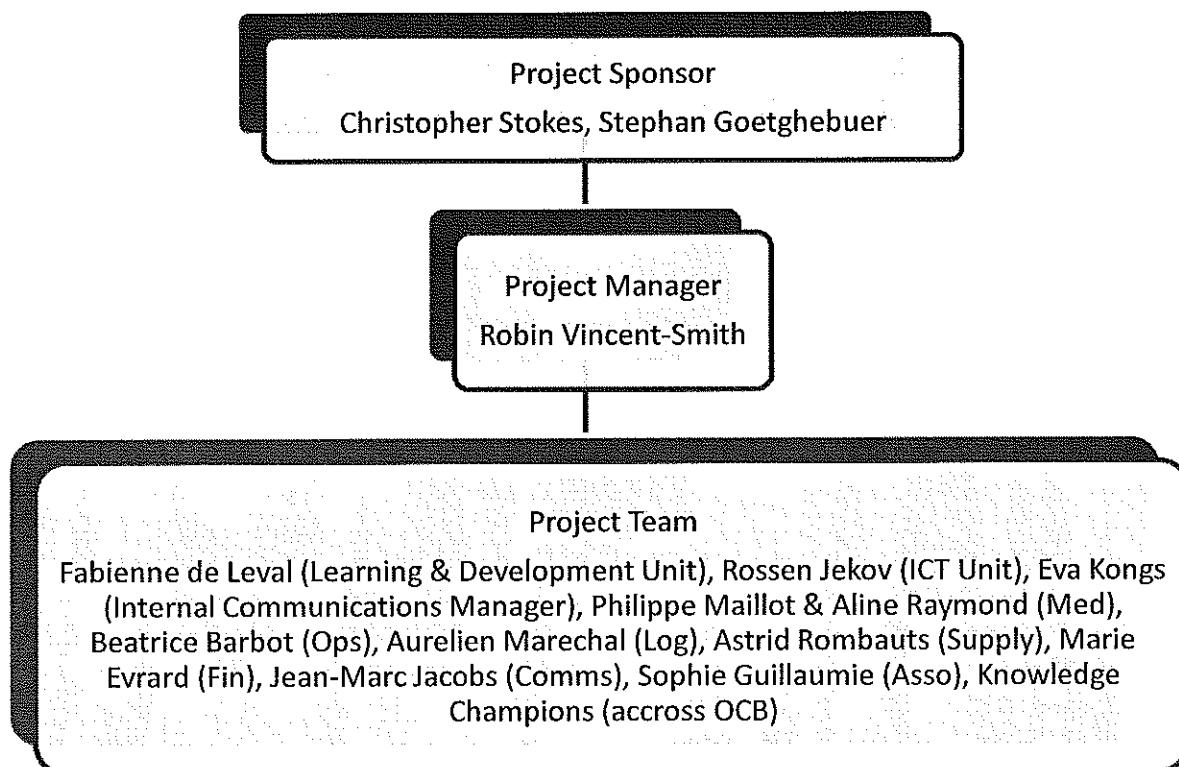
No.	Milestone description	Target Date
1	Re-Launch of OCB Information Officers Working Group (Future Knowledge Information Team)	17.10.13
2	Launch 'MSF Guidance' Application for smartphones: setting the tone for the future	03.06.13
3	Launch Intersection (agency) Knowledge Management Group	10.04.14
4	Addition of 'Knowledge' to Programme & Change Manager Job Description	01.01.15
5	Recruitment Internal Communications Manager	10.10.15
6	Knowledge Management Project Charter signed	Feb 2016
7	Close of Knowledge Management Project	Dec 2017

Stakeholders

A stakeholder is an individual, group, or an organisation who may affect, or be affected by, or perceive itself to be affected by a decision, outcome or activity of the project. Plot the stakeholders on the graph below, according to their level or influence and level of support for the project



Governance



Knowledge Management is about keeping track of those who know the recipe and nurturing the culture and the technology that will get them talking” (Arian Ward)

Appendix: References and Related Documents

No.	Reference or Related Document	Name/Link/Location
1	Knowliah Digitally Adept Assessment	I/Public/Knowledge Mgt.
2	INGO KM Assessment Tool	I/Public/Knowledge Mgt.
3	Learning to Fly, Practical Knowledge Management from Leading and Learning Organisations (Chris Collison & Geoff Parcell)	Robin library