

KM4Change

Lomé Declaration

Caritas Africa has convened the first Knowledge Management for Change in Africa Conference from 13-15 June 2023 as the concluding encounter of the 2023 KM4Change Challenge.

Representatives of 20 national Caritas organisations have joined a training programme in Knowledge Management within this process and elaborated policies, strategies and actions for Caritas Africa and national organisations. Results have been discussed and further elaborated. This joint declaration concludes the results of the programme and the conference and entails a call for action.

Lomé, 15 June 2023

Knowledge is at the heart of human dignity and sustainable development!

Striving for human dignity, social justice, and sustainable development, committed to operational efficiency in its operations, Caritas Africa is committed to a strategic, targeted, systematic and integrated approach to managing knowledge. All those who contribute to the mission of Caritas shall have available the right knowledge at the right time and in the right format to deliver impactful services. Collaboration is fostered to achieve more together. Capturing knowledge, learning from experiences, and sharing these with Caritas and its partners shall boost the development impact of our work. Finally, every human being shall have access to knowledge and the capabilities and instruments to benefit from knowledge to self-determine one's life, to create one's own future, and to develop together a life plenty on our planet.

Caritas' definition of knowledge includes individual knowledge (qualifications, experience, skills), as well as codified knowledge (eg in documents, databases), and external knowledge of partners relevant to Caritas' operations.

Caritas Africa aims at knowledge sharing among the countries and the capitalization of experiences across the continent and internationally. It supports the countries in their efforts to develop specific and locally grounded KM programs and acts on the basis of subsidiarity.

KM Strategy Caritas Africa

Key action to be taken

The participants have developed, discussed and proposed a Knowledge Management Strategy for Caritas Africa, which also serves as a reference for the national Caritas organisations. It includes 7 components, which entail practical action to be implemented within the period 2024-2030. Considering the relevance of knowledge for human dignity and sustainable development, no effort must be spared to advance Knowledge Management and implementation of activities shall be highly prioritized and adequately resourced.

7 Components and action points

Leadership and Management

- A. Leaders, influencers, and all who are engaged are encouraged to share their vision for KM and a sustainable knowledge society through statements to co-create a wider understanding of sustainable knowledge societies and knowledge management at Caritas.
- B. An international KM Committee is formed to coordinate KM on a global level. A joint KM Portal for Caritas International shall be developed to provide guidance material for implementations.
- C. Roles and responsibilities are anchored in the job profiles and the performance management system of Managers, Knowledge Managers, and all Knowledge Workers.
- D. An annual, strategic Knowledge Management planning process is conducted bottom-up to coordinate KM activities. A continental KM Committee is established to coordinate and give strategic advice. An annual knowledge report shall provide insights on Caritas' knowledge management practices, supported by selected indicators and informs learning and innovation.
- E. In cooperation with K4DP, a KM4D Award is given to outstanding achievements in KM Caritas-wide.
- F. Every 6 months, an art works is produced by another country reflecting on knowledge for human dignity and social justice.

Knowledge Services and Products

- A. Knowledge services and products necessary to operate in the business process and to achieve excellent results, shall be determined and systematically developed, maintained and availed to the relevant users.
- B. Knowledge products and services – internal and external- are key instruments in the operations of Caritas. Regular evaluation of the quality, applicability and impact of knowledge products and services shall help to achieve more – internally and externally.
- C. Knowledge „Packages“ shall be produced to avail the users the full range of necessary knowledge resources to perform tasks or operate specific processes.

Knowledge Work: Change Agents

- A. The Caritas Africa Academy shall provide a comprehensive programme for learning, using a wide mix of formats, online and f2f, expert-driven and peer-to-peer learning, spanning from small learning units to comprehensive courses. Training in the CI Management Standards shall be provided +and standards promoted
- B. A KM4Change Academy shall be designed as a special programme on a continental level to build capacities in Knowledge Management and knowledge-based development.
- C. Knowledge Management aspects shall be integrated into existing learning modules and programmes.
- D. The KM4Change Community of Practice shall facilitate the collaboration and sharing among the Knowledge Management practitioners and experts to advance the capacities in KM, provide mutual support, learn from each other and advance the KM practices among its participants.

Knowledge Infrastructures: K-Hub

- A. Knowledge sharing and collaboration requires adequate IT-tools. Caritas aims to implement Microsoft 365 on continental and national levels to link knowledge resources, make them available, strengthen virtual collaboration, eg through automatic translation on MS Teams, provide technical infrastructure for the Communities of Practice („Channels“), and integrate these with new applications.
- B. A powerful intranet shall act as a Knowledge Hub for all knowledge resources, even when they are stored at local servers. It shall include an eLibrary for relevant resources, a wiki, a knowledge graph for optimized search and a recommender system.
- C. An „expert finder“ shall help to find experiences within the African and international Caritas community and support new, inspiring new linkages and partnerships.

Knowledge Networks

- A. Collaboration in Communities of Practice (CoPs) in key business processes, thematic areas or regions shall boost the operations by making available best practice all over the continent. CoPs shall be open and international as much as possible and useful.
- B. A group of CoP-Facilitators are developed, and a Community of CoP-Facilitators shall be maintained. The KM team supports the CoP facilitators with training and advice.
- C. Participation in international networks and partnerships relevant to the work of Caritas shall be supported by Caritas
- D. Partnerships with key institutions shall include components of targeted knowledge sharing and transfer.

Knowledge Processes

Core knowledge processes shall be defined and equipped with practical methods and tools. This includes:

- A. Knowledge capturing in the context of projects and conferences/meetings/events shall be anchored in the processes and made a routine for all knowledge workers.
- B. Onboarding of new staff shall be optimised to upskill colleagues to be impactful from the beginning of their work and to learn from new staff gaining relevant knowledge from previous experiences.
- C. A knowledge loss risk assessment shall be applied once a year by all managers.
- D. Leaving expert debriefings shall be implemented timely, supported by a team of trained debriefing specialists.
- E. Innovation process: An integrated format of reflection, capturing, and co-creative innovation shall be established and practiced to determine root causes of social injustice and co-create innovative solutions for better. This formal shall be promoted internally as well as externally in knowledge partnerships.

Knowledge Partnerships

Knowledge Partnerships are relevant to strengthen the knowledge ecosystems in Caritas' operations.

- A. Caritas shall encourage and support the formation of knowledge partnership or strengthen them where they are existing. Knowledge Partnerships are aiming to strengthen knowledge among key stakeholders in a thematic area, and support mutual trust, knowledge sharing and collaboration.

- B. Caritas shall advocate for sustainable knowledge societies on local, national, and regional level. The promotion of national knowledge partnerships and agendas shall prioritize the advancement of knowledge inclusion, indigenous knowledge, open knowledge, open access to knowledge, knowledge dissemination, quality education and information, freedom of expression, education of knowledge skills, and other factors, which seem critical to sustainable knowledge societies.
- C. Knowledge for Development Programmes and Centres shall be considered to be established in cooperation with the K4DP School of Knowledge Sciences at catholic universities and other educational institutions to deliver research and education on knowledge management and knowledge societies in a substantive and sustainable way.

This **Declaration** is presented endorsed on 15th of June 2023 at M'Rode Hotel, Lomé, Togo, by

1. Albert Maschika, Regional Coordinator, Caritas Africa
2. Lucy Esipila, Elected Regional Coordinator, Caritas Africa
3. Atsu Sename, Knowledge Management Officer, Caritas Africa
4. Samuel Omondi, Executive Director, Caritas Kenya
5. Andreas Brandner, Managing Director, KMA and K4DP and Facilitator
6. Participants of the KM4Change Conference