



Knowledge Management for Change in Africa

Challenge

OCADES Caritas Burkina : Knowledge management strategy - Highlights



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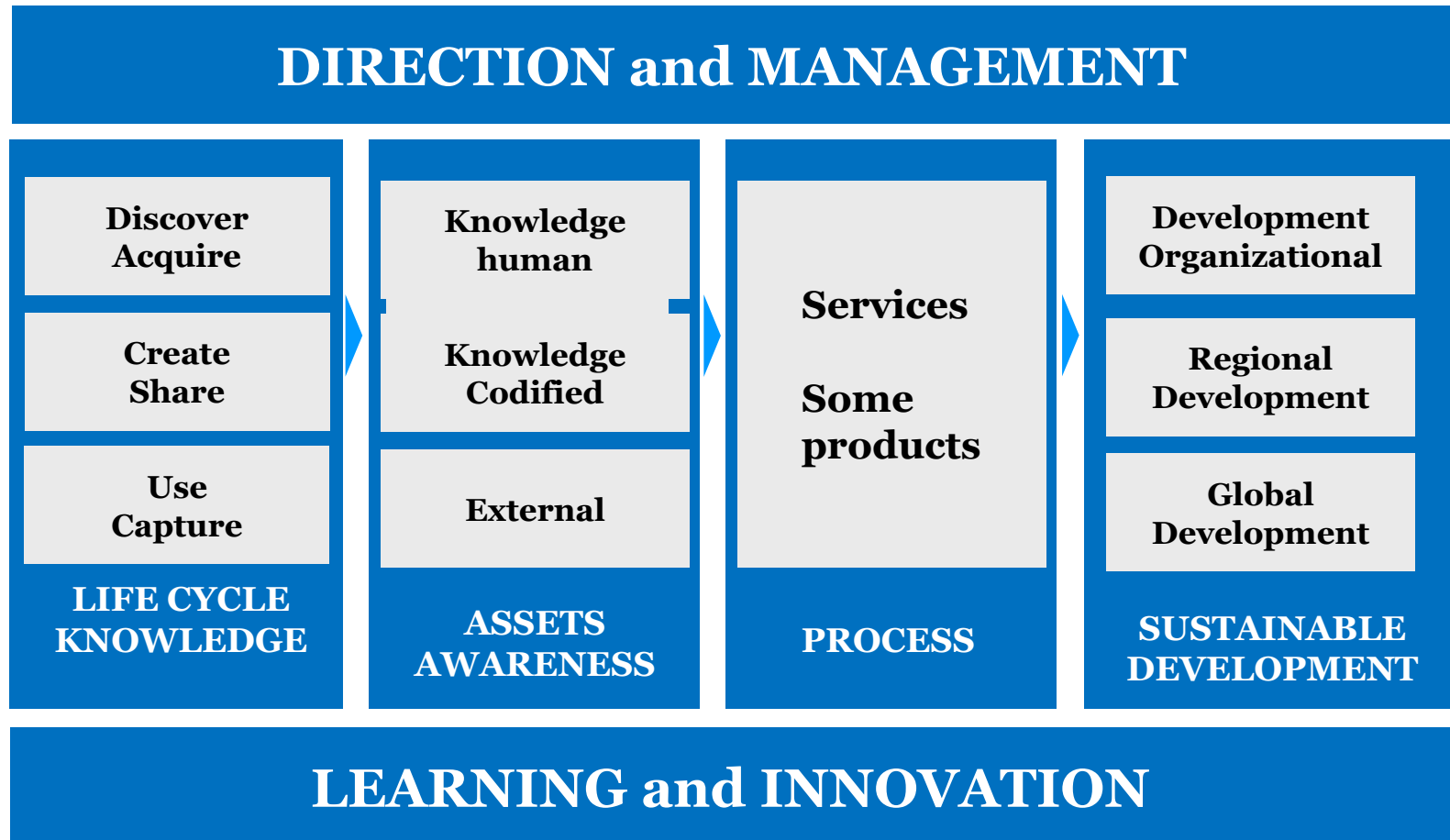
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Introduction and background

- This **Knowledge Management Strategy (KMS)** has been developed as part of the **KM4Change** in Africa Challenge from January to June 2023 and is based on a number of **recommendations** done **following an internal assessment** of knowledge management within the national Caritas .
- This SGdC East **supported by a number of objectives strategic** described in the strategic plan of **OCADES Caritas Burkina** in the sole purpose of strengthening the impact of its efforts in favor of human dignity and sustainable development.
- As an organization member of Caritas Africa and Caritas Internationalis, we aim to **share knowledge within ONE (only) Caritas** and support the **strategy continental and international Knowledge Management (GoC)** .

Definition: GoC is ...

a approach targeted , systematic , and integrated For discover , acquire , create , share , apply , and capture THE knowledge For reach THE Caritas



Justification

Knowledge is at the heart of human dignity!

- **Knowledge is a relevant resource for Caritas operations** to achieve results and impact. If not well managed , we could
 - not realizing our full potential by not using existing knowledge
 - wasting time, quality and cost due to cumbersome knowledge utilization
 - repeating the mistakes others have made and reinventing the wheel
 - losing relevant knowledge by not capturing or appreciating it

GoC helps to operate better and faster at lower cost, by sharing knowledge and experience and co-creating a better future .
- **Knowledge is relevant to our beneficiaries , partners and stakeholders** . If knowledge is not well managed in our communities, we do our best, but we do not sustain success. Advancing our knowledge products and services and fostering strong knowledge ecosystems helps us, our partners and communities/the country as a whole to perform well and to self-determine their lives with dignity.

What knowledge?

Knowledge

- knowledge includes
 - **knowledge individual** (qualifications, experiences , skills)
 - **codified knowledge** (e.g. in documents, databases)
 - **external knowledge** relevant to Caritas operations
 - **Knowledge of beneficiaries** to increase thanks to our services
 - **Community/sectoral/national knowledge ecosystem , which creates the knowledge context for our beneficiaries and society**
- **GoC organizational** promotes the use of knowledge as a resource for Caritas operations and to provide knowledge beneficiaries
- **GoC sectoral** promotes the development of knowledge in the wider ecosystem
- **GoC continental /international** facilitates the exchange of knowledge regional / international within the Caritas Internationalis network to achieve more as ONE Caritas.

Knowledge

Management Policy (

GoC)

All departments, units and projects should

- determine the knowledge necessary for the operation of processes and for obtaining the quality of products and services.
- Knowledge should be maintained and provided to staff, beneficiaries and partners in appropriate, high quality and user-friendly formats .
- All planning activity at **OCADES Caritas Burkina** - from strategy to projects - must include adequate measures to acquire, access, share, apply and capture the knowledge necessary to achieve the objectives.
- Roles and responsibilities for knowledge development and maintenance must be clarified at all levels – knowledge development, sharing, maintenance and application – must be measured within performance management systems.
- All responsible is guarantor of the implementation of this policy and acts as a model.

GoC Policy Statement _ _



Knowledge is at the heart of human dignity!

- operational efficiency , OCADES Caritas Burkina is committed to adopting a strategic, focused, systematic and integrated approach to knowledge management in its operations.
- The definition of Caritas knowledge includes individual knowledge (qualifications, experience, skills), as well as codified knowledge (eg in documents, databases) and external knowledge relevant to Caritas operations.
- OCADES Caritas Burkina Faso the sharing of knowledge and the capitalization of experiences within the organization , and the sharing and collaboration with regional and international partners, in particular Caritas Africa and Caritas Internationalis.

All departments, units and projects should

- determine the knowledge necessary for the operation of its processes and for obtaining the quality of products and services.
- This knowledge should be curated and made available to the extent necessary through an integrated knowledge lifecycle including processes such as identifying, acquiring, creating, sharing, applying and capturing. knowledge.
- All planning activity at OCADES Caritas Burkina - from strategy to projects - must include adequate measures to acquire, access and capture the knowledge necessary to achieve the objectives.
- Roles and responsibilities for developing and maintaining knowledge must be clarified at all levels, qualification to act responsibly must be provided, and performance in accomplishing knowledge-related tasks - such as developing, sharing , retention and application of knowledge - should be measured as part of performance management systems.
- All responsible is guarantor of the implementation of this policy and acts as a model. A knowledge management team supports and advises managers and staff in carrying out their tasks. A KM committee is set up to coordinate national knowledge management activities.
- With the aim of applying the best knowledge for impact, we reach out to our regional and international Caritas community and share our knowledge with our development partners, fostering trusted knowledge partnerships and strong knowledge ecosystems.

Any intellectual worker at OCADES Caritas Burkina is responsible for

- continuously learn and acquire the best knowledge available to do their job; innovate to perform better; share new knowledge with colleagues; and capturing knowledge for sustainable operations.

Knowledge Management (KOM) supports THE national

Axis strategy 1: Promote human potential

Objective Strategy 1: Improve the employability of young people and people with disabilities and the access of vulnerable people to basic social services

KM contributes to this objective specific in:

enforcing opportunities _ jobs and individual abilities ,
identifying , capturing , organizing , sharing and using knowledge effectively _ relevant ,
training _ professional , accompaniment and Mentoring
program development _ _ specific RBC (

Axis Strategy 2 : Promote there cohesion social

Objective Strategy 2 : Build communities of peace and dialogue in the areas of intervention of OCADES Caritas Burkina

KM contributes to this _ _ objective specific in:

realizing of the COPs (CoP in 2020 on the application of the Social Cohesion and Peace Referential of OCADES Caritas Burkina in the field of WASH : CoP in 2020 on the theme: "Humanitarian emergency interventions and Social Cohesion"; CoP in 2021 for the version of the Social Cohesion and Peace Framework of OCADES Caritas Burkina in the field of CBR (finalized deliverable not yet available),

Developing awareness tools on social cohesion (toolbox)

Digitizing the production of the social cohesion reference system

Knowledge Management (KOM) supports THE national

Axis Strategy 3 : Consolidate local and institutional governance

Objective Strategy 3 : Improve the functioning of the organs of OCADES Caritas Burkina and the ownership by the municipalities of the mechanisms of decentralization

KM contributes to this objective specific in:

Setting up points _ focal lengths

Production of knowledge tools (manuals , annual report Consolidated , Action Plan Triennial)

Learning institutional

Axis Strategy 4: Promote sustainable economic and ecological development

Objective Strategy 4 : Support initiatives for the production, marketing and processing of Agro-Sylvo Pastoral and Fisheries (ASPH) products; and protection/enhancement of the environment

Organization of fairs and COP

GoC Strategy – 7 themes and objectives by 2026



1. **Direction and management** : Objectives , Goals , Key Actions , roles and responsibilities are GOOD defined , anchored in the Caritas Management System and Culture .
2. **Knowledge services and products** : Knowledge East provided For THE beneficiaries and _ partners In a dimension for the most part effective and impactful .
3. **Knowledge Work** : Our Staff East active For issue A work base on knowledge and acts _ as agent of change through learning , sharing and excellence in knowledge work . _ _
4. **Knowledge infrastructures** : A **knowledge** center provides a one-stop shop for the knowledge needed to run core processes. The K-Hub is linked to the Caritas Africa website to share knowledge in the region.
5. **Knowledge Networks** : Communities and partnerships are established to share, co-create , reflect and learn together in a spirit of “ WE”.
6. **Knowledge Process** : The processes of research, acquisition, creation, sharing, application and capture are defined and supported by methods and tools.
7. **Knowledge partnerships** : Caritas plays an active role in advancing knowledge ecosystems in its key sectors

Direction and management :

Actions

1. Encourage THE leaders to share their vision of GoC through **statements and interviews** and take leadership in GoC . _ _ _
2. Anchor **THE roles and responsibilities** in the job profiles and performance management system of Managers, Knowledge Managers and all knowledge workers . _ A knowledge management committee aligns all knowledge management activities, under the coordination of the knowledge manager.
3. Establish an **annual knowledge management strategic planning process** , where knowledge management is integrated into the annual work plan.
4. **An annual knowledge report** will provide information on Caritas' knowledge management practices, underpinned by selected indicators and contributions **to learning and innovation.**

Knowledge products and services



Actions

1. Provide **sets of key knowledge products and services** to internal and external partners in key areas of OCADES Caritas Burkina including .
 - The backup
 - Conflict Management and Social Cohesion
 - Advocacy
 - Resource mobilization

Provide them on the Caritas Africa Knowledge Hub

2. Regularly assess the quality, applicability and impact of knowledge products and services.

Shares

- Implement a **systematic training and** career development program for all staff
- Create **Communities of Practice (CoP)** in all areas of activity to foster peer learning, knowledge exchange and mutual support.
- Provide **specific training** to build knowledge skills (“Expert Training Program”)
- Regularly offer **knowledge cafes** to co-create new ideas and solutions
- Offer training to **CoP**

Knowledge infrastructure _ Shares

- Improve infrastructure _ **technical** and know how to interact In THE **Communities of Practice**
- **Digitize knowledge _ and** resource center (make it accessible to online/remote staff)
- Develop a knowledge center comparable to the K- Hub of Caritas Africa for THE knowledge resources , experts , projects , networks , materials _ learning and training , such as an e- library .
- **Improve online conferences** (online interactive conversations, exchanges snapshots of large documents between staff)

Knowledge networks

Actions

- Support staff participation in national, regional and international networks.
- Include elements of targeted knowledge sharing and transfer in all partnerships with key institutions
- Establish and foster collaboration within Communities of Practice (CoP) in key thematic areas, making available best practices at local and regional (continent) level and co -creating innovative solutions.

Knowledge process Shares

- **Anchor knowledge capture methods** in the context of projects and conferences/meetings/events in processes and make it routine for all knowledge workers (progress reports, terms of reference, etc.).
- Implement a **knowledge loss risk assessment** once a year by all managers (identify employees who possess knowledge that is both critical and unique to these positions).
- Set up **information sessions on the departure of experts** in good time before their departure, with the help of a team of specialists trained for this purpose.
- Provide methods and training for **knowledge creation and innovation** through resources and experienced facilitators.
- Advance **onboarding processes** through a focused knowledge transfer process, providing knowledge to new staff and gaining their relevant knowledge in other contexts.

Knowledge partnerships Shares

- Encourage and support the formation of knowledge partnerships in sectors (such as health, agriculture, education, ...) or thematic areas (gender, climate change) or strengthen them where they exist.
- Contribute to sectoral, thematic or national knowledge management initiatives by actively supporting knowledge management education, knowledge management research, knowledge management networks and other initiatives.

THE roles key

- **Management team (leadership / management)**
Decide on knowledge management strategy and lead as role models, establish a culture of knowledge sharing, anchor knowledge in objectives and performance management system, enable knowledge workers to perform, recognize achievement .
- **GoC Group** __
Includes representatives of units that work closely with knowledge: HR, IT, Operations, Communication, etc.) Alignment of activities and coordination.
- **Knowledge Manager**
Coordination of the entire knowledge program; consultation, training, information, support, facilitation, measurement of results.
- **Agents / knowledge workers :** __
Competent use of knowledge and application of resources provided. Provide internal and external knowledge services
- **Subject Matter Experts :**
They deal with excellence and innovation in a specific thematic area, facilitate and coordinate the community of practice.

Roadmap

- To be determined

Conclusion

- ...

THANK YOU !!!