

Mobilising a federation of 45 Countries to Learn and Share Knowledge in ActionAid International

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***Who
am I?***



- **Ennie Chipembere Chikwema**
- **Learning Expert**
- **Career Coach – trends analyst**
- **Women’s Rights Champion**
- **Life and work purpose alignment**

- **Head of Learning and Knowledge at ActionAid International**

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Who is ActionAid International?

- We are a Non-Profit Organisation (NPO/NGO)
- A federation of 45 countries; we are in 22 countries in Africa – so knowledge sharing and learning is critical to support our work;
- Mission – work with communities for social justice, gender equality and ending poverty;
- Target women and youth primarily;
- Theory of Change - capacity development and agency to change structural causes of inequality and all types of negative power

Fostering Learning & Knowledge Sharing using an Ecosystem Approach



Online or Face to Face Training

- (3) Structured Learning and Sharing
- (4) Talent Management



Knowledge Workers



42 Weeks of Learning Bulletin; KM Portal; Yammer

- (1) Knowledge Curation
- (2) Performance Support



Programmes Learning Webinars; Knowledge Café;

- (6) Access to Experts;
= Peer to Peer Support;
= Knowledge Seeking Behaviours

Communities of Practice and Networks



- (5) Social Networking and Collaboration;
= knowledge co-creation

TIP 1 – Know your context and how change happens -

- Global Strategy – everything flows from a binding strategy in a federation
- There has to be resources – people; finances and also clear leadership mandate
- Go where there is energy and interest
- Pilot and profile the work to get others on board
- Senior leadership buy-in

TIP 2 - Strategic Location of KM and Learning

- **Global Strategy hooks** – ActionAid exists to strengthen the capacity of individuals and collectives
 - “Learning, generating rooted knowledge with communities and allies we work with, together with centres of learning to propose alternatives”.
 - **Organisational Shifts:**
 - (1) be agile and networked, investing in our staff and practicing feminist leadership;
 - (2) build a culture of learning, quality M&E that generates knowledge and communicates our programme impact;
 - (3) digital transformation.

TIP 3 – Know Your target Audience – human-centred design



**There are
organizational
barriers & enablers**

**There are also
personal barriers
& enablers**

TIP 4 – Location of KM and Learning with a Clear Mandate and Measures

MANDATE –

- To provide (1) **federation leadership** on learning and knowledge that supports achievement of the Global Strategy;
- To develop (2) **infrastructure**; (3) **capacities**; (4) **learning culture**

WORK AREAS







Programmes Design and Quality

Monitoring, Evaluation and Learning (MEL)

Learning and Development

Knowledge Management

TIP 5 - a Global Core Team providing functional leadership AND... An Extended Team / Internal Partnerships

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<p>HEAD - PROGRAMME QUALITY, MEL, AND KNOWLEDGE MANAGEMENT UNIT</p>	<p>LEARNING AND KNOWLEDGE SHARING ADVISOR</p>	<p>LEARNING AND KNOWLEDGE SHARING ADVISOR</p>	<p>PROGRAMME KNOWLEDGE CURATION AND SYSTEMS ADVISOR</p>	<p>PROGRAMME QUALITY AND IMPACT COORDINATOR</p>	<p>PROGRAMME QUALITY AND IMPACT COORDINATOR</p>



TIP 6 – An Approach and Model – Learning Ecosystem and 70-20-10



5 Key Insights on implementing KM Initiatives -

1. Organisation Strategy to hook your mandate and get leadership buy in; sponsorship and also have clear leadership of the work;
2. Team - you need people who share the vision with clear functional leadership roles to drive the agenda;
3. Know how change happens in your organisation and building relationships to leverage on for pilots or tests
4. Learn from others outside your organisation and sector
5. Consistency...keep at it until the KM initiative takes root; you approach and model bears fruit and you have results to profile.

Remember any KM initiative is a culture and behaviour change initiative, it takes time so be prepared to be in it for the long haul.

Thank You