



THE AFRICAN CAPACITY
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT
DES CAPACITES EN AFRIQUE

ACBF Knowledge & Learning draft Strategy

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ACBF Brown Bag Seminar

Mount Pleasant

Harare

Zimbabwe

31 October 2017



Reflection/proverbs



- “If you don’t know where you are going, any road will take you there.” **Lewis Carroll**
- “Knowledge is the only treasure you can give entirely without running short of it.”
African proverb
- “Wealth, if you use it, comes to an end; learning, if you use it, increases wealth.”
Swahili proverb



OUTLINE OF THE PRESENTATION



- 1** Objectives of the Seminar
- 2** Background, rationale and objectives of the K&L Strategy
- 3** Knowledge and learning needs
- 4** ACBF response: K&L Strategy (2017-2021)
- 5** Partnerships and Alliances
- 6** Critical Success factors
- 7** Conclusion

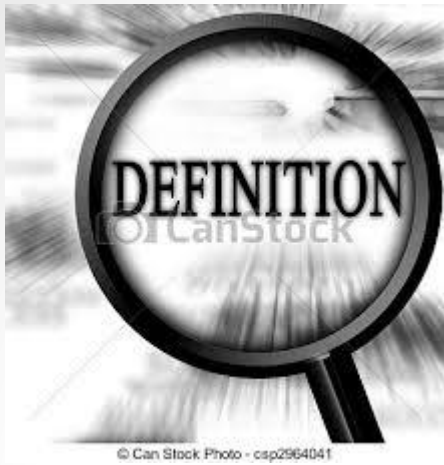


1. Objectives of the Seminar



- Seek inputs and get suggestions of staff on the main thrust of the draft K&L Strategy
- Brainstorm on the best modalities of the Strategy's implementation and potential role of all staff
- Discuss the way forward





- **Knowledge Management** – processes by which knowledge is created, shared and used in organizations.
- **Learning** – the acquisition of knowledge or skills aimed at optimizing operational processes to ensure effectiveness and efficiency in all areas of work program and mandate.





Under this K&L Strategy we aim at the following:

- Align K&L products and services to the ACBF Strategy (2017-2021) – and hence continental and country priorities
- Target few strategic knowledge products, events, services – done in partnerships as much as possible
- Focus more on ‘how to’ knowledge products and training
- Harness innovations in capacity development
- Focus on ensuring use of knowledge products and services
- Continuous measurement of impact to ensure value for money
- Support evidence-based CD programmes development and resource mobilization.



2. Background, rationale and objectives of the K&L Strategy (1)

BACKGROUND

- *Recent developments (Agenda 2063 & Agenda 2030)*
- *ACBF Strategy 2017-2021*
- *Consultations (CDF3, BoG, EB, PIC/SSG Forum)*



2. Background, rationale and objectives of the K&L Strategy (2)



Main objective of the Strategy: increase the access to and use of knowledge for evidence-based capacity development strategies and programmes at ACBF and client levels.



3. Knowledge and learning needs

Internal knowledge needs



Knowledge needs	Current practice	Areas of improvement
<ul style="list-style-type: none"> ■ Latest developments in the capacity building landscape and issues pertinent to Africa's development 	<ul style="list-style-type: none"> ■ Library and Information Resource Centre ■ Informational note "What is New" 	<ul style="list-style-type: none"> ■ Systematic sharing of Back-to-Office Reports on strategic continental decisions/issues
<ul style="list-style-type: none"> ■ Tools and platforms to strategically link capacity development interventions to knowledge generated 	<ul style="list-style-type: none"> ■ Project review committee ■ Multi-disciplinary teams ■ Projects' evaluation reports 	<ul style="list-style-type: none"> ■ More integration between the different tools and platforms ■ Transform reports into knowledge products
<ul style="list-style-type: none"> ■ Skills and systems to systematically capture and codify knowledge from field experiences 	<ul style="list-style-type: none"> ■ Implementation support missions ■ Mid-term reviews ■ Project completion reports 	<ul style="list-style-type: none"> ■ Production of 'Learning or Lessons notes' from development plan implementation ■ Development of knowledge capture and codifying tools for ACBF funded project implementers ■ Involvement of all working on projects into knowledge management activities
<ul style="list-style-type: none"> ■ Systems to promote strong internal knowledge sharing and organizational learning 	<ul style="list-style-type: none"> ■ Town-halls ■ Brown-bag seminars 	<ul style="list-style-type: none"> ■ Introduction of 'After Action Review' sessions to improve learning from all operations ■ Development of strategies and tools to capture tacit knowledge of staff (documentation of good practice, exit interviews, etc.)
<ul style="list-style-type: none"> ■ Adequate staff for the knowledge communication 	<ul style="list-style-type: none"> ■ Key staff dedicated to knowledge generation 	<ul style="list-style-type: none"> ■ Additional staff focusing on knowledge dissemination and packaging



3. Knowledge and learning needs

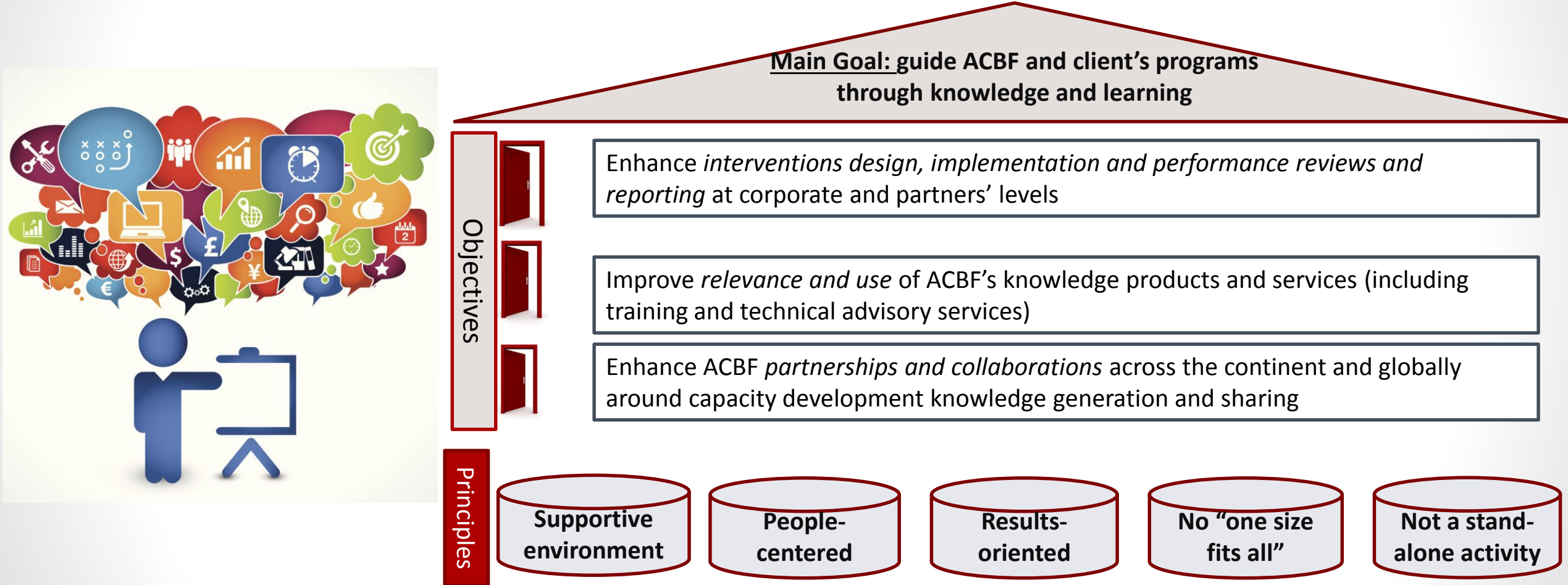
External knowledge needs



Stakeholder	Knowledge needs	Current practice	Areas of improvement
Government	<ul style="list-style-type: none"> Capacities, lessons and good practices in implementing national development plans 	<ul style="list-style-type: none"> Production of knowledge products highlighting key policy recommendations for governments Knowledge sharing forums African Community of Practice on Managing for Development Results 	<ul style="list-style-type: none"> Production of 'Learning/Lesson notes' from development plan implementation Production of guidelines and tools
Private sector	<ul style="list-style-type: none"> Opportunities and skills to contribute to national and regional development plans 	<ul style="list-style-type: none"> Production of knowledge products highlighting key recommendations for private sector 	<ul style="list-style-type: none"> Production of guidelines to support Public Private Partnerships Forums for knowledge brokerage between private sector and public sector
Non-state actors	<ul style="list-style-type: none"> Knowledge on development issues and capacities to monitor implementation of development plans 	<ul style="list-style-type: none"> Production of knowledge products highlighting key recommendations for non-state actors 	<ul style="list-style-type: none"> Production of guidelines and tools Forums for knowledge brokerage between governments and non-state actors
Academia, and policy research institutes	<ul style="list-style-type: none"> Support in publication of knowledge products Platform to share knowledge on development issues with practitioners and decision makers 	<ul style="list-style-type: none"> African Think Tanks Network Policy Institutes Committee Knowledge sharing forums 	<ul style="list-style-type: none"> Increased support in development of studies at country and regional levels Increased dissemination of knowledge products
Continental organizations and development partners	<ul style="list-style-type: none"> Knowledge on capacity issues related to continental development priorities 	<ul style="list-style-type: none"> Conducting strategic studies on key continental development plans Organization of high-level forums 	<ul style="list-style-type: none"> Increased publication of knowledge products on development priorities Improved dissemination of the knowledge products Organization of multi-stakeholders' dialogue

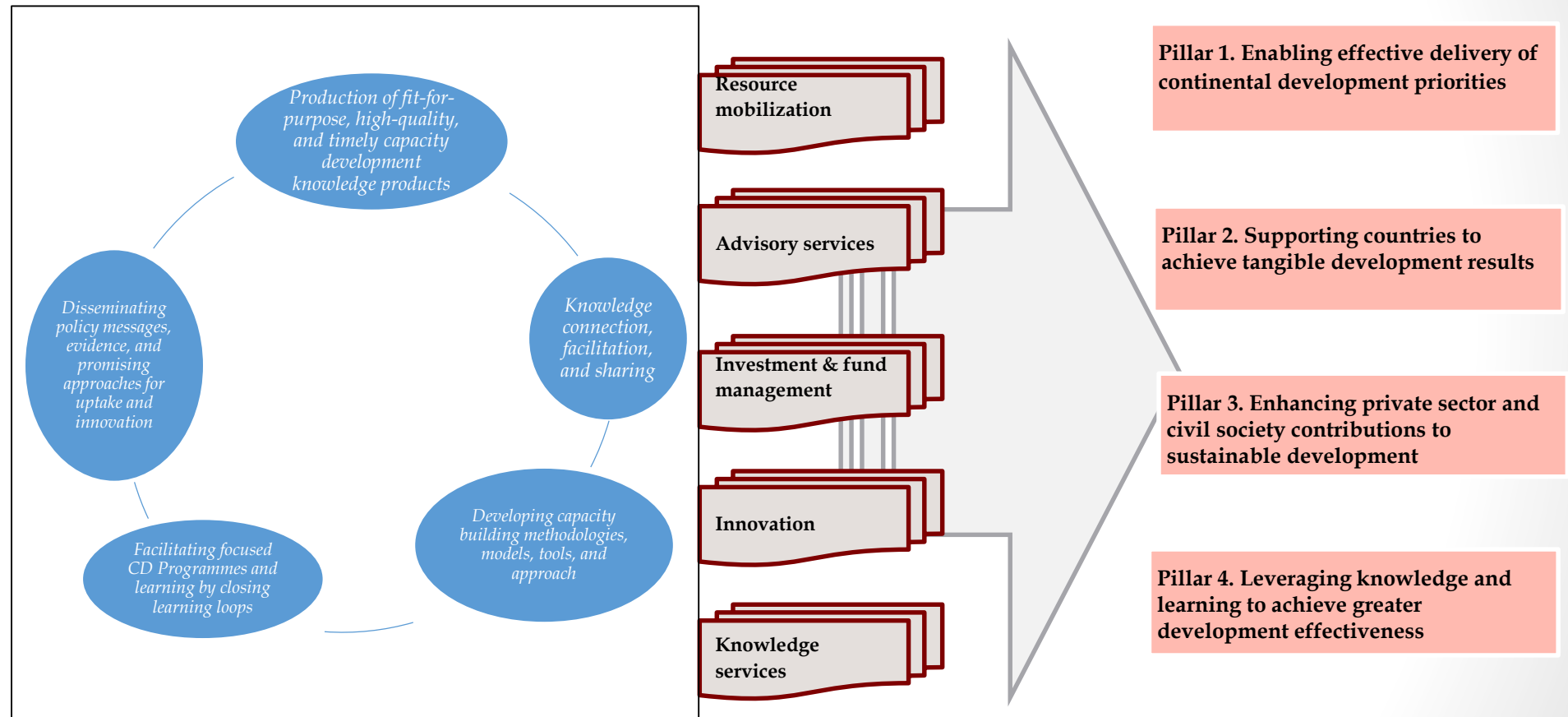


4. ACBF response: K&L Strategy (2017-2021)



4. ACBF response: K&L Strategy (2017-2021)

Knowledge and learning in support of ACBF Strategy 2017-2021



4. ACBF response: K&L Strategy (2017-2021)



Programs: sustaining what works and exploring innovations

1

Enhancing interventions design, implementation and performance reviews and reporting at ACBF and clients level

Example: Guides, Manuals, Tools and Lesson Notes on critical capacity need areas such preparation of infrastructure projects;
Developing and patenting of a capacity needs assessment tool;
Training of staff in competitive project proposal development, capacity needs assessments, and technical support; ...

2

Improving relevance and use of ACBF's knowledge products and services

Example: Piloting a Capacity Building knowledge and technical support Help Desk at the Secretariat;
Strategic knowledge products including the Africa Capacity Report, Development Memoirs, and Occasional Papers on emerging continental priorities;
Providing timely evidence-based technical support towards all the functions defined under the ACBF Strategy (2017-2021) Implementation Plan;
Short-term training on pertinent CD areas like DRM, contract negotiation; curriculums on natural resource governance.

3

Enhancing knowledge networks, partnerships and collaborations across the continent and globally around capacity development knowledge generation and sharing

Example: Scaling up partnerships related to knowledge generation and sharing activities;
Undertaking Resources Center Mapping for selected African countries such as Nigeria; Strengthening knowledge Think Tank networks and organizing knowledge engagements such as the AfCoP annual Meetings and the Africa Think Tank Summit.



5. Partnerships and Alliances



Type	Description	Examples
Knowledge and learning needs identification	To improve know-how and connect to potential recipients of knowledge	Thematic networks, communities of practice, partnerships with academia, peers, bilateral and multilateral development organizations, twinning arrangements <i>Specific examples (non-exhaustive):</i> AUC; Pan-African Parliament; ACBF-supported projects; AfCoP; ATTN; ACBF Roster; APRM; NEPAD; Alliance for African Partnership; African governments
Functional	To support knowledge and learning functions, for example through joint programs	Joint implementation of knowledge functions such as capturing/documentation, event organization, knowledge-sharing program implementation, and facilitation <i>Specific examples (non-exhaustive):</i> Lessons Notes (World Bank); Tobacco Control (BMGF); AfCoP, AGO & RECs (AfDB); IFFs (ECA); New developmental approach (International IDEA); ACR (think tanks, IsDB); Regional trade studies (Afreximbank); (RECs studies) NEPAD
Financial	To access financial resources to support knowledge and learning	Bilateral collaborations, bilateral and multilateral development organizations, academia, foundations, trust funds, public-private partnerships, private sector, crowd-funding, sponsorship arrangements <i>Specific examples (non-exhaustive):</i> World Bank; BMGF; AfDB; ECA; International IDEA; IsDB; Afreximbank; African governments



6. Critical Success factors for K&L Strategy implementation



- Availability of sufficient resources (human and financial)
- Strong articulation between K&L and other ACBF processes
 - Strong knowledge and learning culture
- All ACBF staff and Departments as 'knowledge workers'



7. Conclusion



- K&L as an essential component of the ACBF's strategy to strengthen human and institutional capacities for Africa's socio-economic transformation
- There will be need to focus on few value-for-money strategic knowledge products, events and services – mostly in partnerships
- For the Strategy to be successful, all ACBF staff should own it and play their role (starting with providing inputs and thereafter supporting its implementation).



...remember...



Reflection/proverbs

“When spiders unite they can tie up a lion”
African Proverb

“In the desert of life the wise person travels by caravan, while the fool prefers to travel alone” Arabic Proverbs



Some questions



1. What should we *continue, improve, stop and/or start doing* as ACBF in terms of K&L?
2. How can the Department in charge of implementing K&L Strategy *tap into the other Units/Department* to successfully deliver on its mandate?
3. What *specific role can you play as a staff* in supporting the implementation of the K&L Strategy?



Thank you for your Attention

Nous vous remercions pour votre
attention

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