

# AFRICA REGIONAL EDUCATION SYSTEMS RESILIENCE OBSERVATORY [ARESRO] KNOWLEDGE MANAGEMENT AND STAKEHOLDER ENGAGEMENT STRATEGY (2025 - 2030)

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# INTRODUCTION

Knowledge Management (KM) in the Africa Regional Education Systems Resilience Observatory (ARESRO) project is the systematic process of capturing, organizing, synthesizing, sharing, and using knowledge to improve the resilience of education systems in 42 GPE partner countries across Africa. This KM Strategy ensures that evidence and insights generated through research, stakeholder engagement, and foresight analysis are translated into actionable knowledge products that inform policy, planning, and practice.

## ARESRO KNOWLEDGE MANAGEMENT CONTEXT

ARESRO was launched as education systems across Sub-Saharan Africa face disruptions from climate shocks, health emergencies, political instability, and economic challenges. While many countries and institutions are generating valuable data and learning, there is no unified system to collect, synthesize, and share this knowledge in ways that inform real-time decision-making and long-term resilience planning. Most GPE partner countries lack dedicated frameworks for assessing education system resilience. Coping mechanisms adopted by schools and communities during crises are often undocumented, and there are few forward-looking tools to help anticipate future risks. Additionally, knowledge is fragmented across ministries, NGOs, academia, and development partners, with limited coordination or standardization. Even when rigorous research exists, it is rarely translated into accessible, actionable formats for policymakers, practitioners, or communities. This disconnect hampers learning, slows adaptation, and prevents the scaling of effective resilience practices across the continent.

ARESRO is designed to close these gaps by building a continent-wide knowledge ecosystem focused on education system resilience. It brings together the ResilientAfrica Network (RAN), Link Community Development Uganda (LINK), and the Resilience Research Centre (RRC) to combine local insight, regional leadership, and global expertise. This consortium is uniquely positioned to generate, validate, and mobilize contextually grounded and globally relevant knowledge.

The knowledge ecosystem will span a wide range of stakeholders: national ministries of education and district-level officials to school leaders, teachers, parents, researchers, NGOs, and regional policy bodies.



Each group brings distinct perspectives and information needs from policy frameworks and implementation data to classroom experiences and community adaptation strategies. To be effective, ARESRO's knowledge management system must be inclusive, multilingual, and multimodal, capturing both formal research and the lived experiences of education stakeholders.

Currently, much of the region's knowledge is locked in institutional silos or confined to academic reports. Few platforms promote cross-country learning, and limited mechanisms for turning evidence into policy or programming. ARESRO will address this through a participatory, iterative approach, creating feedback loops via advisory groups, learning events, and user-friendly knowledge products such as briefs, dashboards, infographics, and toolkits. It also emphasizes digital innovation by developing an interactive online repository, serving as a one-stop hub for resilience data, tools, and peer learning.



ARESRO also recognizes the importance of cultural, linguistic, and political context. Knowledge products will be adapted to multiple languages and designed sensitively to diverse settings, including conflict-affected areas. ARESRO's knowledge management approach is not just about storing information, but about activating knowledge for change. By aligning research, foresight, and community insight, the KM strategy ensures that education systems across Africa can better anticipate, prepare for, and recover from future shocks, ultimately strengthening the resilience and equity of learning for future generations.

## ARESRO KNOWLEDGE MANAGEMENT STRATEGIC FOCUS



### Mission

To systematically generate, capture, validate, synthesize, and disseminate actionable, inclusive, and forward-looking knowledge on education systems resilience across Africa's GPE partner countries, enabling evidence-informed planning, policy, and programming that strengthens the education system's ability to absorb, adapt, and transform in response to shocks and stressors.



### Global Objectives

- Promote strategic learning and cross-country knowledge exchange on education system resilience through a centralized digital observatory.
- Ensure the participatory generation and continuous mobilization of resilience knowledge from various stakeholders, including government, civil society, academia, and communities.
- Transform complex, fragmented knowledge into accessible, demand-driven products that influence policy and practice at national and continental levels.
- Integrate future foresight and systems thinking into KM processes to proactively address emerging education resilience challenges.
- Institutionalize inclusive knowledge management practices across the ARESRO consortium and GPE partner countries.

# WHY THIS KM STRATEGY IS IMPORTANT

The ARESRO project will operate in a complex, multi-country, multi-stakeholder environment where diverse knowledge exists but is often fragmented, underutilized, or not timely. This KM strategy is vital for the following reasons:



## **Facilitates Evidence Uptake**

ARESRO's research outputs, including diagnostic reports, research briefs, foresight analyses, and formative assessments, will be translated into actionable knowledge that policy-makers and practitioners can use.



## **Bridges Research and Policy**

ARESRO aims to strengthen the evidence-to-policy nexus. This KM strategy will ensure continuous engagement with Ministries of Education, GPE hubs, development partners, and communities, enabling research uptake and influencing decision-making.



## **Promotes Cross-Country Learning**

Through its online repository and communities of practice, ARESRO will enable knowledge exchange among 42 African countries, promoting peer learning and shared resilience strategies.



## **Supports Systemic Change**

System resilience demands systemic solutions. KM allows for synthesizing multi-level and multisectoral perspectives, transforming isolated findings into coordinated, systemic insights.

# PLANNED KEY KM PRODUCTS

To ensure that evidence generated through ARESRO is effectively used to inform decisions, influence policy, and inspire action, the project will develop a range of knowledge products tailored to different audiences across the education system. The products are designed to translate complex research findings into digestible, accessible formats that respond to the needs of policymakers, practitioners, communities, and development partners. Each product type, whether a brief, dashboard, infographic, or case study, will serve as a distinct function in the knowledge-to-action cycle, supporting GPE partners in making timely, evidence-based decisions to strengthen education system resilience. The collection of products will be developed collaboratively, grounded in rigorous research and field insights, and disseminated through strategic, context-appropriate channels to maximize uptake and impact. Some of the products will include;

- Knowledge briefs (3–4 pages per theme)
- Policy briefs (2–pagers for decision-makers)
- Success stories/case studies
- Evidence summary reports
- Foresight reports
- State of Education System Resilience Report
- Interactive repository
- Infographics and data visualizations
- News articles, blogs, and podcasts
- Evidence syntheses and learning briefs
- Technical reports and peer-reviewed publications
- Participatory sensemaking summaries
- Toolkits, infographics, and policy maps

## ARESRO KNOWLEDGE MANAGEMENT FRAMEWORK

The ARESRO Knowledge Management (KM) Framework provides the foundation for how knowledge will be systematically generated, curated, shared, and used to enhance education system resilience across Sub-Saharan Africa. This framework reflects ARESRO's commitment to transforming knowledge into action. It supports the consortium's core mandate: enabling governments, partners, and communities in 42 GPE partner countries to co-create and apply evidence that strengthens education systems' ability to withstand and adapt to shocks and stressors.

### Guiding Principles



The KM Framework is grounded in a life-cycle model that views knowledge not as a static product but as an iterative process, beginning with inclusive generation and ending with informed application and institutional learning. It is structured around four interdependent strategic pillars, supported by four enabling drivers that will ensure implementation, sustainability, and continuous improvement.

## ARESRO KM STRATEGIC PILLARS

### Pillar 1: Knowledge Generation

This pillar focuses on the deliberate, participatory collection of data, evidence, and experiential insights critical to understanding the shocks and stressors and improving education system resilience (ESR). Knowledge will be generated through a variety of methods, including:

- ESR diagnostic studies and resilience assessments.
- Foresight workshops and scenario planning
- Policy and institutional landscape mapping.
- Field-based stakeholder consultations, storytelling, and lived experience gathering.
- Rapid response research during shocks or emergencies.
- Contextual synthesis of existing global and regional resilience data.

The goal is to ensure that the knowledge captured reflects multiple perspectives, from national policymakers to teachers, learners, and communities, and is responsive to real-time system needs. This pillar also promotes gender and equity-sensitive knowledge creation, ensuring the inclusion of marginalized voices.

### Pillar 2: Knowledge Curation and Synthesis

Once collected, knowledge will be translated into meaningful, usable learning formats. This pillar ensures that evidence is analyzed, synthesized, and packaged to meet the specific needs of various user groups. Key functions include:  
Developing thematic synthesis reports and evidence digests.

- Learning logs from consortium leads and implementing partners
- Documentation of policy dialogues, reflection sessions, and co-design workshops
- Interviews and sensemaking sessions with government stakeholders and school leaders
- Real-time monitoring and synthesis during adaptive management processes
- Creating accessible policy briefs for decision-makers
- Producing visually engaging infographics, storyboards, and maps
- Translating content into multiple languages and plain language summaries

Curation and synthesis will also include contextualizing insights across countries, identifying patterns, and distilling lessons that can be scaled or adapted. This pillar is central to converting data on education shocks and stressors into insight and insight into influence.



### **Pillar 3: Communication, Dissemination, and Use**

Even the most valuable knowledge has limited impact if not shared and used. This pillar ensures that knowledge products reach people at the right time and format. Key activities under this pillar include: Disseminating products via ARESRO's digital knowledge hub

- Quarterly learning reflection meetings
- Knowledge cafés and thematic dialogues
- Consortium-wide learning webinars and cross-country sharing sessions
- Peer review and co-validation mechanisms with stakeholders
- Organizing webinars, and national policy dialogues
- Leveraging GPE/KIX platforms, media, and civil society networks
- Embedding knowledge products into ministry workflows and planning cycles
- Tracking uptake and informing feedback loops for improvement
- Policy briefs and synthesized decision-making tools
- Contribution to national and regional education discourse.

This pillar also prioritizes storytelling, social media campaigns, and practitioner exchanges to access knowledge and increase visibility and relevance.

### **Pillar 4: Capacity Strengthening and Institutional Learning**

Sustainable and equitable knowledge management requires investment in people and systems. This pillar focuses on developing the KM capacity of education actors and institutionalizing learning practices at all levels. Key components include:

- Developing KM toolkits, templates, and job aids for consistent application
- Facilitating national and regional Communities of Practice (CoPs).
- Integrating KM into partner MEL frameworks and sector planning processes
- Documenting and sharing what works, what does not, and why.

This pillar reinforces ARESRO's identity as a learning entity, committed to continuously improving through reflection, feedback, and evidence-informed decision-making. Knowledge Mobilization Model ARESRO's KM model will follow a knowledge-to-action pathway, ensuring data flows into action through collaborative learning and policy dialogue. The pathway includes: Evidence generation from research and partner experiences

- Knowledge distillation into practical briefs, infographics, and policy memos
- Engagement via community consultations and learning events
- Uptake by decision-makers through participatory policy dialogue



# EMBEDDING LEARNING IN PRACTICE

The KM approach will be integrated into day-to-day ARESRO Partner project operations:

- ✚ Learning activities will be embedded into reflection sessions, M&E systems, and technical working group meetings
- ✚ Real-time documentation of promising practices, bottlenecks, and course corrections
- ✚ Use of CLA (Collaborating, Learning, and Adapting) approaches to align learning with strategic decision-making.
- ✚ Participatory foresight exercises and futureproofing workshops to support resilience in systems thinking.
- ✚ Feedback from partners will be gathered through event evaluations, dashboard usage patterns, and structured learning-after-action forms. This feedback will inform the iteration of the KM products and annual learning agenda reviews.

# ENABLING DRIVERS OF THE KM STRATEGY

These drivers help create an environment where knowledge can be continuously produced, accessed, used, and improved, ensuring long-term impact and institutional learning across all GPE partner countries.

DRIVER	ROLE IN THE KM STRATEGY
Resources	Adequate financial and human resources are essential to designing, implementing, and sustaining KM activities. This includes dedicated KM roles, tools, and funding within project budgets.
Culture	A collaborative, open, and learning-oriented culture is key to enabling the sharing and use of knowledge. ARESRO will nurture this through incentives, leadership buy-in, and storytelling that values learning from success and failure.
Governance	KM governance will define clear roles, responsibilities, and accountability mechanisms at the global, regional, and national levels. This includes oversight by the KM team and support from advisory groups.
Technology	Digital platforms, including the ARESRO online repository, and mobile feedback tools, will provide the backbone for knowledge storage, access, and interaction across stakeholders and geographies.

# STAKEHOLDER ENGAGEMENT STRATEGY FOR KNOWLEDGE MANAGEMENT

As part of efforts to enhance the visibility, impact, and collaborative potential of the Africa Education System Resilience Observatory (ARESRO) project, this stakeholder engagement strategy has been developed to support ARESRO implementation and knowledge management goals. The strategy is fully integrated with the KM approach, recognizing that effective knowledge management depends on meaningful stakeholder involvement at every stage of the knowledge cycle.

This stakeholder engagement component of the KM strategy outlines a phased approach for involving government bodies, local communities, civil society, academic institutions, donors, and the private sector as active co-creators and stewards of knowledge for resilient education systems. Grounded in human-centered and systems-thinking principles, it ensures that diverse voices inform every step of the knowledge management process from knowledge generation and curation to dissemination and institutional learning. The stakeholder engagement objectives directly support and enhance the KM strategy by:

- Creating awareness and prioritization for education system resilience knowledge among key decision-makers and implementers
- Facilitating co-creation of locally relevant knowledge products that address the unique shocks and stresses faced by each education system
- Fostering mutual accountability through transparent feedback loops and shared decision-making in the knowledge management process
- Building sustainable knowledge networks that drive education system resilience long after initial investments

These objectives align with and strengthen the four pillars of the KM strategy, ensuring that stakeholder engagement is purposefully directed toward improving knowledge generation, curation, dissemination, and institutional learning.

## STAKEHOLDER MAPPING AND ANALYSIS FOR KM

To ensure targeted and effective engagement in the knowledge management process, ARESRO will employ a multi-tiered stakeholder mapping methodology that classifies actors by their level of interest, influence, and specific roles in education system resilience knowledge. This process involves:



### Identification

Cataloguing all relevant stakeholders from national ministries to community groups whose knowledge, experience, or expertise is valuable to education resilience.



### Classification

Assessing each actor's stake in the knowledge process (interest), their capacity to generate or use knowledge (influence), and their functional role (e.g., knowledge producer, knowledge user, knowledge broker).



### Prioritization

Segmenting stakeholders into tiers (high, medium, low) to tailor engagement intensity and methods ensuring high-influence, high-interest partners receive deep collaborative involvement in knowledge co-creation, while keeping broader networks informed and consulted through appropriate knowledge products.

Each country will develop a table using the guidance below.

**Stakeholder Roles & Engagement Potential Actors Group Interests in KM Level**

STAKEHOLDER GROUP	ROLES & INTERESTS	ENGAGEMENT LEVEL	POTENTIAL ACTORS
<b>Government Ministries, Departments and Agencies (MDAs)</b>	Policy direction, implementation, integration into national systems	<b>High</b>	Education Ministries, Disaster ministries, Disaster Committee, Planning Authorities in GPE countries, MDAs,
<b>District &amp; Local Governments</b>	Local implementation, community mobilization, data access	<b>High</b>	District Education Officers, Local Councils
<b>Development Partners &amp; Donors</b>	Funding, technical support, policy advocacy	<b>High</b>	GPE, UNICEF, UNESCO, DFID, World Bank
<b>Civil Society &amp; NGOs</b>	Grassroots implementation, community feedback	<b>Medium</b>	Save the Children, Plan Int'l, LINK
<b>Community Members &amp; School Leaders</b>	End beneficiaries, insight on contextual risks	<b>High</b>	PTAs, SMCs, Headteachers
<b>Academic &amp; Research Institutions</b>	Data generation, foresight research, technical expertise	<b>High</b>	RRC Canada, Universities, Think Tanks
<b>Teacher Unions &amp; Associations</b>	Advocacy, workforce engagement	<b>Medium</b>	UNATU, Education International
<b>Private Sector</b>	Innovation, data services, EdTech solutions	<b>Medium</b>	Telecoms, IT firms, education publishers
<b>Media &amp; Influencers</b>	Public awareness, information dissemination	<b>Medium</b>	Radio stations, education journalists

# ENGAGEMENT OBJECTIVES AND KEY MESSAGES

The following objectives and messages align with our KM strategy to ensure consistent communication about knowledge management across all stakeholder interactions:

OBJECTIVE	KEY MESSAGE
1. Awareness and buy-in	Education systems must not only survive shocks but emerge stronger—together and build systems that adapt and thrive.
2. Co-creation of solutions	Stakeholders knowledge, data, and experiences are essential to designing resilient systems.
3. Knowledge sharing	ARESRO is your platform for connecting with peers, sharing good practices, and co-generating solutions.
4. Policy influence	Our collective efforts in shaping forward-looking policies that embed resilience in national education strategies.

# ENGAGEMENT METHODS AND CHANNELS FOR KM

ARESRO project will utilize a blended model of engagement methods that directly support knowledge management activities, integrating in-person, hybrid, and digital platforms to meet stakeholders where they are. This multi-channel approach ensures inclusive, flexible, and sustained engagement that amplifies stakeholder voices in the knowledge management process. Methods include:

National-Level Knowledge Engagements	Community-Level Knowledge Engagements
<ul style="list-style-type: none"><li>Knowledge Launch Events and Policy Dialogues through country-specific project launches to raise awareness of the KM strategy and onboard stakeholders into the knowledge ecosystem.</li><li>Knowledge Policy Roundtables &amp; Technical Working Groups through quarterly engagements with government and key actors to co-interpret knowledge findings and plan integration into policy.</li></ul>	<ul style="list-style-type: none"><li>Participatory Knowledge Forums &amp; Focus Groups to engage community actors through structured dialogues to gather local knowledge about vulnerabilities and coping strategies.</li><li>Deliberative Knowledge Workshops to be used for scenario building and foresight on education futures, capturing diverse knowledge perspectives.</li></ul>

### Regional & Continental Knowledge Platforms

- GPE KIX Continental Symposium on Research in Education in Africa presenting observatory findings and cross-country knowledge exchange.
- GPE KIX Annual Global Knowledge Symposium.
- Communities of Practice (CoPs) through thematic virtual networks focused on knowledge sharing about ESR strategies, policy reform, foresight, and risk mitigation.

### Digital Knowledge Engagement

- ARESRO online knowledge repository with published policy briefs and knowledge products.
- Knowledge-focused Social Media Campaigns & Newsletters through ongoing updates and engagement via Facebook, Twitter, LinkedIn, and mailing lists to disseminate key knowledge products and findings.

## PROJECT ENGAGEMENT FOCUS KM-RELATED ACTIVITIES PHASE

A successful knowledge and stakeholder management strategy requires intentional planning, sequencing, and coordinated execution. The implementation plan outlined below provides a phased approach to ensuring that KM systems, tools, and routines are embedded into ARESRO's operations from inception to completion. Each phase builds upon the previous one, creating a continuous feedback loop of learning, reflection, and adaptation across the project lifecycle. The following phased plan will guide the KM and stakeholder engagement strategy implementation:

Each phase of stakeholder engagement directly supports the corresponding knowledge management activities.

PROJECT PHASE	ENGAGEMENT FOCUS	ACTIVITIES
<b>Inception</b>	Orientation, buy-in	Stakeholder mapping, kick-off meetings, sensitization Finalize KM team roles and reporting mechanisms Set up digital infrastructure and document repository Train consortium partners on KM protocols and tools
<b>Formative Research</b>	Data co-generation	Begin with interviews and capturing learning from pilot activities and co-design processes Organize quarterly reflection sessions and stakeholder learning dialogues Launch the knowledge product development cycle

<b>Foresight &amp; Planning</b>	Visioning future shocks and solutions	Workshops Produce meta-syntheses of evidence for adaptive planning Package learning insights for donor and policy audiences Launch communities of practice and future-proofing events
<b>Dissemination</b>	Evidence uptake, advocacy	Policy briefs, stakeholder reports Institutionalize KM systems in partner structures Finalize a knowledge repository and toolkits Conduct an after-action review and KM impact analysis

## FEEDBACK AND ACCOUNTABILITY MECHANISMS



ARESRO will employ continuous feedback loops to capture learning about KM effectiveness and ensure stakeholders are informed and heard regarding knowledge management:

01

Quarterly Knowledge Feedback Webinars to report on KM progress, challenges, and next steps.

02

KM Monitoring & Evaluation Dashboard to share real-time tracking of stakeholder contributions to knowledge activities and engagements.

03

Knowledge Satisfaction and Influence Surveys to assess the quality of knowledge engagement and its influence on actions taken by stakeholders.

## RISKS AND MITIGATION MEASURES

RISK	MITIGATION STRATEGY
<b>Low stakeholder interest</b>	Early engagement, clarify value proposition, use champions
<b>Overlapping mandates</b>	Clear roles and coordination mechanisms through MoUs
<b>Data sensitivity concerns</b>	Establish data governance protocols, ensure informed consent
<b>COVID-19 or other health restrictions</b>	Hybrid and digital alternatives for continuous engagement

# MONITORING KM EFFECTIVENESS

Monitoring and Indicators for KM Uptake and Use  
ARESRO will track:

- Number of KM products disseminated per year
- Number of downloads/views of knowledge dashboards
- Quality of knowledge input from stakeholders into ESR toolkits and observatory design
- Number of knowledge products co-developed and adopted
- Stakeholder satisfaction with the knowledge engagement process
- Number of policy dialogues informed by KM products
- Number of engagement events held with stakeholders
- Number of direct citations of ARESRO KM products in external strategies/policies

## The strategy will be tracked using:



Usage metrics for knowledge products



Feedback from policy and practitioner audiences



Periodic learning system health checks



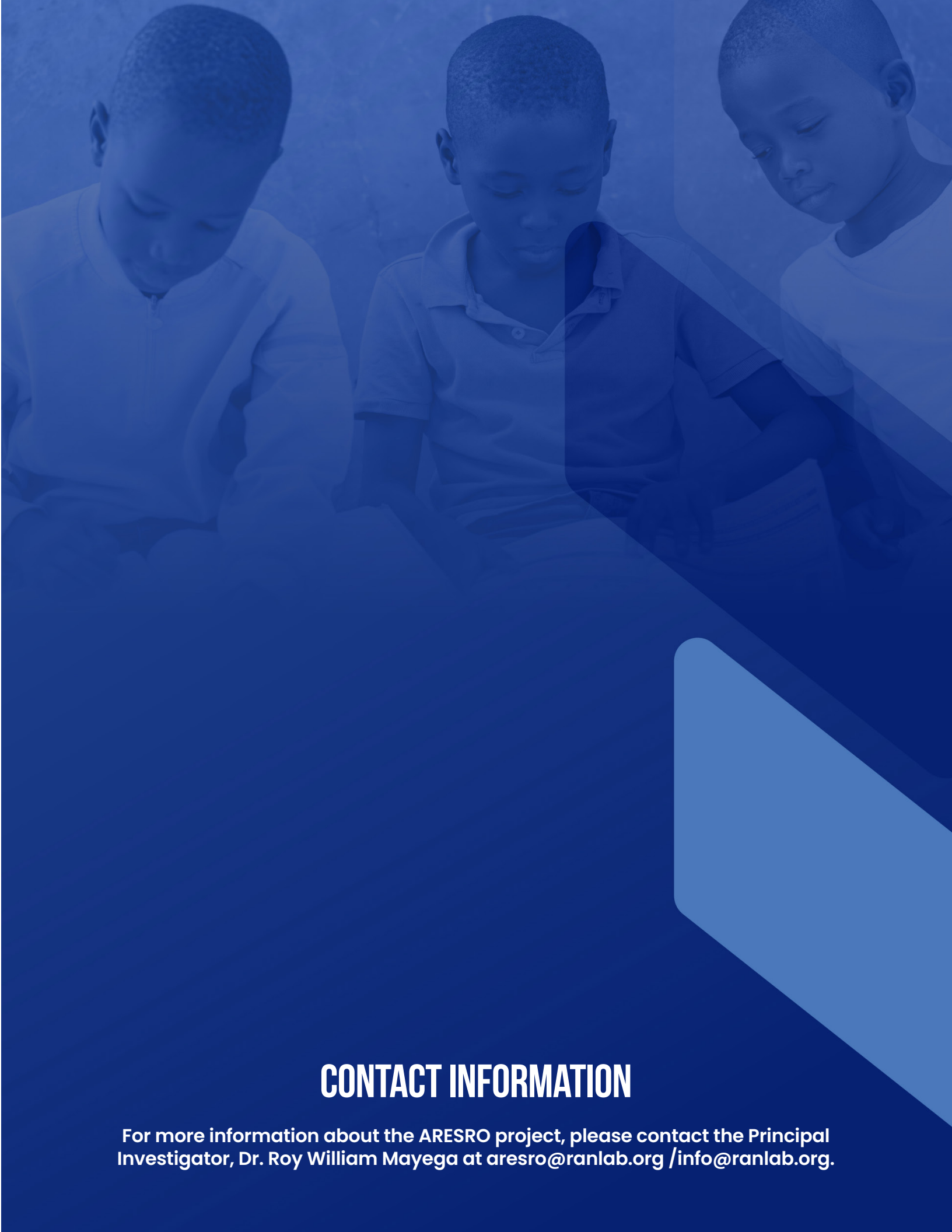
Meta-learning reviews on how KM itself is evolving

# MAINTENANCE AND SUSTAINABILITY

RAN will design and host the online repository with technical input from LINK and RRC. It will be updated regularly through structured workflows and content management. Efforts will be made to embed the repository within existing systems of national and regional bodies, such as GPE, KIX hubs, or Ministry portals, to ensure long-term accessibility beyond the project lifespan by doing the following;

- Build institutional memory systems within partner organizations
- Document tools, processes, and methods to be used post-project
- Foster communities of practice to continue knowledge sharing beyond the life of the project
- Align the KM strategy with national education strategies for continued relevance





## CONTACT INFORMATION

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