

Quality Management System				
2. Strategy		1. Global		Knowledge and Learning Policy
Date:	26.04.2024	Revision	Original	Nr of pages 4
Valid for:	Responsible unit / Author:		Reviewed by:	Approved by:
All in Mission Alliance	Advisor for monitoring, evaluation, and learning (MEL)		Management team	Secretary general

1.0 Purpose

The purpose of this policy is to outline Mission Alliance’s commitment to leveraging knowledge as a strategic asset to enhance impact, and establish a framework for effective knowledge management, continuous learning, and informed decision-making.

2.0 Scope

This policy applies to all of Mission Alliance’s operations and our international program portfolio.

3.0 Policy Statement

3.1 Knowledge as a strategic asset

Mission Alliance acknowledges the vital significance of knowledge as a strategic asset in enhancing our impact. This means we embrace the essential role that knowledge and continuous learning play in shaping our decisions and driving us toward achieving our organizational goals. We will actively acquire, generate, manage, share, and leverage knowledge to maximize our impact.

By knowledge we mean all types of documented knowledge including, but not limited to

- Evidence-based knowledge from research, evaluations, monitoring, and other studies using systematic and rigorous methodologies¹.
- Experience-based organizational knowledge within Mission Alliance, and from our partners and allies.
- Local and traditional knowledge from the geographical and cultural contexts where we work.

Combined, these make up a valuable and strategic knowledge pool for Mission Alliance.

¹ Includes internal and/or external data collection and analysis.



3.2 Applying knowledge

Strategies, projects, and processes within Mission Alliance are based on knowledge. This means that we apply knowledge to inform and shape our decisions, rather than solely relying on intuition, opinions, or emotions to guide us.

Applying knowledge enables Mission Alliance to be more efficient and effective in achieving our goals; doing more of what works, being more cost-effective and relevant, and enhancing our impact. It allows us to specialize in the geographical and thematic areas of our work, and encourages and empowers employees, leading to organizational development. Furthermore, it helps us mitigate risks by anticipating challenges, responding swiftly, and sidestepping costly errors.

3.3 Knowledge acquisition and generation

Mission Alliance is committed to a culture of curiosity, exploration, innovation, and learning – seeking and documenting knowledge relevant to and needed in our work.

To be successful we acquire and make use of existing knowledge. When relevant and needed knowledge does not already exist, we generate knowledge based on the identified needs. This includes collecting data to track the performance of our work and generating knowledge based on identified knowledge gaps as part of an organizational knowledge plan. Generating new knowledge also includes enabling a creative space and testing new ideas.

We will systematically collect, consolidate, and analyze our own data to generate knowledge on our efficiency, effectiveness, and impact, and to inform internal decision making and learning. This is primarily important for internal improvements, but also makes it possible for Mission Alliance to contribute with knowledge to other partners and stakeholders.

Guiding principles for generating new knowledge in Mission Alliance:

- The knowledge is relevant to our organizational goals and mission.
- The knowledge is necessary and there is a plan for its use.
- The knowledge is not available elsewhere.
- Knowledge generation involving data collection from participants is done in an inclusive, dignified, and empowering way, and is aligned with Mission Alliance's Ethical Guidelines.

3.4 Knowledge sharing and learning culture

Relevant knowledge shall be shared in a transparent way within Mission Alliance and among our partners, allies, and stakeholders. Partners are encouraged to contribute to and draw learning from our knowledge initiatives. Generated knowledge approved for publication is shared openly online on Mission Alliance's website.

As an organization we foster a learning culture of openness and collaboration. We will promote a collaborative environment where knowledge sharing is encouraged among employees. This includes sharing successes, challenges, lessons learned, and best practices. Managers in Mission Alliance play a vital role in promoting a learning culture within their teams. All employees are responsible for actively participating in knowledge-sharing activities, documenting their experiences, and contributing to organizational learning.



Communities of practice are important arenas that encourage peer-to-peer learning and skill-sharing. Experienced team members mentor junior colleagues. This promotes knowledge transfer and accelerates learning.

4.0 Feedback loops and policy review

We assess the effectiveness of our knowledge management and learning initiatives regularly. Feedback from all staff globally informs adjustments and improvements.

This policy will be reviewed annually to ensure relevance, effectiveness, and alignment with Mission Alliance's mission and goals.

5.0 Communication

This Knowledge and Learning Policy will be communicated to all employees, partners, and stakeholders through internal communications channels, training sessions, and the Mission Alliance website.



VERSION HISTORY

For this policy to continue to be functional and relevant through changes in circumstances, whether external or internal, the policy should be reviewed annually. If necessary, the guideline will be revised. A review should also include the design and content of forms and attachments.

Revision number	Date	Description of changes	Approved by