

KNOWLEDGE MANAGEMENT

STRATEGY

East and Southern Africa

2018 – 2021

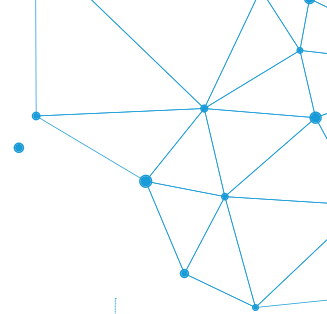


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LIST OF ACRONYMS

Acronym	Meaning
AU	African Union
AUC	African Union Commission
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CO	Country Office
COMESA	Common Market for Eastern and Southern Africa
CoP	Community of Practice
CSOs	Civil Society Organizations
EAC	East African Community
ESAR	East and Southern Africa Region
ESARO	East and Southern Africa Regional Office
FEMNET	The African Women's Development and Communication Network
GEWE	Gender Equality and Women's Empowerment
HQ	Head Quarter
HR	Human Resource
IGAD	Intergovernmental Authority on Development
KM	Knowledge Management
M/CO	Multi-Country Office
MEWGC	Making Every Woman and Girl Count
NGOs	Non-Governmental Organizations
R/M/COs	Regional and Multi/Country Offices
RBM	Results Based Management
RCSAG	Regional Civil Society Advisory Group
RECs	Regional Economic Communities
SADC	Southern Africa Development Community
SADC PF	Southern Africa Development Community Parliamentary Forum
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Program
UNEP PEI	UN Environment Poverty-Environment Initiative
UNGEI	The United Nations Girls' Education Initiative
UNICEF	The United Nations Children's Emergency Fund
WEPS	Women's Empowerment Principles

PREAMBULAR STATEMENT

UN Women East and Southern Africa Knowledge Management Strategy (2018-2021) views knowledge management as a critical enabler of UN Women's operations and programmes in the region. The strategy is anchored within regional and global priorities, with a focus on strengthening collective institutional and peer learning, as well as knowledge sharing. It brings visibility to and positions UN Women as a Knowledge Hub on Gender Equality and The Empowerment of Women and Girls (GEWE).

The Strategy is premised on UN Women's triple mandate (normative, coordination and operational) and is driven by innovation, synergies, coordination and learning for promoting gender equality and the empowerment of women and girls in the region. It is also aligned to UN Women Global Knowledge Management Strategy and is positioned for relevance of Gender within the UN Development System Reforms agenda led by the Secretary General of the United Nations. Due to the challenges faced in achieving gender equality in Africa and globally, Knowledge Management cannot be seen as an additional activity carried out on top of managing development projects, but rather as an activity that is a core value proposition for the regional function, and thus as a key contribution to programme and country office delivery. This strategy lays out the foundations for effective Knowledge Management for UN Women and provides a framework for standardization and prioritization of Knowledge Management practices in UN Women at the regional level.

The Strategy describes how UN Women shall create opportunities; develop and use systems, products and innovative approaches; and promote knowledge generation, sharing and utilization internally and externally with partners and stakeholders. The Strategy capitalizes on knowledge from past and ongoing programming to address knowledge needs and gaps in the four key thematic areas stipulated in UN Women Strategic Plan (2018-2021), the Africa

Strategy (2018-2021) and UN Women ESARO Strategic Note (2018-2021), while anticipating future demands and needs for knowledge to strengthen programming and operations. This Strategy is embedded in and is in synergy with UN Women Corporate Knowledge Management Strategy (2018-2021) implemented at the global level and which calls on all UN Women regional offices to develop specific regional strategies and action plans for operationalization of the global corporate strategy.

The Strategy highlights three critical areas of interventions namely; knowledge generation and prioritization; knowledge sharing, dissemination and action and leveraging human resources (HR) management for knowledge management capacity in ESAR. These interventions are premised on the fact that knowledge is available in different forms that require innovation, creativity and collaborative efforts and approaches to enable generation, access and utilization for improved quality of work, operational, programmatic and organizational relevance and positioning. The interventions included in the Strategy describe the requisite tools, approaches, methodologies and mechanisms that the region will harness to generate, gather, store, update and disseminate information and knowledge; ensure utilization by various stakeholders for positive results on gender equality and women's empowerment; determine the resource requirements and cost them; and include the processes and tools necessary to evaluate and measure Knowledge Management activities; thus justifying the different outputs outlined in the strategy.

The Strategy further describes the contribution of Knowledge Management to the implementation of the 2030 Agenda for Sustainable Development by ensuring certain fundamental principles, including Leaving No Woman and Girl Behind; recognizing women and girls as active participants of development and producers of knowledge including as recipients of services and partners of UN Women interventions; implementation being people-centered to ensure inclusive and results-based implementation. The strategy strives to ensure a systematic approach to knowledge management and shifting the region from ad hoc, uneven, and inconsistent Knowledge Management practices to creating synergies, providing quality assurance and availability, accessibility, and dissemination of relevant knowledge for development.

1.0: BACKGROUND AND CONTEXT

United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) was established in July 2010 by the UN General Assembly resolution 64/289¹ to accelerate the progress on meeting the needs of women worldwide and as part of the UN reform agenda of bringing together resources and mandates for gender equality, for greater impact. Globally, UN Women is mandated to support international political negotiations to formulate globally-agreed standards for gender equality; assist UN member states to implement those standards by providing expertise and financial support; and assist other UN agencies in their efforts to advance gender equality across a broad spectrum of issues related to human rights and human development. Through program and technical assistance in countries that request its assistance, UN Women works with government and non-governmental partners to help them put in place policies, laws, services, and resources that women require to move towards equality.

UN Women's vision is a world where societies are free of gender-based discrimination, where women and men have equal opportunities, where the comprehensive economic and social development of women and girls is ensured so that they can lead the change that they want to see, where gender equality and women's empowerment are achieved, and where women's rights are upheld in all efforts to further development, human rights, peace and security. This vision is reflected in UN Women Strategic Plan (2018-2021),² Africa Strategy³ and East and Southern Africa Regional Office (ESARO) Strategic Note (2018-2021).⁴ These overarching strategies prioritize a results-based management (RBM) approach for monitoring, reporting and evaluation to track progress, using a set of indicators presented in the Development Results (DRF)⁵ and in the Organizational Effectiveness and Efficiency Frameworks (OEEF).⁶ Both frameworks consider Knowledge Management as a critical enabler of programme effectiveness and quality.

1.1 Knowledge Management in the context of the 2030 agenda for Sustainable Development

The ambition set out in this Agenda must be matched by an equally ambitious drive to ensure its implementation including knowledge management

and research interventions that offer opportunities for accelerated implementation and localization efforts. This will require an adequately resourced and authoritative knowledge management and research framework with monitoring and accountability mechanisms. Robust indicators, quality data, evidence and learning are of critical importance and will to a large extent determine whether policy efforts are marshalled, and stipulated goals and targets are achieved or missed. Building integrated knowledge management, research and information systems that address gender equality in all its dimensions will provide credible evidence base that can inform such policies, support advocacy, promote accountability and accelerate the implementation and localization of the SDGs, specifically those related to GEWE.

Knowledge management would be an important contribution to the implementation of the new holistic and collaborative approach on which the 2030 Agenda for Sustainable Development is based. Indeed, knowledge can break down silos and be the most natural integrative factor system-wide and for all the stakeholders in the implementation of the 2030 Agenda. UN Women shall be a broker, facilitator, catalyst and disseminator of GEWE knowledge. UN Women will use knowledge management and research as a tool for promoting intercountry, interdepartmental, system-wide and multi-stakeholder collaboration aligned to the achievement of gender specific SDGs but also promoting its global, regional and country strategy of realizing the vision of GEWE within the context of SDGs.

1.2 Definition of Knowledge Management according to UN Women

For UN Women Knowledge Management which is a set of practices and processes that enables an organization to generate, systematize and share cutting-edge knowledge, internally and externally. In doing so, Knowledge Management promotes efficiency, reduces duplication and fosters learning and innovation. Through Knowledge Management, knowledge is transformed into an asset that can make the organization more efficient and effective. The objective of Knowledge Management is to produce and deliver the right knowledge, in the right format, to the right person at the right time in the right context. For UN Women, Knowledge Management strengthens implementation of the 'how to' of advancing gender equality and women's empowerment.⁷

The strategy prioritizes active creation, transfer, application and re-use of tacit individual knowledge and of codified (explicit) collective knowledge, supported by new and innovative work approaches, relationships and technologies, to increase the speed of innovation, decision-making and responsiveness to regional and country level priorities. It recognizes that knowledge is both a key output delivered to clients, as well as a key resource that UN Women needs in order to deliver its results on gender equality and empowerment of all women and girls. This strategy encourages all Country Offices and thematic units to use knowledge more effectively to improve the way UN Women does business and to achieve greater

impact in its GEWE outcomes in the ESARO Strategic Note (2018-2021), Africa Strategy, and UN Women Global Strategic Plan (2018-2021).

The ESA Regional Strategy aims to communicate the corporate vision and objectives for Knowledge Management and appreciates the role of knowledge sharing (UNDG, 2010) which is an activity through which knowledge (information, skills or expertise) is exchanged among people, friends, and community members as well as within organizations and constitutes *“a valuable intangible asset for creating and sustaining competitive advantages.”*

Explicit knowledge details that UN Women currently has

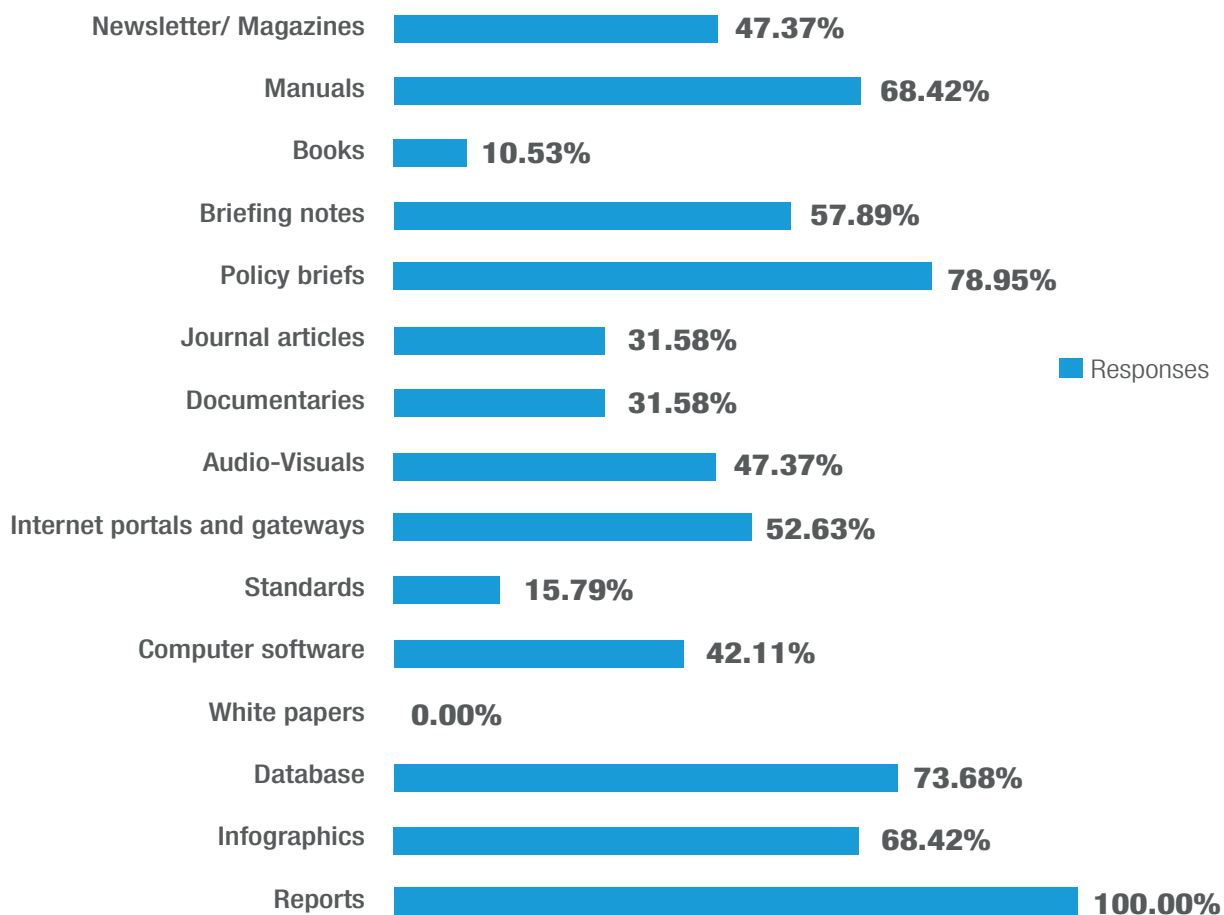


Figure 1: Explicit knowledge practices currently held by UN Women (2018 Knowledge Management Audit)

2.0: RATIONALE FOR KNOWLEDGE MANAGEMENT IN ESAR

The regional Knowledge Management Strategy is developed to respond to the different needs including:

- Promoting collective knowledge generation, learning and south-south cooperation within UN Women offices and other thematic focuses.
- Giving visibility to initiatives being undertaken under this Strategy, and the impacts of the synergized efforts by UN Women and its partners.
- Supporting coherency in messaging on UN Women's agenda and results in the region. Knowledge Management also provides the evidence base on which UN Women programs and work plans are anchored. Similarly, the dissemination and use of good practices and lessons learned enhances the implementation of programs and thus boosts their outcomes.
- Broadening UN Women's reach and facilitate wider strategic partnerships and stakeholder engagement.
- Supporting resource mobilization and rapid response to calls for proposals by development partners for UN Women's work under this Strategy. The Strategy affirms that effective dissemination of what UN Women knows will enhance its program outcomes and help it to win and retain the goodwill of its development partners. This Strategy will also expose program outcomes and priority areas of need and align the same to donor support programs.
- Providing readily accessible information, in the right formats to support project design and development; enhance information access and decision making.
- Enhancing the quality of UN Women's services; reduce operational costs associated with duplication of efforts, deepen its engagement with partners to generate optimum policy and programmatic impact; shorten response times to challenges and to the needs of beneficiaries; increase its competitive advantage; and enhance its institutional memory.



3.0: OBJECTIVES

The objectives of this Knowledge Management strategy are aligned to the global corporate expectations at the regional level which include;⁸

- Improving the performance of operations across the region premised on UN Women's triple mandate (normative, coordination, policy/programme), and on capacity development.
- Supporting evidence-based advocacy and technical advisory services to mainstream gender into UN and national policies and initiatives.
- Supporting policy dialogues on gender equality and women's empowerment (through, for example, Country Gender Equality Profiles in countries). The Knowledge Management Strategy shall establish what tools should be used to gather, store, update and disseminate information; determine the resource requirements and cost them; and include the processes and tools necessary to evaluate and measure Knowledge Management activities, thus justifying the different outputs outlined in the Strategy.



4.0: PRINCIPLES OF UN WOMEN KNOWLEDGE MANAGEMENT IN ESAR

The realization of the objectives of Knowledge Management in the region shall be premised by UN Women principles for effective Knowledge Management. For the ESA Region, these include;

1. ESAR's Knowledge Management shall always be people-centered with processes and technology being supportive functions. This is premised on the fact that some knowledge in UN Women is stored in the minds of its employees and consultants. The Strategy appreciates the fact that only a fraction of this tacit knowledge can be documented and made available in information systems. The process of documenting knowledge shall invoke personal responsibility on staff to ensure the collective realization of the Knowledge Management efforts of the region while providing an environment where information sharing, learning and collaboration are encouraged.
2. The ESAR Knowledge Management approach shall recognize women and girls as active participants in development in the region as well as recipients of services and products of UN Women's interventions. The Strategy affirms the principle of SDG implementation of leaving no one behind including the youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants by ensuring Knowledge Management interventions target them appropriately.⁹
3. To strengthen collective engagement in knowledge management, ESARO shall develop evidenced based and demand driven knowledge products linked to quantitative and qualitative data based on the needs and experiences of stakeholders. UN Women believes that there should be proper targeting and relevant audience analysis to ensure that knowledge production and dissemination have the desired impact and ensure optimal results for GEWE.
4. Partnerships and networks shall be pursued, including joint evidence-based research (and interventions to inform policy development, advocacy and implementation of UN Women Initiatives. All knowledge products shall be validated through technical reviews, individualized reviews, quality assurance group reviews and/or partner consultations and dialogues to strengthen UN Women's knowledge products, policy guidance and programme proposals.
5. Knowledge is contextual-There shall be no one size fits all approach to Knowledge Management in ESAR. as Knowledge Management adds value to different thematic focuses, groups, and stakeholders of the organization in different ways. Different Knowledge Management initiatives shall be designed targeting specific audiences for specific aspects of Knowledge Management. Innovation and creativity are critical pillars including targeting innovation labs in the region to strengthen their capacity to conduct gender focused GEWE research and pass on the data skills that will help transformative initiatives.
6. Decentralization is key to Knowledge Management - The strategy recommends an implementation approach where all multi and country offices implement Knowledge Management practices in a decentralized manner that enhances knowledge production and sharing, fostering an organizational culture for Knowledge Management. The Strategy will capture knowledge, such as lessons learned and proven results and support innovative replication and scale up of success while leveraging the potential of institutional memory.
7. Knowledge is an output and a key asset for organizational efficiency-The strategy believes effective Knowledge Management prevents misuse of financial and human resources by effectively sharing knowledge across the organization and retaining it over time. Duplication and wasteful 're-invention of the wheel' will be minimized.

5.0: CURRENT KNOWLEDGE MANAGEMENT STATUS

5.1 Successes of Knowledge Management (2014-2017)

Feedback from M/COs show that the development of a [Knowledge Hub](#) hosted on UN Women Intranet was a success. The Knowledge Hub is the place where colleagues from country offices and the region connect, exchange knowledge, ideas, insights and experience and hold regional conversations to improve programmatic and operations efficiency to beneficiaries. The hub responded to the demand for a one-stop platform that offered information and knowledge sharing for evidence-based cutting-edge research, data, technical resources, lessons and good practices that are replicable and scalable.

UN Women ESARO commissioned a Publications Reader Survey in 2016¹⁰ to gauge UN Women’s reach and level of engagement with its many stakeholders in line with its knowledge products. The survey indicates that ESARO’s publications are

widely useful to a diverse audience including other UN agencies, non-governmental organizations and community organizations, policy makers, development agencies, private sector agencies, academic institutions and gender advocates. Survey analysis revealed that 97 per cent of respondents found UN Women publications to be reader-friendly and support positioning gender equality and women’s empowerment as a core principle of development.

Almost all respondents, 98.4 per cent, indicated that they would readily recommend UN Women publications to other users. Furthermore, the study implies that the majority of respondents were consulting UN Women publications to get general information about gender equality and women’s empowerment (70.7 per cent). Other reasons for consulting these publications included for reference (69.3 per cent), research (60.0 per cent) and development of new programmes (56 per cent), as well as for advocacy and policy formulations, training, resource mobilization and evaluation.

UN Women developed various knowledge products which have been used by diverse stakeholders in programming, evidenced based policy formulation, advocacy and implementation while also informing various development processes in the region.

ESARO has successfully created thematic communities of practice including Women’s Economic Empowerment, Leadership and Governance, Ending Violence Against Women and Girls, Sustainable

Purpose for consulting UN Women publications

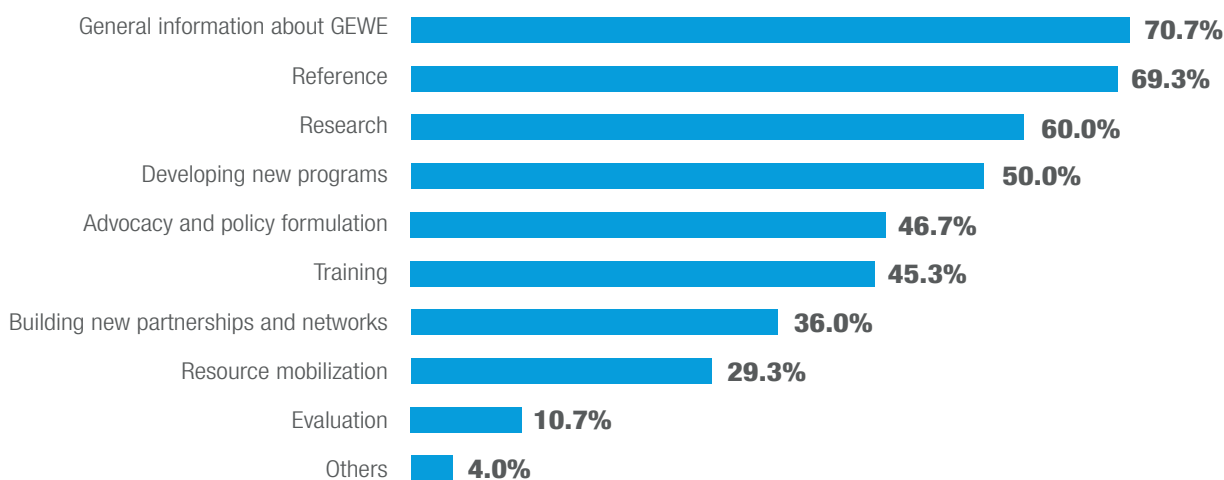


Figure 2: Finding- UN Women ESARO Publications Reader Survey (2016)

Development Goals and Operations with modalities of monthly virtual meetings and an annual face to face regional convenings. There is need to regularize the engagement in these communities of practice and strengthen multi and country office inputs and benefits in addition to creating new thematic communities. The COPs will facilitate a new way of working, in which personnel actively shares knowledge, across sections and offices (multi and country offices and headquarters) regularly

.According to ESARO Corporate Evaluation (2017), UN Women has successfully held regional Sharefairs,¹¹ conferences, and dialogues. The Sharefairs¹² have been used to accelerate development and response for GEWE, and the overall achievement of the Sustainable Development Goals (SDGs). The Sharefairs¹³ also facilitated long term collaboration amongst regional stakeholders with the aim of identifying challenges and best practices, using data and predictive methods; and mobilizing support and resources to incubate, accelerate and scale effective solutions for GEWE. The Sharefairs brought together several UN agencies with the coordinative leadership of UN Women ESARO and other like-minded agencies including intergovernmental and interparliamentary bodies, CSO networks, the private sector, academia, government partners amongst others.¹⁴

UN Women ESARO has also supported cross regional peer to peer learning and knowledge exchange while feeding into both regional and global processes including the development of the global SDGs monitoring report and leading in the development of tools and guidance notes for SDG localization and implementation. These have been used to showcase the interventions in the region and build a case for positioning the region as the lead in GEWE knowledge.

5.2 Feedback and lessons learnt

- ESARO has learnt that to strengthen collective engagement in knowledge management, demand driven knowledge products must be developed (UN Women, 2016). This can only be realized through collective efforts and targeting ensuring that silos are broken, and teams continuously consult with M/COs and other stakeholders targeted for knowledge generation and dissemination.
- Another lesson linked to this is that high level policy dialogues, seminars and knowledge sharing platforms have proven to be effective for


advocacy, partnership development and overall programming. The Regional Office shall hold diverse policy dialogues and seminars relating to the thematic areas of intervention as outlined in the Africa Strategy and ESARO Strategic Note. Such dialogues inform and influence normative frameworks at the regional level and compliment those at global level such as the Commission on the Status of Women (CSW) and Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW).

- Capacity development (CD) on knowledge management and research is one of the critical enablers of ESARO's interventions. Thus, to ensure sustainability, the Strategy advises on a robust capacity development/strengthening Strategy to guide CD initiatives both internally within UN Women and externally targeting UN Women partners.
- The publications reader survey (UN Women, 2016) advises on leveraging innovative dissemination mechanisms and packaging of knowledge products to suit the diverse UN Women audience and ensure wider outreach and evidenced based policy advocacy and implementation.
- Communities of practice are an effective tool of knowledge generation, sharing and solutions to R/M/CO programmatic and operational interventions and efforts. In the period 2014-2017, UN Women successfully hosted communities of practice on Women's Economic Empowerment, Leadership and Governance, Sustainable Development Goals and Operations all of which held regular virtual consultations as well as annual face to face meetings.

5.3 Challenges of Knowledge Management in UN Women ESAR

Even though UN Women has been recognized as a leading broker, innovator and leader in GEWE knowledge, networking and evidenced based policy engagement, this Strategy recognizes some challenges to effective Knowledge Management. These include;

- Knowledge Production
 - In 2016, a Publications' Reader Survey¹⁵ confirmed that ESARO's publications are useful to a wide and diverse audience, are reader-friendly and help position GEWE as a core principle of development. It was however noted that the knowledge products developed by the regional office are not necessarily



demand driven and are instead supply driven. Knowledge Management efforts in the period 2018-2021 shall focus on demand driven cutting-edge research, knowledge production and dissemination in line with the global and regional strategies and based on analysis of contexts in terms of what situation presents an opportunity for development of a publication and whether it relates to the regional and country offices' needs and need for targeted actors on GEWE.

- Knowledge Dissemination
 - The Knowledge Hub hosted on the intranet requires improvements with regards to efficiency and usability on a day to day basis. Accountability mechanisms need to be defined to ensure adequate maintenance, use and sustainability.
 - The region has not yet harnessed the power of diverse formats for developing publications.
- Accountability and incentives for knowledge management
 - The organization has accountability mechanisms for Knowledge Management with specific Knowledge Management activities captured in the job descriptions and terms of reference for employment. There lacks a proper reinforcement mechanism for accountability for measurements of results hence a challenge on staff participation in certain components of knowledge management such as participating in the communities of practice and inputting information in the knowledge hub. The situation is however mitigated through the global Knowledge Management Strategy which mandates all staff to include Knowledge Management indicators in their performance management plans (PMDs).
 - Reward for knowledge sharing is limited or weak. Lacking rewards for sharing of knowledge. Therefore, staff lack incentives and time to engage in knowledge sharing

and learning beyond the bounds of their immediate deliverables. Although most of the strategic notes and country programs include a knowledge component, responsibilities for Knowledge Management are often diffused and hampered by competing responsibilities of staff members in field offices. This is a major constraint to bottom-up knowledge production, especially as it pertains to the identification, documentation and sharing of good practices and lessons learned. There is need to address this issue through setting up incentive systems under which contributing to strengthening organizational knowledge is used as criteria to assess job performance.

- Knowledge Capture, Learning and Knowledge Sharing
 - Knowledge sharing is not yet fully institutionalized as a cross-functional and cross-practice exercise with diverse Knowledge Management approaches within individual practices and thematic units. The Strategy also notes that not enough emphasis is put on cross-fertilization between projects and programmes.
 - There are limited Knowledge Management focal persons at country level. Thus, implementation of the strategy may be difficult with the result that implementation of coordinated Knowledge Management and innovative initiatives are limited, if not counter-productive.
 - Codification of knowledge has typically been in the form of formal, lengthy reports, publications and guidance notes.
 - Weak culture for organizational learning. Many staff may not be aware of information and knowledge systems and repositories available for their use and may not be used to sharing/ disseminating knowledge, documenting and appreciating success, experiences and best practices of their work.

6.0: KNOWLEDGE MANAGEMENT STRATEGIC PRIORITIES (2018-2021)

Different strategies will be applied to ensure that the necessary solutions are adopted to provide easy and timely access to the knowledge that is needed for improved quality of work and operational relevance. M/COs will be encouraged to undertake similar strategies at country level.

To generate, capture, analyze disseminate and support utilization of knowledge, a number of strategic priorities have been identified;

6.1 KNOWLEDGE GENERATION AND PRIORITIZATION

6.1.1 Generation of knowledge products and publications

This Strategy targets generation, dissemination and uptake of diverse knowledge through various products including; publications, success stories, position papers, reports, case studies, briefing notes, policy briefs, comparative experience papers, good (or best) practices, how-to guides, lessons learned papers, background papers, fact sheets, info graphics, audio visuals as well as newsletter, web and social media articles. All these shall be appropriately packaged in interactive and innovative reader attractive formats including written, graphical, electronic, print, broadcast, and verbal media for users.

Knowledge Management efforts in the period 2018-2021 shall focus on evidence based and demand driven cutting-edge knowledge production and management. The Strategy shall undertake a biennial publications reader survey covering the entire region to establish the publications commonly sought by UN Women stakeholders in the region, what form of publications are being sought by diverse audiences, how often the publications are consulted by the audiences, which parties seek them and in which

format they preferred (whether electronic or hard copies), and the ways in which UN Women could improve upon the presentation of publications to accelerate demand by diverse stakeholders. Also, the ESARO shall document the results and impacts of utilizing UN Women publications in the region including opportunities for generating new and demand driven knowledge products.

The Strategy notes that there can be demand for publications only if potential users know they exist, thus dissemination of the Knowledge Products is key ESAR shall develop and localize a regional publications and quality assurance system which include guidelines, templates, standards, an annual knowledge products plan, which would assist to define formats for presentation, streamline branding and visibility, develop ethical review principles, proper audience assessment, assessment of information, research and data needs for thematic units and country offices, develop a peer review mechanism of knowledge products among others to ensure production of high quality external publications that are coherent, reader-friendly and cost-effective. The absence of such system favors inconsistencies in the quality of knowledge products and makes it difficult at times to use, adapt, translate or share resources. The global strategy will provide guidance for developing knowledge products including quality assurance criteria and processes and a typology of knowledge products.

A corporate quality control system shall include a peer-review mechanism, an expert review mechanism, a data and fact checking system. It will further link the regional and country experiences and knowledge with lessons learnt and good practices from other regions and countries. The quality assurance system and process shall be decentralized and implemented at country level and approved by Regional Offices as articulated in the global knowledge management strategy.

The Strategy shall establish knowledge products' dissemination system and mechanism with clear dissemination pathways, target audience, and impact projections for individual knowledge products leveraging on existing platforms and diverse stakeholders. Dissemination shall be the responsibility of all ESARO staff and stakeholders.

The Strategy recommends that prior to investing in a knowledge product, a proper scan of demands and supply chain, existing tools and knowledge products is done to avoid duplication of efforts.

6.1.2 Standardization of tools and guidance on specific thematic R/M/CO priorities

UN Women shall identify the common country opportunities for trainings, capacity development/strengthening and advocacy and develop standardized tools, guidance and strategies for the same to ensure a uniform approach rather than haphazard delivery modalities. The standardized instruments shall define the generally accepted practices to ensure the quality of delivery of the interventions both at M/CO and regional levels. Standardizing tools and guidance results in improving the performance of R/M/COs supporting common approaches, reduction of duplications and time wastage and ensuring quality of delivery and results.

6.1.3 Documentation of programming results, good practices, case studies and lessons learnt

The Strategy shall target diverse activities including documentation of case studies, success stories and impact of the interventions by various countries to increase the profile of their work and ensure they are recognized as critical players of development. This documentation is meant to increase learning among diverse actors, (including governments and non-state actors), and help replicate successful approaches and methodologies utilized in accelerating the achievement of GEWE. The documentation shall showcase how interventions impact on the lives of African women and girls; and how best to replicate the interventions.

6.1.4 Evidenced based research and analysis

6.1.4.1 Quantitative and qualitative analyses on GEWE in ESAR

The Strategy focuses on mobilizing, collating, analyzing and interpreting quantitative and qualitative to inform and drive various interventions outlined in the Africa Strategy and ESAR Strategic Note. Demand driven thematic studies with high multiplier effects shall be undertaken or collated, and results used to inform evidenced based programming, investment, policy formulation, advocacy, and implementation.

In addition, the Strategy will focus on repackaging and tailoring the evidence from the studies whilst informing relevant processes including SDG implementation and localization. UN Women ESAR shall develop a comprehensive Research Agenda in line with the related strategies and R/M/CO priorities, to identify possible and practical solutions to the many challenges that women and girls face.

Further, ESARO shall contribute to global flagship studies including Progress of the Worlds Women, World Survey of the Role of Women in Development and Gender Equality in the 2030 Agenda for Sustainable Development, Global SDG Monitoring Report, among others.

The region will encourage all country offices in ESAR to produce country gender equality profiles as part of positioning key gender indicators in the region at country level. UN Women, at the global level, shall produce guidance notes to ensure that the Country Profiles are evidenced-driven and contribute to support for policy and advocacy for gender equality.

From the profiles, a regional analysis of trends would be developed and disseminated for utilization to inform programming.

6.1.4.2 Better production and use of data, information and gender statistics

The Strategy shall harness the current momentum and support for the SDGs and for gender statistics and data more broadly, including the Flagship Programme on Making Every Woman and Girl Count (MEWGC).¹⁶ When used for evidenced based advocacy and awareness-raising, data can stimulate democratic debate on GEWE, therefore ensuring accountability for the realization of women's human rights. Sex-disaggregated data shall be collected from institutions, R/M/COs, intergovernmental and interparliamentary bodies (RECs), academia and research think tanks, women and girls, the communities with which UN Women works, and the UN.

6.2 KNOWLEDGE SHARING, DISSEMINATION AND ACTION

6.2.1 Institutional learning

UN Women shall provide a system which facilitates knowledge creation, storage, organization and transfer including continuous trainings and capacity development processes; and shall strengthen interventions on new and emerging innovations and technologies that enable the knowledge management function in the ESAR. These shall include developing a knowledge continuity plan that retains key skills, tacit knowledge and experience even as staffs exit. The plan will focus on building a knowledge sharing culture, knowledge-based process planning, developing mechanisms that ensure generation, capture, dissemination and utilization of both tacit and explicit knowledge whilst building peer to peer

learning and institutional capacity. These would ensure retention of knowledge assets and utilization of lessons learnt in plans, project and programmes of the regional, country and multi-country offices.

ESAR Institutional Learning shall focus on;¹⁷

- a) Integrating Knowledge Management indicators in Performance Management and Development;
- b) Creating a supportive knowledge management sharing culture and environment;
- c) Creating non-monetary incentives for knowledge management;
- d) Identifying knowledge management champions at country level to act as focal points for purposes of knowledge production, research and Strategy implementation;
- e) Fostering a culture of innovation, learning and change;
- f) Utilizing evaluation findings and lessons learnt to improve programming approaches;
- g) Developing and enhancing staff awareness, knowledge and skills;
- h) Cross country and regional knowledge fertilization on GEWE issues of common interests;
- i) Knowledge advisory, technical support, capacity development and strengthening for R/M/COs and other stakeholders.

UN Women ESAR will sharpen its profile in providing demand driven technical support for knowledge production processes to programmes and operations teams of country and multi-country offices, and their strategic partners. The Knowledge Management and Research unit shall endeavor to build and enhance related capacities in line with the regional capacity development Strategy to ensure delivery of evidence, data and research, tested and effective knowledge services, products and citizen engagement on GEWE.

The Strategy lays emphasis on offering integrated services on knowledge, innovation, research and capacity development together as a mutually reinforcing and supporting package to the multi/country offices, thematic units in the regional office and partners of UN Women in ESAR, rather than providing these services independently from each other.

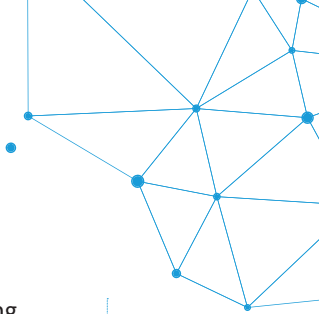
6.2.2 Re-aligning thematic Communities of Practice (CoPs) to the strategic note, Africa strategy and UN Women strategic plan

In the previous ESAR Strategic Note period (2014-2017), the communities of practice have not regularly met and most often, opportunities for face to face meetings have been missed. The Strategy recommends an annual budgetary allocation to facilitate these meetings from a regional, country and multi and country office perspective based on agreeable models. These Communities of Practice, which shall be profiled in line with the thematic focuses of the region, are a critical complement to informal social networking, and shall require dedicated facilitation, content curation and quality assurance by the Regional Office with clear guidance and support for their design, management, monitoring and evaluation to ensure horizontal knowledge sharing. The Communities of Practice shall be redesigned and facilitated through diverse mechanisms including virtual engagements- through online space, knowledge hub on the intranet, face to face- etc. depending on discussions targeted. A pipeline of topics will be developed to guide the CoP convenings and discussions focusing on good practices, lessons learnt, challenges and mitigation. UN Women shall preserve the successful elements of its previous work with CoPs, while adjusting their substantive intent along the priorities of its new Strategic Note (2018- 2021), and related strategies. The ESARO will consider opening up the COPs further to external partners.

UN Women proposes an annual face to face convening of diverse thematic communities of practice facilitated by the regional office and attended by thematic representatives from all multi and country offices with a clear agenda related to the thematic focuses. This should be integrated in the annual work plans of every multi and country office with resource allocations for participation especially for the face to face meeting.

6.2.3 Peer learning and South-South cooperation for Knowledge Management

UN Women ESAR external knowledge management efforts will closely align and directly tie in with UN Women's regional engagement with the South-South and Triangular Cooperation which focuses on cross country and regional knowledge exchange, learning and evidence-based advocacy, research and analysis and regional knowledge sharing of scalable solutions for GEWE. UN Women, through its multi and country offices in ESAR will – in collaboration with other UN



agencies and external stakeholders support country offices in responding to demands for knowledge from the region and country offices through clearly established strategic niches and programme models, facilitating South-South learning, engagement with the regional convenings and country exchange visits while developing strategies for engaging regional institutions and intergovernmental forums.

UN Women ESAR will also further promote knowledge-sharing as part of the effective engagement in GEWE agenda and as a means to help countries and institutions to learn from each other, to create visibility for their experiences and successes and strengthen them in their role as suppliers of GEWE solutions through their participation in south-south linkages and regional events. Based on the implementation of the priority activities in each country, the regional office will facilitate inter-country peer learning through country visits of projects and exchange programmes.

It is important to note that flexible and timely sharing of knowledge and information within communities, across hierarchical and unit boundaries, and from one country office to another, translates into a significant increase in South-South exchange. It provides a new opportunity for all M/COs, staffed predominantly with national programme staff, to communicate directly with each other

6.2.4 Policy dialogues, seminars and conferences

The Strategy recommends developing an annual Policy Agenda in collaboration with research think tanks, related universities, UN agencies and other stakeholders; and launching thematic and country-based Policy Dialogues, Seminar Series and Conferences to catalyze action on national and regional priority issues related to gender equality and women's empowerment. Noting that this will accelerate progress towards the achievements of the outcomes of ESARO's strategic note and Africa Strategy in line with UN Women Global Strategic Plan. These convenings will bring together selected stakeholders to discuss investment in interventions that accelerate opportunities for the thematic focuses and multi/ country offices. They will identify possible and practical solutions to the many challenges women, girls and youth in Africa face and accelerate efforts towards evidence-based policy formulation, advocacy and implementation. They shall be a platform for sharing knowledge and experience on the four thematic focuses and the cross regional initiatives in the Africa Strategy, showing implementation

models, establishing partnerships, and developing solutions for women and girls. Good practices shall be showcased at these convenings to stimulate replication and scalability. The convenings will also provide a platform for women to lobby governments for action aligned to the thematic and multi and country focus needs. It will be a perfect opportunity to target inclusive and sustainable growth for women and girls. The convenings will ultimately influence holders of power to make decisions, policies, laws and investment options that are favourable to women, girls, youth and other marginalized members of society to realize the vision of UN Women in ESAR.

UN Women will draw on its thought leadership and experience in coordinating complex initiatives with multiple actors to trigger policy and programme action in support of gender equality and women's empowerment.¹⁸ It is hoped that the policy dialogues, seminars and conferences shall solidify high level stakeholder support towards the importance of prioritizing dissemination and uptake of UN Women's knowledge products to discuss challenges, policy options, investment options and look at some of the emerging areas that are likely to improve the livelihoods of women and girls in Africa. They will build on the recommendations made by all stakeholders to create political goodwill for African countries for accelerated attention to the priorities and needs of women and girls.

6.2.5 Strengthening the use of existing systems and virtual platforms in ESAR

This shall include the use of UN Women virtual platforms and the regional knowledge hub for knowledge dissemination and mobilization. All country offices and the region shall be encouraged to utilize opportunities available on the SharePoint-Intranet, virtual communities such as Ending Violence Against women and girls' community of practice platform among others and ensure they access various resources, opportunities from different regions, official organizational updates, templates, guidance notes and linkages to other UN Women virtual platforms. Through the Intranet, staff would also be able to access the Knowledge Hub for ESARO which was developed in 2016. The Hub is the place where colleagues from M/COs and the region can connect, exchange knowledge, ideas, insight and experience to improve programmatic efficiency, operations and services to beneficiaries. It is an online platform for Multi and Country offices and regional conversations, which shall also establish several thematic groups and CoPs including colleagues, consultants, researchers, volunteers and many others, talking, sharing and

solving regional issues together. The Knowledge Hub¹⁹ helps ESAR staff to;

The region shall be encouraged to maximize the utilization of the wide arrange of UN Women knowledge platforms, including UN Women Africa and global websites, thematic portal such as ending violence against women and eLearning Campus and UN Women systems and tools such as RMS and DAMS.

Data and information from these platforms shall be analyzed and packaged to inform various processes at the regional level including planning processes, mid-term reviews, development of various knowledge products, among other programming and operational needs by both country offices and thematic units.

6.2.6 Strengthening and building new partnerships, coordination and networks for knowledge management

ESARO will ensure that the tripartite mandate of UN Women (Normative, operational, coordination) is strategically leveraged to maximize UN Women positioning in knowledge generation, packaging,

dissemination and utilization. UN Women will support the flow of information and country-level preparations and effective engagement in global and regional inter-governmental and inter parliamentary processes and with the Regional undg processes as an approach to Knowledge Management.

ESARO will forge and strengthen multi-layered partnerships at continental, regional and national levels with diverse agencies including multi and country offices, the government, and other semi-autonomous government agencies, academia, other development partners, women and girls, intergovernmental and inter parliamentary agencies/ Regional Economic Commissions, and UN agencies who are supporting national data collection, (e.g. UNDP, UNICEF, World Bank etc.). The objective of the partnerships would include among other things to provide a forum for discussion and agreement on strategic Knowledge Management priorities to strengthen collective efforts towards accelerated action on GEWE. The partnerships would also ensure that gender and women's rights are well articulated and prioritized in the knowledge products generated by the partners and stakeholders.



Figure 3: The benefits of the ESAR Knowledge Management hub

6.3 LEVERAGING HUMAN RESOURCES (HR) MANAGEMENT FOR KNOWLEDGE MANAGEMENT CAPACITY IN ESAR

UN Women ESAR will leverage Knowledge Management for identification, development, mobilization, and management of human resources in ways that allow the organization to draw from a pool of qualified practitioners and experts at any time, mobilize staff members to be available for ad-hoc initiatives and virtual projects, and streamline UN Women's roster functions to provide universal access for thematic units and country offices to UN Women's pool of consultants.

UN Women ESAR will build the capacity of staff in Knowledge Management methodologies, communication, documentation, storytelling and the use of, online communications tools like WebEx, webinars, Skype for business, outlook email utilities, google hangouts, e discussions, social media chats, teleconferencing among others to ensure knowledge sharing, lessons learning and networking activities amongst R/M/COs, projects and programmes yield the desired quality and impact, and seek collaboration with other country offices, the UN family and external partners. M/COs will be encouraged to establish Knowledge Management and Research units which shall contribute to the overall vision of Knowledge Management efforts in the region. Knowledge Management and HR teams will work together to foster the systematic streamlining and application of Knowledge Management incentives and indicators in HR recruitment, job descriptions, staff development and performance assessment across all staff levels, units and multi and country offices, to emphasize the role and responsibilities of each UN Women staff member as a knowledge worker/broker and agent.²⁰

UN Women will analyze the knowledge base of its staff, identify expertise gaps, and plan staff development and recruitment accordingly.

Inputs will be regularly provided to thematic units and country offices to ensure that they capture substantive orientation of Knowledge management in their annual work plans, strategic notes and operations on a continuous basis.

The use of back to office reports shall be maximized to the extent that staff from missions add their feedback to the organizational processes and that lessons from the missions are utilized for the improvement of UN Women's mandate in the region.

Where possible, UN Women shall hold after-action reviews, brown bag meetings, knowledge fairs,

Thursday Monthly Morning staff meetings (TMMs), online learning courses, and host discussion forums to generate, disseminate and provide solutions to knowledge management issues. Every country office shall be encouraged to create a Shared Drive to ensure access to all documents and information by staff. A guidance note for filing and monitoring shall be developed by the Knowledge Management unit to inform staff on potential filing modalities in the drive.

Inputs will be regularly provided to thematic units and country offices to ensure that they capture substantive orientation of Knowledge management in their annual work plans, strategic notes and operations on a continuous basis.

7.0: STAKEHOLDER ANALYSIS

Effective engagement of stakeholders, including management of knowledge for GEWE, is vital in supporting all GEWE interventions at each step. The objective of stakeholder analysis is to ensure that those who have an interest in GEWE, and/or those who can influence UN Women’s Knowledge Management work in the region are engaged and their concerns taken into account. Experience has shown that such an approach improves the quality of knowledge management implementation process and products, and greatly strengthens stakeholder ownership of the results from a Knowledge Management process.²¹

The Strategy defines stakeholders as agencies, organizations, groups or individuals who have a direct or indirect interest in development interventions by/ of UN Women, specifically for knowledge mobilization, generation, dissemination and utilization. They can have influential bearing on the outcomes of the Knowledge Management

process. UN Women believes that it is beneficial to identify and analyze the needs and concerns of different stakeholders, particularly when Knowledge Management interventions aim to influence policy, advocacy and programming.

The Strategy targets;

- Internal stakeholders
- External stakeholders

These are further categorized into;

- Key stakeholders- Those who shall significantly influence or are important to the success of UN Women’s Knowledge Management activities (Staff).
- Primary stakeholders (who have a direct interest in UN Women’s Knowledge Management process, services and products)- Those individuals and groups who are ultimately affected by UN Women’s Knowledge Management activities, either as beneficiaries (positively impacted) or those adversely impacted as users of our knowledge products.
- Secondary stakeholders (who have an indirect interest in UN Women’s Knowledge Management process, services and products)- All other individuals or institutions with a stake, interest or intermediary role in the UN Women Knowledge Management activities (Partners).

Stakeholder Groups.²²

Internal stakeholders	External stakeholders
<ul style="list-style-type: none"> • Multi and Country Offices • Regional Office • UN Women HQ-Knowledge Management Section, Policy Division, Research and Data section, Coordination, Intergovernmental Division among others. • UN Women Knowledge Management, Research and Data Section 	<ul style="list-style-type: none"> • Beneficiaries and affected populations/communities • UN Agencies or Country Teams • NGOs and community-based organizations • CSO networks • Regional Civil Society Advisory Group- RCSAG • Media • Women’s collectives and associations • Academia and research think tanks • Donors • Co-operating partners • Private sector • African governments/ Member States • Implementing partners • Inter-governmental and inter-parliamentary agencies including AU, IGAD, COMESA, SADC, SADC PF and EAC • Opinion leaders

Table 1: Stakeholder Groups

Stakeholders shall be involved at specific/appropriate steps of the Strategy implementation process without compromising the independence, integrity or impartiality of their participation but also ensuring maximum gains from their engagement.

Private sector organisations contribute through diverse research initiatives while some organisations target women as part of their core business activities.²³ Joint partnerships on research and Knowledge Management shall be implemented with these target audiences.

The Civil society shall include the Civil Society Advisory Groups both at multi and country level and regional level, regional networks, community-based organisations and non-traditional stakeholders like Faith-Based Institutions. These networks to be targeted would have advocated for and contributed to drafting of legislation and policies on GEWE in addition to promising practices, interventions and initiatives which contribute to the realization of UN Women's vision in the region. The UN system is a critical partner as UN Women shall leverage on the UNDAF processes to push strategic Knowledge

Management and research priorities implemented jointly with other UN agencies. UN Women has previously engaged in joint initiatives including the study on the cost of the gender gap in agricultural productivity (with UNEP PEI and World Bank),²⁴ Sharefairs²⁵ and other regional level initiatives. Regional intergovernmental and interparliamentary bodies under the umbrella of the African Union (AU) including the East Africa Community (EAC), Common Market for Eastern and Southern Africa (COMESA), Intergovernmental Authority on Development (IGAD), and the Southern Africa Development Community (SADC) are playing a critical role in implementing the agenda 2063 and 2030 respectively. The Strategy shall target them with joint Knowledge Management and research initiatives as they have a specialized role to play in the localization and implementation of the SDGs and Agenda 2063 due to their coverage, convening power, intergovernmental nature and strength, broad-based cross-sectoral mandate, and experience in mobilizing regional consensus on key intergovernmental agreements.

8.0: KNOWLEDGE MANAGEMENT OPERATIONAL AND IMPLEMENTATION STRUCTURE IN ESAR

The strategy shall be implemented utilizing the Results Based Management (RBM) approach, in line with the UN Women Global Strategic Plan, Africa Strategy, Global UN Women Knowledge Management Strategy and ESARO's Strategic Note (2018-2021). Focusing on the Knowledge Management priorities discussed in the Strategy, ESARO must be prepared to re-imagine the resource implications of knowledge services in UN Women in a way that maintains high-quality and dependable Knowledge Management support to UN Women's practices, multi and country offices, thematic units, projects and programmes while at the same time adapting to the emerging structure on the role of regional offices in UN Women globally, evidenced based and demand-driven knowledge production, advisory and oversight functions and services. The ESARO Knowledge Management and Research unit will lead UN Women's work in knowledge management,²⁶ in collaboration with thematic Advisors, Specialists and multi and country offices in ESAR with HQ related units. The Global Knowledge Management Specialist will provide quality assurance. The unit will implement this Strategy using the results of UN Women's regional reviews noting that the Knowledge Management function is cross cutting and cross thematic. Regional Policy Advisors, thematic Specialists and R/M/COs will be accountable for collecting and developing thematic knowledge and products, as well as promoting south-south knowledge sharing and transfers. They will therefore be expected to include Knowledge Management interventions within their annual work plans and related strategies. The Regional Office will translate M/CO knowledge agenda into regional interventions and plans and ensure that the work of M/COs is aligned with the knowledge agenda as outlined in this Strategy. Quarterly monitoring and reporting meetings shall be held with the Regional Director and Deputy based at ESARO and the Global UN Women Knowledge Management Specialist based in New York.

The Strategy encourages that all staff in the region profile themselves as knowledge agents who will actively seek opportunities to increase UN Women's body of knowledge and foster the free flow of information and knowledge amongst M/COs, thematic units, UN agencies, external actors, and HQ. Dedicated and specialized expertise on implementing the strategy shall be mobilized as needed. Further, in line with the global knowledge management strategy, all staff will be expected to integrate knowledge management related activities in their performance development plans (PMDs) to increase accountability for results.

This shall be achieved when;

- M/COs encourage and release staff to support peer support requests from staff in other Offices to stimulate the culture of learning and staff development;
- M/COs and thematic units at the regional office prioritize capture, analysis and sharing of lessons learned as key deliverable of their projects;
- M/COs and thematic units at the regional office prioritize internal and external forums on GEWE to position the region as a leading broker and go-to agency on issues of GEWE;
- M/COs and thematic units at the regional office continuously assess innovative ideas and pathways of policies and knowledge products on GEWE with diverse actors to identify knowledge gaps that UN Women should respond to in the region.
- Programme staff continuously seek knowledge, new innovative GEWE solutions, and products outside of the organization and lessons learnt and find ways of incorporating them in UN Women ESAR programming.
- M/COs and thematic units are held accountable to their role in knowledge production, dissemination and utilization through clear performance indicators.

Similarly, the Strategy builds synergy with communication activities such as public relations, events, scholarly communication, media relations, public engagement, social mobilization, evidenced based advocacy, policy formulation and implementation and alliance building. Communication activities and channels shall provide strategic platforms for knowledge creation, capture, sharing, validation and use. Thus, by implementing programmatic and communication initiatives, UN Women will also further its knowledge management agenda.

8.1 How the Strategy shall influence dissemination of knowledge at R/M/CO level

Knowledge sharing seeks to ensure that knowledge generated is accessible to inform programming, operations, capacity building, learning, and evidenced based policy formulation, advocacy and implementation efforts and to reach out to various stakeholders from practitioners to policy makers. UN Women has developed and used a variety of knowledge dissemination platforms (websites, email lists, newsletter, videos, expert referral systems, policy dialogues/seminars, conferences, Sharefairs, brown bags, e discussions, social media chats etc.) that contribute significantly to publicizing knowledge products and services with an eye on results. UN Women will continue to sustain and enhance the use of existing platforms. In fact, further investments are needed in setting up systems that facilitate the strategic dissemination of knowledge products. However, effective knowledge sharing demands efforts beyond the random dissemination of knowledge products: it requires intentional and consistent efforts at regional level and in the field to strategically identify target audiences and design adequate outreach messages.

8.2 Establishment of thematic regional reference groups

To fulfill its mandate, UN Women considers Thematic Regional Reference Groups as one of the most important constituencies providing a dynamic source for ideas, policy perspectives, partnerships, quality assurance of publications, and support for the organization. Closely linked is the vital advisory role that will be played by the Thematic Regional Reference Groups in advancing shared objectives in promoting gender equality and the empowerment of women. UN Women Eastern and Southern Africa (ESAR) shall set up Thematic Regional Reference Groups comprised of a diverse team of high-level technical experts in Gender Equality and Women's Empowerment in line with UN Women's strategic priorities.

They will help UN Women achieve the goal of ensuring women and girls benefit and attain the aspirations of the development frameworks in Africa including agenda 2030 on sustainable development- SDGs, Financing for Development, Agenda 2063, among others. UN Women shall form Reference Groups in the following thematic areas; Women's Economic Empowerment, Leadership and Governance, Women Peace and Security, Humanitarian Action, Ending Violence against Women

and Girls, HIV/AIDS, Sustainable Development Goals and Gender Statistics and Knowledge Management and Research (also quality assurance group for ESARO). The groups shall hold at least one annual face to face meeting complimented with virtual engagements on a continuous basis. A Terms of Reference (TOR) defining their specific roles has been developed by ESARO. Additionally, ESARO shall form a KM Board that supports implementation of KM strategy which shall work with ad hoc groups supporting with peer review of specific knowledge products depending on the type and theme of each knowledge product.

8.3 ESAR Knowledge Management enablers

8.3.1 Organizational culture and behavioral management

The Strategy defines organizational culture as a set of beliefs, which provides an identity for the organization, which in turn defines how the organization runs its day to day knowledge management activities (Onyisi, 2015).²⁷ This set of beliefs include organizational purpose, criteria of performance, location of authority, legitimate base of power, decision-making orientation, leadership style, compliance, evaluation and motivation (Schermerhorn et al., 1991). There is a general agreement that a knowledge-friendly environment that fosters knowledge production and sharing, which also supports individual, team and organizational learning²⁸ must be present or nurtured in order for knowledge management implementation to succeed. There is a basis in UN for an open, collaborative and team-orientated culture. UN Women has also developed online platforms, indicating that staff are already proactively sharing knowledge and have bought into knowledge management practices. The Strategy premises on people as the engine of operationalization and affirms that the collaborative culture will need to continue to enable a favorable environment for successful knowledge management. A collaborative culture would also help to break silos among thematic focuses and increase synergy with avoidance of duplication of efforts while increasing learning among teams. Effectiveness in managing knowledge is premised on the existence of a culture of learning and the availability of technical and financial capacity to identify, harness, systematize, share and support the use of knowledge.

The Strategy treats all staff as learners, knowledge agents, generators, brokers, creators and harvesters who must embrace their role in UN Women as

knowledge owners and users. All staff must engage in the entire knowledge cycle to guarantee association with UN Women ESAR processes, evidence, innovations and developments in GEWE, sharing on-going work, questions and learning points with peers and actively engaging in conversations to shape GEWE thinking, policies and solutions. The assumption is that Knowledge Management is an internal and compliance-driven process that requires an open and external view that builds on mutually beneficial peer support, reciprocity, reputation, career development and individual professional learning in issues of GEWE.

The following shall be prioritized for effective knowledge management culture in ESAR;

- All staff in M/COs and RO understand;
 - the strategic importance of knowledge
- Leadership;
 - develops, promotes and celebrates collaboration across sections, knowledge production (including documentation and discussion of good practices and lessons learnt) and sharing throughout the organization.
 - incentive structures that reward knowledge mobilization, generation and dissemination.
- Knowledge management is embedded in the region's vision and strategic note.

The regional leadership and management shall be expected to create an environment for Knowledge Management through;

- Identifying barriers for effective knowledge sharing in ESAR.
- Strengthening connection of staff via a common operating environment, including intranet, Skype for business, One Drive and information platforms such as RMS, Atlas, DAMS, LEADS, etc.
- Implementing peer processes which allow staff to freely and openly share knowledge among themselves.

- Being champions of knowledge production and sharing and create a supportive environment with proper budgetary allocations for related interventions.
- sharing knowledge, engaging in COPs and networks, as well as identifying and discussing good practices.²⁹

UN Women shall develop non-monetary incentives and rewards to foster a culture of open exchange by institutionalizing special recognition for those who make a distinctive contribution to knowledge and innovation. The aim is to create healthy competition for quality of knowledge products and services, to reward individuals whose work reflect a culture of ongoing knowledge generation, dissemination and uptake, to give staff a clear understanding for value proposition and to integrate and prioritize Knowledge Management metrics into thematic and multi and country office work plans, projects and programmes. This will include the promotion of strong corporate core values related to knowledge sharing, as well as the definition and assessment of Knowledge Management deliverables and competencies in the staff performance appraisal system as outlined in the respective staff job descriptions.

8.3.2 Information technology systems

The Strategy shall largely rely on the use of computers, databases, organizational charts, process manuals, virtual networks and platforms, information and communication technologies including wi-fi and mobile technologies, intelligence systems ranging from employee intelligence to beneficiary, environmental and competitor intelligence systems as critical elements of Information Technology systems.³⁰ Without information technology systems, the Strategy posits that knowledge cannot be adequately generated, mobilized, stored and disseminated. As such, the Strategy affirms that IT systems is a critical enabler of knowledge management with subsequent gains in UN Women's continued positioning for GEWE.

9.0: RISK MANAGEMENT

9.1 Major risks for the strategy

- **Knowledge continuity risks-** This relates to UN Women's ability to maintain its core capabilities over time and to its ability to continue to perform and compete at consistent levels premised on staff turnover. This risk is most evident when knowledge is embedded in people with special skills, expertise and experience.
- **Knowledge acquisition risks-** This risk relates to UN Women's ability to acquire new knowledge that is needed for the implementation of the global strategic plan, Africa Strategy and ESARO's strategic note. This includes human resource capacity models and relevant knowledge capabilities to operationalize the realization of the strategies.
- **Knowledge outsourcing risks-** UN Women relies on certain outsourced services including specialized consulting areas. In this regard, there is need to ensure that knowledge transfer to the organization is well recognized – and this is frequently done through clear documentation as well as pairing of UN Women employees with the specialist consultants for learning purposes. This is in addition to localizing the global quality assurance criteria and process for knowledge production and dissemination.
- **Knowledge articulation risks-** This risk relates to UN Women's ability to mobilize, exploit, combine and leverage the knowledge capabilities it already possesses. Knowledge articulation covers the most common problems encountered in typical knowledge management initiatives including; ³¹
 - duplication of efforts because lessons learnt by one part of the organization are not passed to other parts, or are not incorporated into learning and change processes;
 - poor coordination and mistakes because information and knowledge does not move across thematic units which involves uneven acceptance and differing definitions of knowledge management and priorities for the same;
 - critical knowledge about UN Women multi and country office and thematic programming and operations does not get captured and reported upwards leading to poorly informed decisions or poor inadequate dissemination of knowledge.

The risk also involves ability of multi and country offices and thematic units to keep pace with the scale of new and emerging technologies (WebEx, webinars, communities of practices, Microsoft communications tools such as Outlook and Skype for business, intranet among others) and social media developments that support modern good practices in effective Knowledge Management, as well as their ability to train, attract and retain highly qualified staff and fund Knowledge Management functions.

9.2 Risk mitigation strategies

- To mitigate against the risk of knowledge continuity, UN Women shall develop a knowledge continuity plan through this strategy which ensures that key skills, tacit knowledge and experience is retained and not lost through staff exits. It is important that the continuity plan prioritizes knowledge transfer and learning programmes to accelerate the experience and learning curves of younger managers so that they could step into the shoes of any exiting colleagues and maintain UN Women's core capability.

The other risk mitigation measures targeted include;

- UN Women strengthening its knowledge sharing culture through revitalizing the communities of practice that enables employees to share productively, enhancing good practices, new techniques and lessons learnt.
- UN Women ensuring a proper technical support infrastructure which facilitates knowledge creation, storage, organization and transfer including continuous training and capacity development. Additionally, should strengthen interventions on new and emerging innovations and technologies that enable the knowledge management function in UN Women ESAR. This is premised on the fact that technology is a critical enabler of knowledge management.
- Developing knowledge taxonomies and delivery systems which include organizing and distribution of knowledge electronically.
- A continuous knowledge-based process that remaps key processes in the organization with a focus on what information is required at each main step. This type of planning will improve the awareness of what information is required and will increase the use of corporate knowledge.
- A quality assurance system shall be developed which includes guidance notes and templates for knowledge generation and dissemination.

11.0: MONITORING AND EVALUATION OF KNOWLEDGE MANAGEMENT INTERVENTIONS IN ESAR

UN Women ESAR emphasizes linking Knowledge Management activities directly to measurable results that emanate from evaluation and monitoring and reporting of regional interventions in GEWE.³² A detailed performance indicator framework for Knowledge Management with metrics and tracking mechanisms across R/M/COs will be developed. This would assist with measuring impact of knowledge generation, knowledge sharing efforts and knowledge products, and integrating Knowledge Management elements effectively into the Results-Based Management System. Further, systems will be put in place to allow a real-time assessment of the effectiveness of ESARO’s knowledge services and products. The results will be used to inform management decisions, manage risk, and inform improvements of the organization. The process of gathering, analyzing, packaging, storing and using the knowledge products will be managed within the stipulated structures. A number of tools will be developed to track use of knowledge including a biennial publications reader survey; these will include online feedback forms attached to knowledge products on the Africa website, a simple questionnaire to ask how a requested knowledge product is going to be used among others. M/COs will be encouraged to track utilization of knowledge products at the country level.

11.1 Measuring results

The Strategy has defined its indicator framework through UN Women Strategic Note (2018-2021) and is not limited to the following;

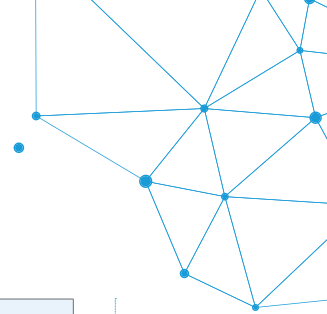
Indicator	Target (Year, Value)	Baseline (Year, Value)	Data Source
Number of country offices using ESAR flagship publications to inform policy advocacy and implementation on gender statistics	2018- Value: 3; 2019- Value: 5; 2020- Value: 7; 2021- Value: 7	2017- Value: 0	RO monitoring data
Number of demand driven knowledge products produced at the regional level and disseminated to the country offices, key stakeholders and partners	2018- Value: 22 2019- Value: 24 2020- Value: 26 2021- Value: 28	2017- Value: 20	RO Monitoring
Number of countries supported by UN Women ESARO to engage in knowledge generation and exchange	2018- Value: 22 2019- Value: 24 2020- Value: 26 2021- Value: 28	2017- Value: 10	RO Monitoring
Number of countries supported by UN Women ESARO to engage in knowledge generation and exchange	2018- Value: 11 2019- Value: 12 2020- Value: 13 2021- Value: 15	2017- Value: 10	RO Monitoring
Level of satisfaction on RO knowledge products by stakeholders	2021- Value: 100%	2016- Value: 93	RO Monitoring
Number of downloads and visits to the website on UN Women ESARO based publications	2018- Value: 3716 2019- Value: 5516 2020- Value: 7316 2021- Value: 9116	2017- Value: 1916	RO Monitoring
Number of countries and CSOs in ESAR supported through research and networking to increase women’s engagement in peace processes and dialogues	2018- Value: 1 2019- Value: 2 2020- Value: 3 2021- Value: 3	2017- Value: 1	RO Monitoring
Number of countries in ESAR supported through country researches and policy dialogues to develop and implement policies in support of gender responsive budgeting	2018- Value: 4 2019- Value: 8 2020- Value: 10 2021- Value: 10	2017- Value: 3	RO Monitoring

Table 2: Knowledge Management Indicator Framework

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Stakeholder and basic characteristics	Interest and role of stakeholder	Possible action to address stakeholder interests
Internal Stakeholders		
<p>Regional Office Comprises;</p> <ul style="list-style-type: none"> • Regional Director • Deputy Regional Director • Thematic Advisors • Policy Specialists • Thematic Specialists • Operations and Administration 	<ul style="list-style-type: none"> • Generate Knowledge Management needs • Lead the implementation of the Strategy by offering demand driven Knowledge Management services and products • M/CO technical support and advisory role in Knowledge Management implementation • Research and data generation • Policy engagements including policy dialogues/ seminars • Publication development • Quality assurance for the Knowledge Management services and products delivered to and from various stakeholders including M/COs • Knowledge Management unit to coordinate the implementation of Knowledge Management related interventions 	<ul style="list-style-type: none"> • Influence the development of related guidance/ strategies and tools for realizing the vision of the Knowledge Management Strategy • Develop a culture of knowledge sharing • Influence increased budgetary allocations for Knowledge Management activities
<p>Multi and Country Offices Comprises;</p> <ul style="list-style-type: none"> • All country offices • Country Representative and Deputies • Programme Staff • Operations and Administrative Staff 	<ul style="list-style-type: none"> • Country level implementation of Knowledge Management Strategy • Link to regional Knowledge Management processes, activities and products • Consider developing country level Knowledge Management strategies • Demand for Knowledge Management services and products from the regional office • Quality assurance of Knowledge Management services and products at country level 	<ul style="list-style-type: none"> • Influence on demand for services and products from the regional office • Offer demand driven services and products to country level stakeholders • Influence a culture of knowledge sharing • Influence increased budgetary allocations for Knowledge Management activities
<p>UN Women HQ</p>	<ul style="list-style-type: none"> • Quality assurance for Knowledge Management processes and activities from a regional perspective • Use of regional knowledge products in inputting into global processes and publications 	<ul style="list-style-type: none"> • Cooperation and collaboration for delivery on the Strategy • Influence to develop a global Knowledge Management Strategy to create an anchorage of the regional Strategy

External Stakeholders		
UN System	<ul style="list-style-type: none"> Utilize the knowledge products and services by UN Women in the region Joint interventions- research and knowledge generation Knowledge dissemination through dialogues and seminars and virtual leverage- partner websites Utilize knowledge products and services from the UN agencies to feed into UN Women programming and evidenced based policy advocacy, formulation and implementation 	<ul style="list-style-type: none"> Influence the UN system to prioritize utilization of UN Women ESAR knowledge products and services Influence the system to recognize UN Women as a go-to agency on issues of GEWE
Academia and Research Think Tanks	<ul style="list-style-type: none"> Joint research interventions with UN Women Joint dissemination of UN Women knowledge products and services UN Women utilizing research priorities for the academia and research think tanks to generate demand driven knowledge products and services 	<ul style="list-style-type: none"> Influence to recognize UN Women as a go-to agency on issues of GEWE Influence to prioritize utilization of UN Women ESAR and M/CO knowledge products and services Encourage M/COs to partner with the academia and research think tanks in line with the Strategy Use evidence and data generated by the group in informing policy advocacy, formulation and implementation
Intergovernmental and inter-parliamentary agencies including AU, IGAD, COMESA, SADC, SADC PF and EAC	<ul style="list-style-type: none"> Undertake joint policy advocacy and policy implementation Undertake joint development and dissemination of knowledge products and services SDG engagement- localization and implementation 	<ul style="list-style-type: none"> Influence to recognize UN Women as a go-to agency on issues of GEWE Influence to prioritize utilization of UN Women ESAR and M/CO knowledge products and services Utilize their knowledge products for inputting knowledge management processes, activities and products from a regional perspective Influence the bodies to influence their member states on UN Women priorities on GEWE



<p>The private sector</p>	<ul style="list-style-type: none"> • Undertake joint Knowledge Management interventions 	<ul style="list-style-type: none"> • Influence the private sector to sign onto the Women’s Empowerment Principles (WEPs) • Use evidence produced by agencies like McKenzie to target UN Women efforts in accelerated achievement of GEWE
<p>CSO networks Comprises;</p> <ul style="list-style-type: none"> • Civil society organizations • NGOs • Women collectives and associations • Non-Governmental Organizations • Media 	<ul style="list-style-type: none"> • Joint Knowledge Management interventions • Joint advocacy initiatives 	<ul style="list-style-type: none"> • Influence the networks to hold governments and duty bearers accountable to GEWE targets and indicators as envisioned in various development frameworks, legal and policy instruments and national and regional priorities. • Influence cross utilization and fertilization of knowledge products and services
<p>Implementing Partners</p>	<ul style="list-style-type: none"> • Implementing projects on behalf of UN Women at the regional and national levels • Develop knowledge products aligned to UN Women ESAR priorities • Be champions of UN Women knowledge products and services • Contribute new knowledge based on their experiences and interactions with their own stakeholders 	<ul style="list-style-type: none"> • Influence to ensure all proposals and programme documents capture priorities of Knowledge Management in line with the Strategy
<p>Beneficiaries and affected populations/communities (Women and girls)</p>	<ul style="list-style-type: none"> • Use UN Women knowledge products and services to effect shifts aligned to UN Women’s mandate and vision 	<ul style="list-style-type: none"> • Influence to be champions of GEWE and hold governments accountable based upon UN Women’s knowledge services and products
<p>Opinion leaders Celebrities, politicians, religious leaders, community leaders, successful entrepreneurs, scholars</p>	<ul style="list-style-type: none"> • Act as champions of GEWE and influence duty bearers to act on recommendations and findings of UN Women knowledge products 	<ul style="list-style-type: none"> • Influence to recognize UN Women as a go-to agency on issues of GEWE

ESAR Member States	<ul style="list-style-type: none"> • Share policy briefs, evidence and gaps on GEWE that need attention by the member states • Engage in policy dialogues/ seminars and ensure successful evidenced based policy formulation, advocacy and implementation 	<ul style="list-style-type: none"> • Influence member states/ governments in ESAR to develop and adopt gender responsive regional and national policies and frameworks
Development partners- Embassies, Corporations, Foundations, Private sector funders, among other donors	<ul style="list-style-type: none"> • Fund UN Women knowledge management processes, activities, products and interventions at multi and country level and regional levels 	<ul style="list-style-type: none"> • Influence the development community to recognize the role and mandate of UN Women and prioritize their funding to UN Women in ESAR
Regional Civil Society Advisory Group	<ul style="list-style-type: none"> • Consider introducing Knowledge Management as a standard agenda point in their annual convening. 	<ul style="list-style-type: none"> • Create a platform for exchange of updates on the Knowledge Management products to help with widening the dissemination and their understanding of our regional interventions. • Influence to increase uptake and utilization of UN Women ESARO knowledge products.

Table 3: Stakeholder Analysis



Endnotes

1. See UNGA Report of the Fifth Committee, Financing of the United Nations peacekeeping forces in the Middle East: United Nations Disengagement Observer Force available at <https://undocs.org/A/64/829>
2. This Strategic Plan articulates UN-Women's objectives and proposed action towards realizing gender equality and the empowerment of women worldwide. It underscores the indivisible nature of UN-Women's normative, coordination and operational mandate, as defined by its founding resolution, and outlines how these three pillars are interdependent and mutually reinforcing. This mandate uniquely positions the Entity to: strengthen relevant normative frameworks; support Member States, at their request, to implement commitments to women and girls through operational activities; and coordinate and promote accountability for gender equality of the UN system. The Entity implements its triple mandate in an integrated manner for gender-responsive sustainable development impact.
3. The Africa Strategy which encompasses UN Women's three regional offices- East and Southern Africa, West and Central Africa and Arab States- seeks to achieve greater coherence and integration in a collective UN Women's response, to the diverse needs of a dynamic continent that demands a development agenda reflecting the "Africa We Want", and to UN Women's Global Strategic Plan (2018-2021). The Africa Strategy allows for each regional office to identify itself as a Center of Excellence.
4. This is UN Women ESARO strategy for the period 2018-2021. It focuses on (i) leadership and governance, (ii) women's economic empowerment, (iii) ending violence against women and (iv) peace, security and humanitarian action. This focus has been determined through analysis and research recognizing the comparative advantage of UN Women. In implementing this strategy, there will be particular focus on the youth and women with disabilities. The strategy has also adopted cross regional initiatives including Child Marriage, Trafficking in Persons and Strengthening the Women's Movement for Transformation in Africa. In the strategy, ESARO has also adopted a Flagship Programme on Making Every Woman and Girl Count (MEWGC) which focuses on gender statistics and includes ensuring that gender statistics are available, accessible, analyzed and used to inform policy-making, advocacy and accountability for delivering GEWE.
5. DRF is a term used in UN Women programming to describe the intended development impact, outcomes, and outputs with relevant indicators, baselines, milestones and targets.
6. OEEF is a term used in UN Women programming to describe specific outputs and indicators that measure institutional performance and programmatic strategies aligned with the Strategic Plan.
7. UN Women Global Knowledge Management Strategy (2018-2021)
8. Global UN Women Corporate Knowledge Management Strategy (2018-2021)
9. This principle requires reaching the furthest behind first by addressing inequalities and discrimination; meaningfully involving beneficiaries, including women's organizations, and other agents of change, such as men and boys; and responding to the circumstances of the poorest and most excluded women and girls, including those facing marginalization and multiple and intersecting forms of discrimination.
10. UN Women, 2016. Publications Reader Survey available at <http://www.unwomen.org/en/digital-library/publications/2016/10/un-women-eastern-and-southern-africa-publications-reader-survey-report> A total number of 78 persons responded to the survey. Although no generalizations can be made, the results provide indicative results of Knowledge Management initiatives implemented by UN Women.
11. See details-Sharefair on Gender and Resilience- <http://africa.unwomen.org/en/digital-library/publications/2017-b/11/regional-sharefair-on-gender-and-resilience-in-africa-2016>
12. See details-Sharefair on Gender Equality in the Extractives Industry- <http://africa.unwomen.org/en/digital-library/publications/2015/11/regional-sharefair-2015-outcome>
13. See details-Sharefair on Gender Responsive Agricultural Technologies- <http://www.unwomen.org/en/news/stories/2014/10/sharefair-rural-women-technologies>
14. See Final Report-Sharefair on Gender Equality in the Extractives Industry, <https://unwomen.sharepoint.com/sites/roesa/Documents%20and%20Annexes/Sharefair%202015-web-Final%20Report.pdf#search=Sharefair>
15. UN Women Publications Reader Survey, 2016 available at <http://www.unwomen.org/en/digital-library/publications/2016/10/un-women-eastern-and-southern-africa-publications-reader-survey-report>
16. UN Women's flagship programme, Making Every Woman and Girl Count, aims to bring about a radical shift in how gender statistics are used, created and promoted. The programme seeks to address the urgent need to increase the availability of accurate information on gender equality and women's rights in order to inform policy and decision-making.
17. The focus includes R/MCO level, other regional offices and HQ levels as well.
18. UN Women Sharefair (Agriculture- 2014, Extractive Industries- 2015 and Environment and Resilience- 2016) where UN Women successfully coordinated all UN agencies in the region to deliver.
19. Accessed through the UN Women Share Point under ESAR
20. UNDP (2014-2017) has tested this model and seems feasible in the context of ensuring employee buy in and commitment to their role in knowledge management.
21. World Food Programme (2017). TN Stakeholder Analysis Version April 2017
22. Stakeholder analysis matrix has more details.
23. Coca-Cola has made a commitment to empower five million women in their value chains by 2020.
24. In 2015, UN Women, the Poverty-Environment Initiative and the World Bank co-published The Gender Gap in Agricultural Productivity in Malawi, Tanzania and Uganda. The study highlighted the impact of closing the gender gap in agricultural productivity in the countries examined, potentially lifting out of poverty as many as 238,000 people in Malawi, 80,000 people in Tanzania, and 119,000 people in Uganda. Climate-smart approaches to agriculture could help close the gender gap and promote women's empowerment, economic development and societal resilience to environmental shocks. The report has inspired a number of actions, including the Hera Community Initiative (HCI), a rural women's self-help group in Western Kenya.
25. In 2014 UN Women RO launched Sharefairs, which focus the attention on important development issues as it tries to bring together policy makers and development practitioners. The expected result is to establish and deepen partnerships to find programmatic solutions to development challenges as well as leverage policy impact. These are regional knowledge convenings under the leadership of UN Women and involving all UN agencies both at country and regional level and are meant to facilitate long term collaboration amongst regional stakeholders with the aim of identifying problems, using data and predictive methods and mobilizing support and resources to incubate, accelerate and scale effective solutions. They have proven effective in improving the situation of women and girls in ESAR.
26. The unit has a Knowledge Management and Research Specialist and Assistant based at ESARO who are charged with overall coordination, leadership and implementation of the strategy on a day-to-day basis developing annual implementation plans and monitoring the realization of the strategy.
27. Onyisi, J.A et al (2015). The Influence of Knowledge Management Systems on Sustainable Competitive Advantage among Humanitarian Agencies in Kenya. Kakamega: Masinde Muliro University. Available at <https://www.iiste.org/Journals/index.php/IKM/article/viewFile/24768/25371>
28. Global UN Women Knowledge Management Strategy (2018-2021)
29. Global UN Women Knowledge Management Strategy (2018-2021)
30. These tools were recommended in a study conducted on ICT as an enabler of knowledge management (Onyisi, J.A et al, 2015). Information Technology Systems as an Enabler of Knowledge Management and Effect on Sustainable Competitive Advantage Amongst Humanitarian Agencies (September 23, 2015). Information and Knowledge Management, Vol. 5, No. 8, 2015. Available at SSRN: <https://ssrn.com/abstract=2807512>
31. Lambe, P (2013). Four Types of Knowledge Risk
32. A Knowledge Management indicator framework including targets have been developed and created in UN Women Internal Results Based Management System available at <https://oneapp.unwomen.org>



UN Women ESARO Knowledge Management Contacts


Jack Onyisi Abebe, PhD
Regional Knowledge Management and Research
Specialist
UN Women- East and Southern Africa
P O Box 30218 – 00100, Nairobi- Kenya
Tel: 254 20 762 4963
Email: jack.abebe@unwomen.org
esaro.publications@unwomen.org



UN Women East and Southern Africa

www.unwomen.org
UN Women East and Southern Africa
Regional Office
UN Gigiri Complex, Block M
P. O. Box 30218 – 00100, Nairobi
Tel: +254 20 762 2792

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