

KNOWLEDGE MANAGEMENT STRATEGY (2022-2025)



UN Women East and
Southern Africa

Knowledge Management and
Research Contacts

Jack Onyisi Abebe

Regional Knowledge Management and
Research Specialist

UN Women- East and Southern Africa
Email: jack.abebe@unwomen.org

TABLE OF CONTENTS

LIST OF ACRONYMS	III	7.0 STAKEHOLDER ANALYSIS	17
1.0 BACKGROUND AND CONTEXT	1	8.0 KNOWLEDGE MANAGEMENT OPERATIONAL AND IMPLEMENTATION STRUCTURE IN ESAR	19
1.1 KM IN THE CONTEXT OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT	2	9.0 ESAR KNOWLEDGE MANAGEMENT ENABLERS²	21
1.2 DEFINITION OF KM ACCORDING TO UN WOMEN	2	9.1 ORGANIZATIONAL CULTURE AND BEHAVIORAL MANAGEMENT	21
2.0 RATIONALE FOR KNOWLEDGE MANAGEMENT IN ESAR	4	9.2 INFORMATION TECHNOLOGY SYSTEMS	22
3.0 OBJECTIVES	5	10.0 RISK MANAGEMENT	23
4.0 PRINCIPLES OF UN WOMEN KNOWLEDGE MANAGEMENT IN ESAR	6	10.1 MAJOR RISKS FOR THE STRATEGY	23
5.0 CURRENT KNOWLEDGE MANAGEMENT STATUS	8	10.2 RISK MITIGATION STRATEGIES	24
5.1 SUCCESSES OF KNOWLEDGE MANAGEMENT (2018-2021)	8	11.0 MONITORING AND EVALUATION OF KNOWLEDGE MANAGEMENT INTERVENTIONS IN ESAR	25
5.2 FEEDBACK AND LESSONS LEARNT	9	ANNEX 1: STAKEHOLDER ANALYSIS MATRIX	27
5.3 CHALLENGES OF KNOWLEDGE MANAGEMENT IN UN WOMEN ESAR	9		
6.0 KNOWLEDGE MANAGEMENT STRATEGIC PRIORITIES (2022-2025)	11		
6.1 KNOWLEDGE GENERATION, RESEARCH AND PRIORITIZATION	11		
6.2 KNOWLEDGE SHARING, DISSEMINATION AND ACTION	13		
6.3 TECHNOLOGY AND INNOVATION	15		
6.4 STRENGTHENING AND BUILDING PARTNERSHIPS, COORDINATION & NETWORKS FOR KM	16		

LIST OF TABLES

Table 1:

Stakeholder Groups 13

Table 2:

Knowledge management Indicator Framework 19

Table 3:

Stakeholder Analysis 23

LIST OF ACRONYMS

CO	Country Office
CoP	Community of Practice
ESAR	East and Southern Africa Region
ESARO	East and Southern Africa Regional Office
GEWE	Gender Equality and Women Empowerment
KM	Knowledge management
M/CO	Multi-Country Office
R/M/COs	Regional and Multi/Country Offices
RBM	Results Based Management
SDGs	Sustainable Development Goals
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women

EXECUTIVE SUMMARY

Biennial Publications Reader Surveys conducted by UN Women East and Southern Africa Regional Office (ESARO) in 2019 and 2021 confirmed that the UN Women ESARO publications are useful to a wide and diverse audience, are reader-friendly and position gender equality and women empowerment as a core principle of development.

In the period of the Strategic Note (2018-2021), ESARO leveraged its knowledge management (KM) strategy (2018-2021) and developed KM tools and systems and ensured a systematic approach to KM implementation across the region with platforms such as thematic reference groups, communities of practice, knowledge hub, dissemination strategies of knowledge products among others. The region focused itself on demand driven quality knowledge products which have departed from the supply driven approach that reduced opportunities for use on policy and programming. ESARO also established a quality assurance process for knowledge products with guidance for centralizing editorial and design functions of all knowledge products at the knowledge management function. Further, all the 13 country offices either developed or commenced development of their country gender equality profiles coordinated by ESARO which shall be used for policy advocacy and programming at country level.

In line with the new strategic note, ESARO has developed its knowledge management strategy (2022-2025) to sustain its focus on demand driven quality cutting-edge research, knowledge production, dissemination and use in line with the strategy through partnerships with diverse targets, capturing and organizing the same for use by various stakeholders.

Key initiatives in the ESA KM Strategy (2022-2025) include sustaining the review and update of country gender equality profiles by all the 13 countries in the region, increasing momentum on the use of established KM systems and tools; institutional learning; quantitative and qualitative research and analyses on GEWE; capacity strengthening for R/M/COs on KM interventions; quality assurance processes of knowledge products; evidenced based advocacy and documentation and development and repackaging of knowledge products.

A biennial research agenda will be developed to operationalize the strategic note complemented with biennial publication reader surveys to understand, review and improve usability of ESARO knowledge products. Knowledge generated would be disseminated through diverse mechanisms and partnerships including leveraging the peer reviewed journals, academia, research think tanks, UN agencies, regional economic communities, country offices, CSOs among other partners for use of recommendations and findings. ESARO will create opportunities, develop and use innovative approaches to support knowledge management and promote knowledge generation, sharing and utilization internally and externally-with partners and stakeholders.

INTRODUCTION

1.0 BACKGROUND AND CONTEXT

The 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 and monitor 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.

The UN Women East and Southern Africa knowledge management strategy (2022-2025) 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. Due to the challenges faced in achieving gender equality in Africa and globally, knowledge

management (KM) cannot be seen as an additional activity carried out on top of managing development projects, but rather as 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 the UN Women strategic plan (2022-2025)² and the UN Women ESARO strategic note (2022-2025), while anticipating future demands and needs for knowledge to strengthen programming, policy response and operations. This strategy is embedded in and is in synergy with the UN Women Corporate knowledge management priorities which calls on all UN Women regional offices to develop specific regional strategies and action plans for operationalization of the global corporate knowledge management priorities.

The strategy highlights six critical areas of interventions namely, knowledge generation and prioritization; knowledge sharing, dissemination and action; development and use of country gender equality profiles to inform national priorities, technology and innovation, centralised quality assurance of knowledge products and institutional learning in ESAR. These interventions are premised on the fact that knowledge is available in different forms that require innovation, creativity

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 See details at <https://www.unwomen.org/en/digital-library/publications/2021/09/un-women-strategic-plan-2022-2025>

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.

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, experts 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.

1.1 KM 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.

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, co-creator and disseminator of GEWE knowledge. UN Women will use knowledge management and research as a tool for promoting intercountry, inter-departmental, cross regional, 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 KM ACCORDING TO UN WOMEN

UN Women defines knowledge management as 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' and innovation of advancing gender equality and women's empowerment.³

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 continental, 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 (2022-2025).

The ESA Regional Strategy aims to communicate the corporate vision and objectives for knowledge management and appreciates the role of knowledge sharing⁴ 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.”*

2.0 RATIONALE FOR KNOWLEDGE MANAGEMENT IN ESAR

The regional knowledge management strategy is developed to respond to the different needs including:

- Promoting collective and co-created knowledge generation, learning and south-south cooperation within UN Women offices and other stakeholders.
- 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 facilitating 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;

- Improving the performance of operations across the region premised on the 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 determined by the UN Women principles for effective knowledge management. For the ESA region, these include;

- ESAR's knowledge management shall always be people-centered with processes and technology/innovation being supportive functions. This is premised on the fact that some knowledge in UN Women is stored in the minds of its personnel. 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 collective realization of the knowledge management efforts of the region while providing an environment where information sharing, learning and collaboration are encouraged and facilitated.
- 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, LGBTIQ persons, older persons, indigenous peoples, refugees and internally displaced persons and migrants and members of other marginalized groups by ensuring knowledge management interventions target them appropriately.⁵
- 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. This shall be guided by a quality assurance plan which is domiciled at the KM section. 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.
- 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 any one of the following mechanisms including 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.
- Knowledge is contextual-there shall be no one size fits all approach to knowledge management in ESAR. 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 create transformative initiatives.
- 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 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.
- Knowledge is an output and a key asset

⁵ 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.

for organizational efficiency-The strategy is premised on the belief that 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 (2018-2021)

The 2019 and 2021 ESARO Publications Reader Surveys confirmed that the ESARO's publications are useful to a wide and diverse audience, are reader-friendly and help position gender equality and women empowerment as a core principle of development.⁶⁷ The surveys further confirmed that the products are reader-friendly and position gender equality and women's empowerment as a core principle of development. In the period of the Strategic Note (2018-2021), ESARO leveraged its KM strategy (2018-2021) and developed KM systems and ensured a systematic approach to KM implementation across the region with tools and platforms such as thematic reference groups, communities of practice, knowledge hub, dissemination strategies of knowledge products among others. The region focused itself on demand driven quality knowledge products which have departed from the supply driven approach that reduced opportunities for use on policy and programming. ESARO also established a quality assurance process for knowledge products with a quality assurance guidance centralizing editorial and design functions of all knowledge products at the Knowledge management function effectively increasing coherence and global standards. Further, all the 13 country offices developed or commenced development of their country gender equality profiles coordinated by ESARO which have been used for policy advocacy and programming at country level.

ESARO has successfully sustained the thematic communities of practice including women's economic empowerment, leadership and governance, ending violence

against women and girls, gender statistics, with modalities of monthly virtual meetings and an annual face to face regional convenings. Additional communities of practice will need to be created including for humanitarian action. 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.

UN Women has also created thematic reference groups which provide technical inputs to UN Women ESARO programming, policy responses and research. UN Women East and Southern Africa Regional Office set up thematic regional reference groups comprised of a diverse team of high-level technical experts in gender equality and women's empowerment with relevant thematic experience in line with UN Women's strategic priorities. Primarily, UN Women regards the Thematic Regional Reference Groups as one of the avenues in sourcing for key ideas on policy perspectives, quality assurance and timely advisory support.

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 COVID-19 response and recovery and 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.

6 Details at <https://africa.unwomen.org/en/digital-library/publications/2020/01/readers-survey> accessed 20th Sept 2021

7 Details at <https://www.unwomen.org/en/digital-library/publications/2016/10/un-women-eastern-and-southern-africa-publications-reader-survey-report> accessed 20th Sept 2021

5.2 FEEDBACK AND LESSONS LEARNT

- Systematic approach to knowledge management has enabled quality and value for money on all knowledge management interventions through quality assurance processes outlined in the quality assurance guidelines.
- Knowledge products for decision and policy making need to be demand driven and responding to the needs of M/COs and other UN Women stakeholders.
- High level policy dialogues and knowledge sharing platforms, systems and tools have proven to be effective for advocacy, partnership development and overall programming for gender equality and women's empowerment. The Regional Office shall hold diverse policy dialogues and seminars relating to the thematic areas of intervention as outlined in ESARO Strategic Note. Such dialogues inform and influence normative frameworks at regional level and compliment those at global level such as the Commission on the Status of Women (CSW) and periodic state reviews on the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW).
- Management buy in, commitment and support to knowledge management is critical to accelerating the progress towards KM results.
- Capacity development (CD) on knowledge management and research are 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.
- Communities of Practice and Reference Groups are effective tools of knowledge generation, sharing and solutions to R/M/CO programmatic, policy and operational interventions and efforts.
- ERAW Unit initiated use of International Sign⁸ interpretation alongside captioning for virtual dialogues, which has not yet been institutionalized and needs to be scaled up and standardized to ensure greater accessibility in content dissemination.

5.3 CHALLENGES OF KNOWLEDGE MANAGEMENT IN UN WOMEN ESAR

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

- Knowledge dissemination-The Knowledge Hub hosted on the intranet requires improvements with regards to personnel awareness, efficiency and usability on a day to day basis. Staffing has been limited which makes it difficult to effectively update the hub.
- 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 is lack of 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.
- Reward for knowledge sharing is limited or weak-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

8 <https://wasli.org/international-sign-definition>

members in field offices. This is a major constraint to bottom-up knowledge production, especially as it pertains to 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 (2022-2025)

In order to achieve the objectives of the Strategic Note regarding knowledge management, the region shall operationalise and localize the Regional KM strategy for UN Women ESA. 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. The strategy shall

ensure the integration of KM in corporate processes (KM in SN/AWP, performance development, programme and project design) and strengthening accountability mechanisms for knowledge generation, utilization and learning.

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

6.1 KNOWLEDGE GENERATION AND PRIORITIZATION

a. Generation of evidenced based knowledge products

This strategy targets generation, dissemination and uptake of publications, success stories, position papers, reports, case studies, briefing notes, policy briefs, comparative experience papers, promising/good/best practices, how-to guides, lessons learned papers, background papers, quarterly thematic papers, fact sheets, info graphics and audio visuals among others. All these shall be appropriately packaged in interactive

and innovative reader attractive formats including written, graphical, animated videos, electronic, print, broadcast, and verbal media for users. Knowledge management efforts in the period 2022-2025 shall focus on evidence based and demand driven cutting-edge knowledge production and management.

b. Centralised Quality Assurance for ESAR knowledge products

ESAR shall implement and localize a regional publications and quality assurance system⁹ which include guidelines, templates, standards, an annual knowledge products/research 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.

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 Office as articulated in the global knowledge management strategy.

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.

Where possible, ESARO shall form a Technical Review Committee for each knowledge product 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.

⁹ A quality assurance guidance note was approved in 2020 and has been adopted by the regional office with expectations that the guidance note shall be localized at country level. This guidance note has increased the standards and quality of ESARO publications and will be sustained in light of corporate expectations and this strategy.

c. Development and review of country gender equality profiles

The region shall coordinate the development and use of country gender equality profiles including monitoring use in informing national priorities in line with the global corporate priorities. The region will encourage all country offices in ESAR to produce and review country gender equality profiles as part of positioning key gender indicators

in the region at country level. The strategy shall also monitor how the profiles are informing national priorities at country level. UN Women, at the global level has produced guidance notes that ensure that the Country Profiles are evidenced-driven and contribute to support for policy and advocacy for gender equality.

d. Capacity strengthening for KM

UN Women ESARO shall identify common country and regional opportunities for trainings, capacity development/strengthening and advocacy and develop standardized tools, guidance, interventions 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 KM and research 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.

e. Documentation and reporting

The strategy shall target diverse activities including documentation of case studies, success stories, good and promising practices 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 on GEWE. 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.

f. Quantitative and qualitative research

In terms of quantitative and qualitative research and analyses on GEWE in ESAR, the strategy focuses on mobilizing, collating, analyzing and interpreting quantitative and qualitative information and data to inform and drive various interventions outlined in the ESARO 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. This shall extend to localization of regional studies and use of findings and recommendations for policy advocacy and programming.

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.

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 operationalized through a Research Tracker 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

g. Leverage of data and 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).¹⁰ 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

a. Dissemination strategies

The strategy shall establish knowledge products' dissemination process 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.

b. Knowledge continuity plan

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 and directory 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.

c. Strengthening and promoting knowledge sharing

Some of the activities targeted include strengthening and promoting knowledge sharing within R/M/COs and across other regions; developing systems for communications and dissemination of all knowledge products developed and operationalized to ensure uptake, use and relevance at R/M/COs; building institutional learning mechanisms including peer learning, south-south cooperation; strengthening and building new partnerships, coordination and networks for knowledge management

and research including joint UN knowledge initiatives; expanding and strengthening existing networks with academic institutions, research think tanks and feminist and women's rights organizations in the region to not only increase the scope of gender related research but also strengthen research capacities within UN Women; more systematically hosting knowledge sharing platforms including seminars, policy dialogues, webinars, hangouts, social media chats and knowledge conferences for policy advocacy

¹⁰ UN Women's flagship programme, Making Every Women 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.

and programming and coordinating regular user producer dialogues at regional and country level to create a better understanding of gender data, statistics and research gaps.

ESAR Institutional Learning shall focus on;¹¹

- Integrating knowledge management indicators in Performance Management and Development;
- Creating a supportive knowledge management sharing culture and environment;
- Creating non-monetary incentives for knowledge management;
- Identifying knowledge management champions at country level to act as fo-

cal points for purposes of knowledge production, research and strategy implementation;

- Fostering a culture of innovation, learning and change;
- Utilizing evaluation findings and lessons learnt to improve programming approaches;
- Developing and enhancing staff awareness, knowledge and skills;
- Cross country and regional knowledge fertilization on GEWE issues of common interests;
- Knowledge advisory, technical support, capacity development and strengthening for R/M/COs and other stakeholders.

d. Coordinating knowledge events

In terms of knowledge events, 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. Good practices shall be showcased at these convenings to stimulate replication and scalability.

UN Women will draw on its thought leadership and experience in coordinating complex knowledge initiatives with multiple actors to trigger policy and programme action in support of gender equality and women's empowerment.¹² 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.

e. Peer learning and South-South cooperation for KM

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

¹¹ The focus includes R/MCO level, other regional offices and HQ levels as well.

¹² 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.

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.

6.3 TECHNOLOGY AND INNOVATION

The strategy shall develop and use diverse KM tools and systems including thematic communities of practice, reference groups, expert groups etc. established in support of country offices and other UN Women

stakeholders. It will revive the Knowledge Hub for internal learning and creation of one stop repositories-Publications, Speeches/Talking Points to minimize duplication of efforts at the Share Point.

a. Communities of Practice

The strategy shall sustain the existing thematic communities of practice-women economic empowerment, ending violence against women and girls, leadership and governance, women peace and security, operations and communications while creating new ones. Communities of Practice, which shall be profiled in line with the thematic focuses of the region and shall be facilitated from the regional office in terms of 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 and face to face depending on discussions

targeted. A pipeline of topics will be developed informed by CoP member priorities 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 (2022-2025). UN Women proposes an annual face to face convening of the 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.¹³

b. 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. The region shall be encouraged to maximize the utilization of the wide range of UN Women knowledge platforms, including the Share Point, UN Women Africa and global websites, thematic portal such as Virtual Knowledge Centre on Ending Violence against Women (www.endvawnow.org), and UN Women systems and tools such as Results Monitoring System and Donor Agreement Management System. These will be complemented with increasing UN Women ESARO visibility by

contributing content to diverse web spaces and networks including UN Women global and Africa websites, global peer reviewed journals and other reputable gender relevant web spaces. 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.

¹³ The strategy takes note of the effects of the COVID-19 pandemic which continue to affect face to face meetings and recommends continued use of virtual tools for regular interactions with the COPs.

c. Establishment of thematic regional reference groups

Thematic Regional Reference Groups¹⁴ is one of the most important constituencies providing a dynamic source of ideas, policy perspectives, partnerships, quality assurance of publications, and support for the organization. Closely linked is the vital advisory role that is played by the Thematic Regional Reference Groups in advancing shared objectives in promoting gender equality and the empowerment of women. ESARO has set

up Thematic Regional Reference Groups comprised of a diverse team of high-level technical experts in GEWE in line with its strategic priorities. The groups shall hold at least one annual face to face meeting complimented with virtual engagements on a continuous basis. A term of reference (TOR) defining their specific roles has been developed by ESARO.

6.4 STRENGTHENING AND BUILDING PARTNERSHIPS, COORDINATION & NETWORKS FOR KM

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, research think tanks, 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.

¹⁴ The groups already established include Women's Economic Empowerment, Leadership and Governance, Women Peace and Security and Ending Violence against Women and Girls. Additional groups including those of Humanitarian Action, HIV/AIDS, Data, Statistics and knowledge management and research shall be established in the period.

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.¹⁵

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- individuals and organizations who 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).

Table 1

Stakeholder Groups¹⁶

Internal stakeholders	External stakeholders
<ul style="list-style-type: none"> • Regional Office • Multi and Country Offices • 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 • National Statistics Offices • Regional Civil Society Advisory Group- RCSAG • Media • Women's collectives and associations • Academia and research think tanks including peer reviewed journals • 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

¹⁵ World Food Programme (2017). TN Stakeholder Analysis Version April 2017

¹⁶ Stakeholder analysis matrix has more details.

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. Joint partnerships on research and knowledge management shall be implemented with these target audiences.

The civil society shall include the civil society advisory groups and reference group members both at multi and country level and regional level, regional networks, community-based organisations and non-traditional stakeholders like faith-based institutions. The UN system is a critical partner as UN Women shall leverage on the United Nations Sustainable Development Corporation Framework 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),^{<?>} Sharefairs,¹⁸ multi country study on ending child marriage in East and Southern Africa¹⁹ and other regional level KM and research 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.

<?> 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.

18 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 convening 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.

19 Details at <https://africa.unwomen.org/en/digital-library/publications/2018/multicountry-fgm>

8.0 KNOWLEDGE MANAGEMENT OPERATIONAL AND IMPLEMENTATION STRUCTURE 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 knowledge tools like Zoom, webinars, teams, outlook email utilities, google hangouts, e discussions, social media chats, teleconferencing among others to ensure knowledge sharing 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 roles and responsibilities of each UN Women staff member as a knowledge worker/broker and agent.²⁰

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, monthly staff meetings, online learning courses, and host discussion forums to generate, disseminate and provide solutions to knowledge management issues.

The strategy shall be implemented utilizing the Results Based Management (RBM) approach, in line with the UN Women Strategic Note (2022-2025). 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 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,²¹ 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 and Specialists, 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

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 The unit has a Knowledge Management and Research Specialist and has requested for the post of a KM Associate 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.

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 Deputy Regional Director based at ESARO and the Global UN Women knowledge management Specialist based in New York.

The strategy encourages that all staff in the region to 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.

The strategy will ensure all knowledge products at ESA meet the global quality standards and are aligned to UN Women

publication policies through quality assurance-ethical reviews including plagiarism check, development of research protocols and their implementation, referencing, citations and footnotes, editing and proof reading, data-checking and providing comments on draft chapters and sections of the report as required and coordinating peer review, technical review through Technical Review Committees and validation for all knowledge products.

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.

9.0 ESAR KNOWLEDGE MANAGEMENT ENABLERS

9.1 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 day to day knowledge management activities.²² 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. There is a general agreement that a knowledge-friendly environment that fosters knowledge production and sharing, which also supports individual, team and organizational learning²³ 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-oriented 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.

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.

22 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>

23 Global UN Women Knowledge Management Strategy (2022-2025)

9.2 INFORMATION TECHNOLOGY SYSTEMS

The strategy largely relies on the use of computers, databases, virtual networks and platforms, information and communication technologies including wi-fi, mobile technologies, document converters such as pdf converters and editors, in design programmes, statistical analysis software such as STATA and SPSS among other tools.²⁴

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 continued positioning for GEWE.

24 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>

10.0 RISK MANAGEMENT

10.1 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 ESARO 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 research, editing and design of knowledge products. 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;²⁵

- » 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 (Zoom, webinars, communities of practices, Microsoft communications tools such as outlook and Teams, 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.

10.2 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 the UN Women's core capability.
- UN Women shall strengthen its knowledge sharing culture through sustaining the thematic communities of practice and Thematic Reference Groups that enable employees to share productively, enhancing good practices, new techniques and lessons learnt.
- UN Women shall ensure 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 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 has been developed which includes guidance notes and templates for knowledge generation and dissemination with a centralized quality assurance process of all knowledge products.

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.²⁶ 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 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.

Regular monitoring of the use of data, statistics, research and knowledge products for

policy and strategy formulation, planning, resource allocation and monitoring and evaluation. 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. This will form part of the monitoring and reporting mechanism for the implementation of the strategy. M/COs will be encouraged to track utilization of knowledge products at country level.

The strategy has defined its indicator framework through UN Women Strategic Note (2022-2025) and is not limited to the following;

²⁶ A Knowledge Management indicator framework including targets have been developed and created in the UN Women Internal Results Based Management System available at <https://oneapp.unwomen.org>

Table 2

Knowledge management Indicator Framework

Indicator	Target (Year, Value)	Baseline (Year, Value)	Data Source
Number of quality demand driver studies, analysis and research undertaken by ESARO in support of country offices and stakeholders in ESA	2022-2023 2024-2025		RO Monitoring
Number of countries supported by UN Women ESARO to engage in knowledge generation and exchange	2022-2023 2024-2025		RO Monitoring
Number of interagency GEWE knowledge products (flagship) developed and disseminated with ESARO support/leadership	2022-2023 2024-2025		RO Monitoring
Level of satisfaction on RO knowledge products by stakeholders	2022- Value: 100%	95	RO Monitoring
Number of countries in ESA with national gender equality profiles developed and published and informing national priorities	2022-2023 2024-2025	5	RO Monitoring
Number of multi-stakeholder dialogues and learning/ knowledge sharing processes to promote engagement of governments, civil society actors, RECs and private sector on GEWE related issues.	2022-2023 2024-2025		RO Monitoring
Biennial Publications Reader Surveys undertaken, and results used to improve quality of ESARO publications	2022-2023 2024-2025	1	RO Monitoring
Number of evidence and/or practice based standardized approaches or documentation of good and promising practices that are available for partners for learning, scalability and replication	2022-2023 2024-2025		RO Monitoring
Level of plagiarism of UN Women ESARO publications	2022-2023 2024-2025	35	RO Monitoring
Number of communities of practice established and operational in ESA		6	
Number of Reference Groups established and operational in ESA and offering technical inputs into ESARO programming and policy responses	2022-2023 2024-2025	4	
Number of countries with operational knowledge management strategies	2022-2023 2024-2025	1	
Number of KM tools and systems established and developed in support of country offices and other UN Women stakeholders			

ANNEX 1: STAKEHOLDER ANALYSIS MATRIX

Table 3

Stakeholder Analysis

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

Stakeholder and basic characteristics	Interest and role of stakeholder	Possible action to address stakeholder interests
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 	<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

Stakeholder and basic characteristics	Interest and role of stakeholder	Possible action to address stakeholder interests
<p>The private sector for example McKinsey & Company, Dalberg among others</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 the 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 International/National 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

Stakeholder and basic characteristics	Interest and role of stakeholder	Possible action to address stakeholder interests
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.



East and Southern Africa Regional Office
UN Gigiri Complex, UN Avenue;
Block M, Ground Floor
P.O. Box 30218- 00100 Nairobi, Kenya
Tel: +254 20 762 4778

africa.unwomen.org
Email: esaro.publications@unwomen.org

 [unwomenafrica](#)

 [unwomenafric](#)

 [unwomen](#)

 [unwomenafric](#)