

**UNICEF EAST ASIA AND THE PACIFIC
REGIONAL KNOWLEDGE
MANAGEMENT STRATEGY 2018-2021**



October 2018

FOREWORD



Dear colleagues,

UNICEF's Strategic Plan, 2018-2021 calls for continued investment in knowledge and information sharing to strengthen our position as a knowledge leader and advocate for children. It also affirms our commitment to provide staff with the tools to support collaboration with United Nations colleagues, partners and others to improve knowledge resources.

It gives me great satisfaction to share the UNICEF East Asia and the Pacific Regional Knowledge Management strategy developed by the Regional Office in consultation with Country Offices, UNICEF Headquarters and other UNICEF Regional Offices.

This strategy aims to strengthen the results for children of our Regional Headlines (Early moments matter, Children grow in safe and sustainable environments and Adolescents' potential unleashed) and contribute to the achievement of the 2018 – 2021 Strategic Plan. We hope that it will strengthen a results-oriented and demand-driven knowledge culture; generate smarter and better aligned knowledge products, and encourage a more systematic and user-friendly access to solutions and transfer of knowledge that achieve results for children.

We encourage you to adapt this strategy to suit your context and share it with our partners. We all share a common goal to leave no child behind.

Kind regards

A handwritten signature in blue ink that reads "Kulshof". The signature is stylized and includes a long horizontal stroke extending to the right.

Karin Hulshof
Regional Director
UNICEF East Asia and the Pacific

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ABBREVIATIONS

AAR	After Action Review
AWP	Annual Work Plan
CoP	Community of Practice
CO	Country Office
EAP	East Asia and the Pacific
EDB	Evaluation and Research Database
ECM	Enterprise Content Management
HQ	Headquarters
HR	Human Resource
IMEP	Integrated Monitoring and Evaluation Plan
IT	Information Technology
KPI	Key Performance Indicators
MTR	Mid Term Review
MICS	Multiple Indicators Cluster Survey
PRIME	Plan for Research, Impact Monitoring and Evaluation
PFP	Private Fundraising and Partnership
PSN	Programme Strategy Note
RO	Regional Office
RMT	Regional Management Team
RBM	Results Based Management
RAM	Results Assessment Module
SITAN	Situation Analysis
SP	Strategic Plan
SDG	Sustainable Development Goals
WASH	Water, Sanitation and Hygiene

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KNOWLEDGE MANAGEMENT IN UNICEF

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“Organizations of the United Nations system recognize that knowledge-based environments lead to better decision-making and increased effectiveness, productivity and quality and thus improved overall performance.¹”

“Our vision for UNICEF is that of a knowledge leader for children, an organization that generates, shares and acts on knowledge to advance children’s rights and equity, and plays a key role in empowering others to do the same.²”

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Knowledge is indispensable to all including individuals, communities, governments and the global community, and is thus an intrinsic part of the Sustainable Development Goals (SDGs) 2030 agenda as a catalyst to accelerate their achievement. Enhancing knowledge and information systems for programme results and organizational efficiency and effectiveness is one of the key ‘enablers’ of the UNICEF Strategic Plan (SP), 2018-2021. UNICEF sets out to strengthen its position as a knowledge leader and advocate for children and emphasizes the

requirement of continued investment in improved knowledge-sharing and information management. Building on our ability to create, share and use knowledge and support our partners in doing the same, Knowledge Management (KM) is a key element of our overall work which support us to be an effective advocate and actor on behalf of children’s rights and equity for children for the future. UNICEF with its on-the-ground experience globally, our commitment and continued success depends on being effective, innovative,

1 Knowledge management in the United Nations system, Joint Inspection Report, Note by the Secretary-General, Seventy-second session, 5 September 2017

2 Knowledge Management for Equity and Children’s Rights, A Strategic Framework for UNICEF Action 2010-2015, Draft, Division of Policy and Planning, Information & Knowledge Management Unit, 2011

and forward-thinking which requires enhanced capacity and systematic approach. As reported in the UNICEF Institutional Assessment Report 2015-2016³, knowledge generation is successful, and knowledge management as a function is emerging within UNICEF. However, lessons learned from evidence

generation are not consistently extracted or disseminated. It recommends a requirement of firmer and more systematic approaches to make the best use of the knowledge produced, with 'feedback loops' appropriately developed and deployed for learning.

³ Institutional Assessment Report- UNICEF, 2015- 2016, Multilateral Organization Performance Assessment Network, [http://www.mopanonline.org/assessments/unicef2015-16/Mopan%20UNICEF%20report%20\[final\]%20\[interactive\]%20\[final\].pdf](http://www.mopanonline.org/assessments/unicef2015-16/Mopan%20UNICEF%20report%20[final]%20[interactive]%20[final].pdf)

2 CONTEXT

KM in UNICEF East Asia and the Pacific (EAP) region stands out as a key strategy to be the knowledge leader for children. It is one of the key foundation of UNICEF's programmes and advocacy work both at the Regional and Country Office level.

UNICEF in the region is already producing and using evidence from research, evaluation, and data to meet policy or programming needs together with innovations including work under Technology for Development (T4D). However, much more can be done by continuing to refine, improve and systematically manage our KM work to ensure generation and utility of quality products, accessibility to all our external and internal audiences, learn from our experience and to collaboratively work in a more consistent and integrated manner. Now and as UNICEF global systems for KM develop, UNICEF in the region can bolster its role to support knowledge generation, gathering, sharing and use. KM in UNICEF is defined as "the creation, organization, sharing, and use of knowledge for better organizational performance and development results"⁴

and is relevantly applicable for the region. The Regional KM Strategy sets forth a path to develop a more result-oriented knowledge culture in the region with deeper understanding of what knowledge is needed, taking a demand-driven approach to knowledge and supplying smarter knowledge products that fulfil a well-articulated need and creative means for delivering them. It will help guide and encourage staff to share their experiences with each other and with counterparts so we can learn from our successes and failures and to support more open and effective knowledge exchange internally and externally. The Strategy will ultimately provide a clear direction of our KM journey, from currently being disconnected and partly disorganized towards a more systematic and synergetic KM environment promoting culture of learning, generating, exchange and utilisation of knowledge. KM as a catalyst will contribute to informed programming and policy decision making to scale up and accelerate better results for children by making right knowledge available to the right people at the right time.

⁴ Knowledge Management for Equity and Children's Rights, A Strategic Framework for UNICEF Action 2010-2015, DPP, Draft, PAKM, Information & Knowledge Management Unit, 2011

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CURRENT KNOWLEDGE MANAGEMENT SITUATION AND CHALLENGES

ONGOING INITIATIVES

At present numerous KM initiatives are underway in the region and some of the key knowledge generation and exchange include reports and articles from situation analysis, monitoring and evaluation completed; academic journals from research and studies; policy briefs, newsletters, human interest and photo stories, meeting and conference reports; development of databases. Knowledge planning, sharing and dissemination is primarily done via Office websites, social media, emails, meetings and conferences for external audiences and SharePoint, Communities of Practice, Yammer, office shared drives, webinars, brown bag and internal meetings (formal and informal), emails, existing PRIME etc. for internal audiences. Some of the COs also have already established systems and mechanisms in place for quality assurance and planning for communication and dissemination. Few sectors like Emergency and WASH also have their sector specific Regional KM framework with specific objectives to improve knowledge generation and sharing. Their ongoing initiatives also include capacity building, knowledge sharing and exchange using sectoral Teamsites, Yammer, newsletter and practices notes on lessons learnt and monthly webinars.

CHALLENGES

There is a wide spectrum of ongoing KM activities in the region, however due to the absence of an organization framework or strategy, there is no consistency and harmony. Most of the KM initiatives are led and implemented by sections in the offices in silos guided by their sectoral KM framework. As one CO pointed out, KM activities are like a wish list and numerous products are produced with no clear objective of what they will be used for and often they are not used or even shared at all. The number of existing knowledge products generated is overwhelming and challenges the absorptive capacity of our internal and external audience who are drowned with too much information. In informal dialogues and related meetings with the COs and sections in the Regional Office (RO), a number of KM 'needs' continue to be expressed. In most instances these needs are around managing important and relevant existing knowledge, better management of the process of creating, sharing, and applying new knowledge for programming and policy advocacy. Similar feedback was received from the KM work stock taking inputs (September 2017) received from the COs. Additionally, it is noted that the current

level and type of KM work in offices in the region varies widely i.e. from being rudimentary to quite advanced. The KM function and work is also diffused throughout the offices remaining in specific sectoral areas leading to duplication of effort, overlapping and conflicting approaches, waste of resources and missed opportunities for

strengthened collaboration. Working in silos separates different efforts that do not co-ordinate, or may not even be aware of each other. The other major challenge in the absence of a good KM monitoring plan, has been measurement of policy uptake of the findings from evidence generated which UNICEF commissions to make a strong case for KM and it's impact.

4

UNICEF EAST ASIA PACIFIC REGIONAL
KNOWLEDGE MANAGEMENT STRATEGY

UNICEF EAP KM Strategy sets out to establish a simple and harmonized system that extracts, packages, distributes and continually updates evidence, data and knowledge for internal and external audiences to position the RO and COs as knowledge hubs on children and issues affecting them. It outlines a systematic approach to support strengthening KM culture, environment and function to prioritise knowledge gathering, development of knowledge products, share, disseminate and importantly emphasize on the utility of knowledge, to influence action.

The Strategy will serve as a guide for the offices in the region, and as an important linkage for common knowledge sharing points across the region. This integrated approach builds upon current investments, capacities and knowledge including sectoral KM strategies throughout UNICEF.

The strategy sets out to improve KM in the region by:

- setting a framework to consider around KM work;
- establishing the management and coordination mechanisms to support this;
- identifying proposed roles as well as supporting references on good KM practices; and

- implementing, monitoring and reporting on key KM actions for the COs and RO

It will guide the KM work of the region over the period of UNICEF Strategic Plan 2018-2021.

4.1 PURPOSE

The Regional KM Strategy sets forth a path that will lead us from the fragmented and disorganized status quo to:

- a results-oriented and demand-driven knowledge culture; and
- supply of smarter and better aligned knowledge products;
- systematic and user-friendly environment.

4.2 DEFINITION

The Regional Strategy will apply UNICEF's definition of KM as:

The creation, organization, sharing, and use of knowledge for better organizational performance and development results.⁵

4.3 INTENDED STAKEHOLDERS

As KM is an integral part of all UNICEF staff's need for knowledge to learn, share and improve programme effectiveness

⁵ Knowledge Management for Equity and Children's Rights, A Strategic Framework for UNICEF Action 2010-2015, DPP, Draft, PAKM, Information & Knowledge Management Unit, 2011

and advocacy, the primary users are all UNICEF staff in the region as well as our partners who will find the Regional KM Strategy of importance to their work. It is also meant for our colleagues at Headquarters and other Regional Offices.

4.4 TYPES OF KNOWLEDGE IMPLIED

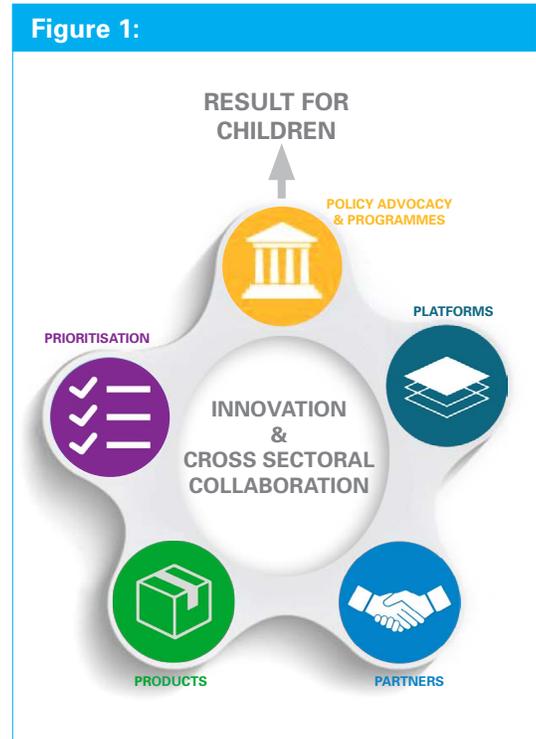
Analysis of knowledge on:

- Situation of women and children;
- Trends and emerging issues and environment impacting children;
- Effective and efficient programme, operational and management performance and practices

The above three classification of knowledge will include both explicit, in the form of data and documents which can be written down, recorded, or codified in some manner, and tacit, in the form of unrecorded and/or individual expertise.

4.5 KM PILLARS – THE FIVE ‘PS’

The Regional KM Strategy will be operationalized within a framework of five pillars (see Figure 1). The Strategy within the framework sets out to establish a system to prioritize knowledge gathering, develop knowledge products and importantly emphasize on the utility of knowledge to influence action in a structured manner. It overlays the Results Based Management (RBM) approach of our programming embedded in how we approach every stage of the



programme cycle, from harnessing evidence about existing conditions, analysis and trends to strategic planning, implementation, monitoring, reporting, evaluation and using the knowledge generated for organizational learning and informed decision making. While providing a strategic direction to regional KM work, it seeks to establish a harmonized system and processes. The five pillars are grounded in the Regional Headline Priorities and linked to UNICEF’s strategic framework to create a positive feedback loop between quality knowledge products, knowledge partnership and platforms with the focus to influence program and policy advocacy.

4.5.1 Prioritisation

The Regional KM Strategy will focus on the 3 **Regional Headlines** (figure 2) for EAP region that embody its contributions to the SDGs in full alignment with UNICEF SP goals for 2018-2021. The region will **prioritise** the KM resources within each of the broad types of knowledge mentioned above to demonstrate KM's contribution to achieve the 18 Regional Headline Results. However, prioritisation of the Regional Headlines does not imply that these are the only results that the RO and COs are undertaking but rather commits to additional focus and attention of KM on specific results areas for an agreed time.

The identification of need for knowledge on the priority areas is to be done through the planning processes, ideally at the beginning of a programme cycle but can be done during the annual planning processes both at the COs and RO. Prioritization of work and allocation of resources should be based on those sustainable activities that are proven to have worked well and the greatest and sometimes quick impact for UNICEF.

These processes include broad consultations in the offices and with partners where relevant, to ensure that:

- Knowledge needs around the Regional Headline Results are strategically identified – to fill in existing knowledge gaps and articulated in the different key planning documents such as the Programme Strategy Notes (PSN) and Annual Work Plans (AWP),

including but not limited to the Plan for Research, Impact Monitoring and Evaluation/Integrated Monitoring and Evaluation Plan (PRIME/IMEP), Evaluation and Research Database (EDB);

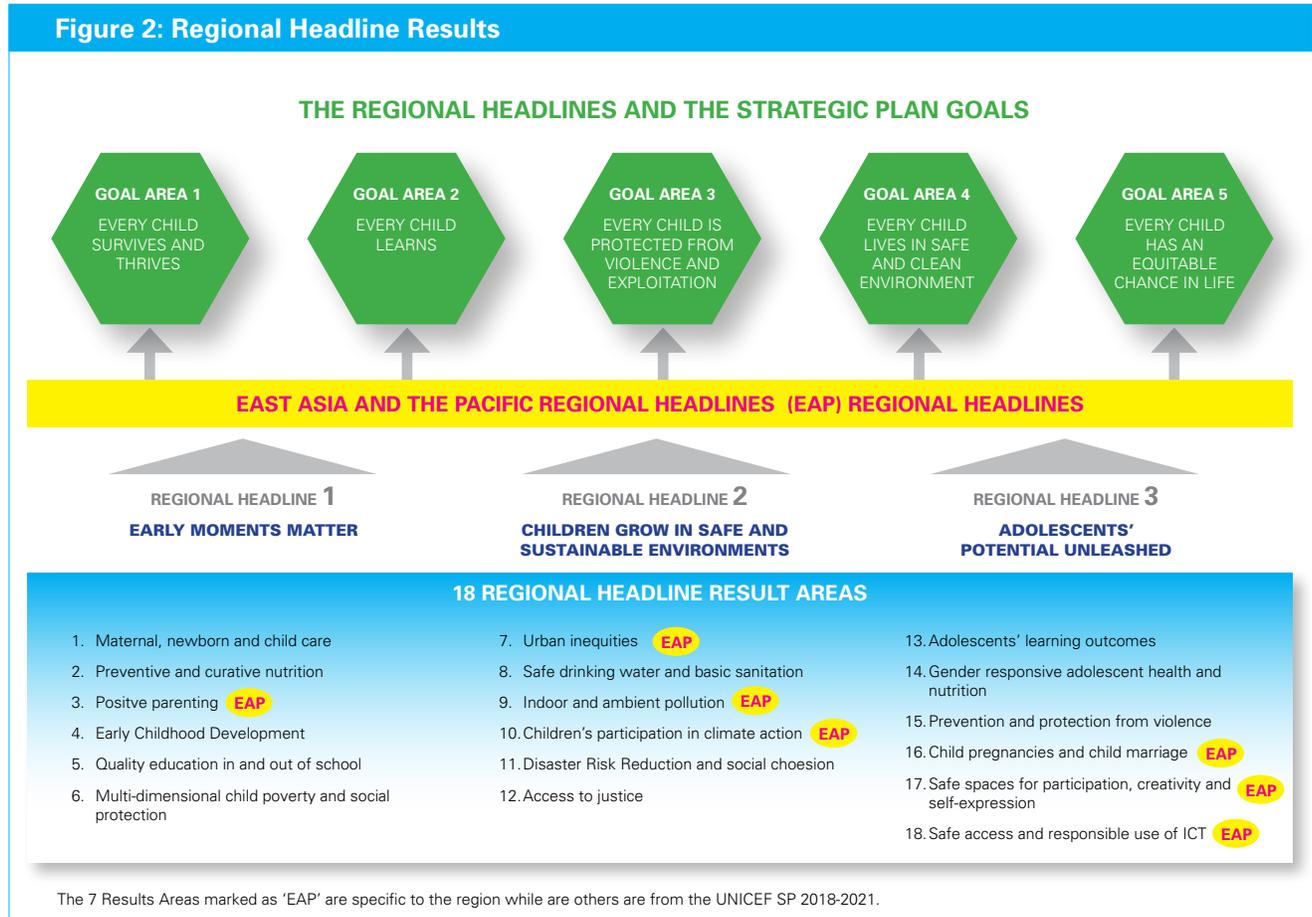
- KM plan is result-oriented with costed knowledge generation and realistic dissemination plan for effective use of the knowledge produced;
- Requirement of expertise and support (within CO and from the RO) need is determined to identify technical support and capacity building needs.
- Potential partners to generate, share and use knowledge are identified.
- Implementation is effective and efficient e.g. consolidation of evidence-generation activities on issues of common concern for more than one country at regional/sub-regional level.

4.5.2 Products

EXPLICIT KNOWLEDGE:

The focus of the strategy will be to lean forward from generating and gathering knowledge **products** towards instigating the audience to translate evidence into action and that is when it will have maximum impact. The products will need to deliver tangible results in terms of improving programme performance and furthering our advocacy efforts. Although offices in the region have existing knowledge generation activities and processes in place but to filter and streamline renewed, efficient and effective efforts, the following should be considered:

Figure 2: Regional Headline Results



- Commission knowledge generation/gathering on the Regional Headline Results through;
 - Policy and operational research on thematic areas
 - Evaluations e.g. large country offices should conduct five evaluations per country programme cycle, medium-sized and smaller country offices should carry out at least three evaluations over the same period and 2 evaluations by the RO⁶.
- Analysis of data from Multiple Indicator Cluster Survey (MICS), Demographic Health Survey (DHS), other National Household surveys and administrative data produce thematic reports.
- Regional data analyses e.g. Baseline data study
- Regional Annual Progress Report on the Regional Headlines
 - Produce and regularly update the Situation Analysis of children and women (SITAN).

⁶ UNICEF EAP Regional Evaluation Strategy and Action Plan, 2018-2021

- Analyse and document innovation, good practices and performance, success stories, challenges and opportunities e.g. Annual Progress Report, RAM progress statements, Mid-Term Review (MTR) and Evaluation reports, Case Studies, Technical briefs, Field and Practice notes, Real Time Review, After Action Review (AAR) etc. This process should also draw heavily on existing evidence databases such as PRIME/IMEP, Evaluation and Research.
- Documentation of contribution and influence by key development actors and partners around the Regional Headlines.
- Document national, regional and global key events discussion, conference proceedings and outcomes.

TACIT KNOWLEDGE:

It is important, for the pace of organizational innovation and change, to capture and integrate the tacit knowledge (UNICEF's undocumented experiential and individual knowledge) on issues of planning and implementing programmes of staff and partners into the formal organizational learning and programming process. This should be routinely and strategically documented, and key insights distilled and shared through:

- Regular sharing, exchanging and capturing experiential knowledge through meetings of different kinds: Regional Network meetings, staff meetings, professional staff meetings, section meetings, weekly thematic meetings, head of cluster meetings, thematic task

force meetings, intersectoral dialogue, collaborative work on joint projects, brown bag lunch, etc. Please also see https://www.unicef.org/knowledge-exchange/index_82053.html (which has resources on strategically planning, implementing and documenting successful knowledge sharing events. The resources available also helps to decide if a face-to-face meeting is really needed or could be done with a real-time meeting using different platforms e.g. Skype, Video Conferencing.)

- Developing and/or participating in Communities of Practice (CoP) in key areas of relevant to the Regional Headlines led by the RO. Helpful UNICEF resource on building CoP are available here: <https://unicef.sharepoint.com/teams/Communities/SitePages/Build.aspx>
- Offices (in coordination between KM mobilisers and HR section) to establish mechanism on exit interviews and handover notes when someone leaves a post, retires or upon completion of a consultancy to retain institutional memory as well as to learn and share. Please see good samples of exit interview templates https://www.yammer.com/unicef.org/#/uploaded_files/51679315?threadId=987594622 and handover notes https://www.yammer.com/unicef.org/#/uploaded_files/51679382?threadId=987594622 developed by UNICEF Private Fundraising and Partnership (PFP) Division.

- Offices to develop Induction Packages led by HR to support new colleagues to help settle in and better understand the Office's way of working (administrative – HR/Ops and programmatic – Predecessor's note) to bring them to speed.

4.5.3 PARTNERSHIP

To translate KM partnership into pragmatic actions, it will be important to engage the partners early in the KM process to identify key priorities, agree on knowledge requirement and importantly define roles and responsibilities.

KM partnership should nurture joint accountability, foster quality assurance and help to mitigate the risk of obtaining knowledge which is not utilized. The Strategy will focus on developing KM [partnerships](#) (formal and informal) on a shared purpose or goal in producing new knowledge as well as to provide access to crucial networks and relationships that extend UNICEF's reach for the dissemination of knowledge to amplify children's issues and voices. For the strategy, KM partnership will be fostered through:

- Potential collaboration with partners to co-finance and conduct research, studies and evaluation
- Promoting creativity and innovation
- Documenting successes and failures of joint efforts
- Increased access to knowledge, experience, resources and connections
- Exchanging learning and good practices

- Providing platform and participation in dissemination of key knowledge products produced jointly
- Strengthening capacity and skills transfer to advocate and influence policies
- Include key elements of KM as listed above in donor proposals.

This will also build on the work around 'Thought Leadership', whereby UNICEF EAP plans to invest in developing quality academic and think tank partnerships in and beyond EAP to provide UNICEF added agility and scope, to generate high quality evidence using traditional and innovative methodologies, to leverage the expertise and academic networks of others to wield influence agendas and advocate policy shifts more widely.

4.5.4 PLATFORM

UNICEF offices as 'knowledge centers' should provide [platforms](#) for debates on children's issues by improving the accessibility of desired knowledge products by those they are intended to reach and to initiate interactions to prompt action or change. This means ensuring physical availability and accessibility of the knowledge products to wider target audience and making the products relevant for those who receive it. Development of IT enabled KM platforms will build on the ongoing Digital Transformation Project for external audience and Content Management (ECM) project for UNICEF. The following mix of appropriate platforms including IT enabled to speed

up stimulation of interest and action around a key knowledge area of work for the Office is to be considered:

For internal audiences:

TACIT KNOWLEDGE

- Webinars around key topics of interest on the Regional Headline Results led by the RO to exchange ideas and insights as means of sharing tacit knowledge and stimulating further peer-to-peer and inter-country interactions.
- Regional Network meetings to include a dedicated session on knowledge exchange as a forum to share good and effective practices related to specific programme areas, operations as well as practical management approaches.
- Communities/networks to exchange information and experience based on identified needs e.g. UNICEF Yammer community (sectoral communities, customer care, communities of interest, regional and country groups) is one such platform that has been found to be very effective to share knowledge, learn from others, find solution and to connect with people of same interest for focused discussion etc.⁷ Resources on creating communities of practice are available here: <https://unicef.sharepoint.com/teams/Communities/SitePages/Build.aspx>

EXPLICIT KNOWLEDGE

- Easy-to-access regional platform (Teamsite) and internal Document

Management system with a repository of key knowledge products by RO and COs on Regional Headlines Result areas to share and find information more easily and collaborate efficiently. (Updated and resources of ongoing work area available here: Digital Transformation Project - <https://unicef.sharepoint.com/teams/DOC/DigitalTransformation/SitePages/Introduction.aspx> and Improved Document Management system- <https://unicef.sharepoint.com/teams/DHR/ECM/SitePages/Home.aspx>)

For external audiences:

TACIT KNOWLEDGE

- Global, regional and national level conferences and meetings to disseminate UNICEF knowledge as well as to learn from the partners and there is also the spin-off value of building/maintaining external networking ties.

EXPLICIT KNOWLEDGE

- Regional Headline Results online monitoring and tracking platform managed by the RO embedded in the EAPRO website: <https://www.unicef.org/eap/regional-headlines>
- COs websites with highlighted pages on latest information, updates and resources on relevant priorities. <https://www.unicef.org/eap/where-we-work>
- Use of social media e.g. Facebook, Twitter etc. to put issues out into the wider public domain and create

⁷ UNICEF Community Survey 2018

discourse that draws the attention of policy-makers and mobilize action.

While presented in a logical sequence as coming after prioritization and product, it makes sense that the process of agreeing on the knowledge product(s), identification of partnership and platforms, occurs simultaneously.

4.5.5 PROGRAMME AND POLICY ADVOCACY ACTIONS

UNICEF can play a knowledge brokerage role, leveraging UNICEF's significant convening power to foster and support dynamic knowledge exchanges with development stakeholders and country counterparts. The main focus of the KM Strategy remains on the utility of knowledge for improved [programme and policy actions](#). All knowledge generated should provide knowledge of the situation and about 'what works' is made readily available to support the practitioners and to influence policy-makers to help shape policies, leverage budgetary investments for children, inform and enrich academic discourse and guide programmes and practice. The products should speak to the needs of audience to generate interest, influence policies and to address the issues highlighted. All the formal generation/gathering of compelling evidence in

the form of studies, research (policy research, operational research) and evaluation and rigorous analysis of data on the Regional Headline Results will need to feed into the Regional and National advocacy. It is therefore critical that very early in the KM process, Office develops a clear plan to address what knowledge is required and how will it be generated, packaged and more importantly used to inform program and policy actions. The RO in consultation with the Knowledge Exchange team in HQ and the RO Evidence Group comprising of RO Evaluation, Research and Monitoring team will establish the implementation of a mechanism for tracking of knowledge uptake within and beyond the organisation. The mechanism will include documentation of specific programme or policy action as a result of support from KM including prioritisation, products generation and dissemination in partnership with others.

UNICEF in EAP region brings an added value to existing global evidence, with a focus on specific national and regional dimensions. The Strategy proposes a continuation of this work with prioritization and a greater focus on end use from the outset linking with the broader Office communication and advocacy strategy formulation, in an iterative cycle of planning along the 5 pillars.

5

KM GOVERNANCE

The management of the knowledge function is an integral part of the EAP Regional KM strategy and is interrelated with the key change strategies of UNICEF SP 2018-2021 (Programming for at scale, developing and leveraging resources and partnerships, fostering innovation, harnessing the power of evidence as a driver of change for children). Effective management of the knowledge function calls for leadership and direction from the Regional Director, Deputy Regional Director, Representatives, Deputy Representatives, Regional Advisors and CO Section Chiefs to unite the core capacities in programmes, monitoring and evaluation, planning, and communications. The Senior Management Team needs to create a curiosity and synergy to generate, collect and use knowledge needed to

advance the wellbeing of children. To implement this, it will require the Senior Management Team (as above) to:

- Identify common agreement and clear accountability on the direction of KM work as well as budgets as required, plans and responsibilities of various parts of the organization to achieve them.
- Coordination and coherence of KM work, and reduced duplication of efforts and costs.
- Higher level attention to knowledge-related issues in the offices and across the organization.
- Greater capitalization on the combined expertise between offices and across the organization.
- Greater cross-functional collaboration.

6

KM ACCOUNTABILITIES

KM is one of UNICEF's cross-cutting strategies – meaning that KM practices and activities are not the sole responsibility of a specific group of people but rather something that every UNICEF staff member has a stake in and a responsibility for. However, the primary accountability remains with the Heads of the Office and Section Chiefs to drive KM as a strategy for programme effectiveness and to influence improved decision for children. The Senior Management Team will lead and effective planning, implementation, monitoring and regular reporting of the Regional KM Strategy through the KM Action Plan. All staff will contribute towards this but the following specific staff at COs and RO with specific KM coordination and oversight roles will provide support to the offices.

Sectoral KM Champions (Colleagues with KM as a part of their job profile to manage KM work in their relevant sectors):

- Continue to lead sectoral KM work linked to their existing sectoral KM strategy, framework and approach.
- Represent section in KM initiatives planning and review, and/or KM needs analysis.
- Identify major sectoral knowledge and information needs and be alert to discovery of external resources that

will address those needs.

- Implement, monitor, and report sectoral KM activities as identified in the Regional KM Action Plan.
- Gather and communicate feedback about KM impact of their work to the Office.

KM Mobilisers (Currently Office KM focal points carry this function):

The COs are encouraged to identify (if they have not done yet) one KM Mobiliser per Office with an important coordination and oversight role in their job description to:

- Convene, monitor and report on the implementation of the Regional KM strategy through the Regional KM Action Plan.
- Liaise and communicate KM progress, practices, and outputs between different sections of the Office and with other Offices.
- Facilitate knowledge sharing, learning, and knowledge capture sessions.
- Coordinate with Knowledge Champions and people who have been identified as sources of experience / expertise; mentor and support new Knowledge Champions.
- Point colleagues in a helpful direction towards relevant resources or colleagues when they mention an information or knowledge need.

RO KM Specialist:

- Provide overall technical support to the COs and RO's management of knowledge function and its management.
- Reference point for clarification and explanation on KM matters.
- Provide ideas and suggestions for new initiatives or improvements to KM services and tools.
- Share best KM practices through various online platforms and develop templates of good KM products for COs to facilitate the adoption of these best practices.
- Monitor and report on the implementation of KM Strategy and the action plan with support from the KM Champions and Mobilisers.
- Compile reporting by the COs to publish and share an annual report with support from KM Champions and Mobilisers on the implementation of the KM Action Plan so that the KM experiences of COs is captured well and shared in a formalized way.
- Support build KM capacity of staff.
- Liaise with HQ Knowledge and Exchange team to seek guidance and support required as well as contribute to advance the overall management of knowledge in the region.

7 STRENGTHENING KM CULTURE AND CAPACITY

The Senior Management Team will support and promote knowledge culture and enabling environment through continuous and concerted effort to integrate knowledge generating, sharing and use in the Office. The staff will be kept abreast of knowledge relevant to their work through exchange and sharing of new knowledge updates and development through its easy-to-access Office teamsites, document management system and internal meetings e.g. management meetings, annual and mid-year reviews, regional network meetings. Staff will be encouraged and supported to take part in available global, regional and country level communities of practice, participate and contribute to knowledge sharing events organized internally or externally. However, every staff member as a KM worker will also require a change in mindset and ways of behaving and operating as an individual on a personal level and as teams by fostering the culture of real time feedback at and between sections, not just with the line management. The RO will establish an incentive system to acknowledge and recognize significant contribution of Offices on KM as well as

model integration in professional staff evaluations (PAS) discussion to promote interest and support career growth. KM capacity will be built through learning and training opportunities; however, staff should take individual responsibility and interest for learning. They should proactively engage to discuss their learning plan with the Supervisors. A list of reviewed and recommended external learning opportunities will be developed by the RO and will include both virtual and in-person training opportunities. Local opportunities for staff in field offices will also be considered. The list will be coordinated with HQ but will require inputs both from RO and COs especially regarding local training and learning opportunities. Although currently it does not exist but a basic training course for better understanding of the fundamentals of KM will also be proposed to be developed by HQ and made available to all staff and partners in AGORA. All staff including KM Champions and KM Mobilisers, should also plan their relevant individual KM activities and outputs in ACHIEVE and report on achievements made on planning and delivering realistic KM outputs to sustain their skills and learning and for their career growth.

8

MEASURING KM PROGRESS

Effective measurement of KM is critical to making sure that we are pursuing the highest impact activities and that those activities have proven results of informed programming and policy decision making. For the Strategy, a Regional KM work plan (Annex 1) with a set of activities with measurable key performance indicators (KPIs) will be developed to cover the major areas of KM work both at the COs and RO. It will include both quantitative and qualitative measures. Some indicators though also need feedback culture to be able to pick up trends and stories. A way of knowing that we are moving in right direction, is by hearing increasing stories/ feedback about what is working well and then focus energy on these areas (go with the energy).

These should be benchmarked and monitored on a continual basis as part of UNICEF's overall programme performance management system and should include feedback on our performance from our external partners. The Action Plan will be monitored on an annual basis by the Regional Programme and Planning section, and progress report will be provided to the Regional Director and the Regional Management Team (RMT).

Through effective measurement we will continually make the case that improvements in KM results in higher quality knowledge products, increased engagement and sharing with partners and overall improvements to efficiency in our own work.

ANNEX 1

REGIONAL KM ACTION PLAN 2018-2019

KM Pillars	Activities	Roles & Responsibilities	Provisional Timelines	Status
PRIORITISATION	Identify key KM priorities relevant to the Regional Headlines for 2018 and 2019 and reflect in the regional KM Action Plan.	KM Specialist and CO KM Mobilisers	Oct-18	
	Strategic planning documents (CO Programme Strategy Notes, SitAns, UNDAFs, CPDs, MTRs, COAR, ROAR etc.) reviewed with a 'KM lens' to encourage KM principals to be systematically integrated into each stage of the programme cycle.	Section Chiefs at RO and COs with support from Planning colleagues, KM Specialist and CO KM Mobilisers	On-going	
	Review of IMEP (PRIME which we hear that will be replaced soon) with a focus on the utility aspect i.e. is the evidence being gathered influencing programme/policy direction and is it been effectively channeled as relevant to wider developmental partners. The review will also identify the existing knowledge gaps.	- At CO: PME section - At RO: Programme and Planning, Social Policy, Evaluation	Beginning of year for 2019	
	Development of CO KM strategy or framework	CO KM Mobilisers with support from RO KM Specialist	Based on CO requirement	
PRODUCTS	Encourage systematic approach to documenting and sharing good practices/lessons learnt in East Asia and the Pacific.	KM Champions, Mobilisers, Specialist	On-going	
	Produce Baseline study on the key indicators of the Regional Headline Results and Annual progress flagship report.	RO Programme and Planning section	- Baseline Study, Sept 2018 - Annual Progress Report, Jan 2019	
	Produce knowledge related products including evaluation, research, studies, report, data analysis, policy briefs etc. on the identified KM priorities.	CO and RO by relevant sectors	On-going (2018 & 2019)	
	Prepare and produce Annual publications catalogue of knowledge products from the region. (Please see example from ESARO https://www.unicef.org/esaro/resources_publications-catalogues.html)	RO KM Specialist with support from CO KM Mobilisers	Jan-Feb 2019	

PARTNERSHIP	Identify at least 2 key partners (e.g. academia, implementing partners etc.) collaborating on KM. (These partners will help ensure an external focus to compliment the internal one, enrich discussions with new 'outside' perspectives, and work on joint activities where appropriate.)	Sectoral KM Champions with support from KM Mobilisers	Sep/18	
	Documenting and sharing good practices/lessons learnt from programme and policy actions through partnership.	CO and RO by relevant sectors with support from KM Mobilisers/Specialist	On-going	
	Facilitate South-South exchange.	Sectoral KM Champions with support from KM Mobilisers	On-going	
PLATFORM	Develop internal SOPs to more effectively use Network meetings (as planned in 2018 and 2019) and create 'spaces' for reflection and conversations on key issues.	RO Programme and Planning (KM Specialist) and Regional Advisers	Oct/18	
	Convene at least 6 brown bag sessions and webinars annually for dissemination of key findings, sharing experiences such as an innovative programme, feedback from staff who attended a global mtg etc. These sessions are aimed at engaging with both internal and external audiences and creating a dialogue on relevant developmental opportunities and challenges.	KM Mobilisers with support from sectoral KM Champions	- 2 by end of year 2018 - 6 by in 2019	
	Identify key global/regional meetings being attended by staff. Agree with staff attending such meetings on plan for sharing information.	KM Champions with support from KM Mobilisers	On-going	
	Roll-out of Enterprise Content Management: - Revitalization of the Office Teamsite - Cloud-based document management system - Collaboration sites	CO and RO ECM Champions, ICT, KM Specialist, KM Mobilisers	Aug-Dec 2018	
	Establish a systematic approach to dissemination of key findings and cutting edge trends within thematic areas. Agree on ways to better tackle the EAPRO role of 'filtering' info (from HQ & other sources).	RO Programme and Planning (KM Specialist), Social Policy, Evaluation, Advisers	Sep/18	
	Development of online platform (EAPRO website) to monitor and report on the Regional Headline Results	RO Programme and Planning with support from RO Communication	Sep/18	
	Development of Regional Headline Results database and dashboard on EAPRO Teamsite	RO Programme and Planning with support from RO ICT	Oct/18	

PROGRAMME AND POLICY ADVOCACY ACTIONS	Establish a mechanism for tracking of knowledge uptake within and beyond the organisation	RO KM Specialist with support from KE HQ and RO Evidence group	Will need to discuss with Ian	
	Share examples for good practices on knowledge uptake from the region and beyond	RO KM Specialist	On-going	
	Documentation of specific programme or policy actions as result of KM (Please see an example from ESARO here: https://intranet.unicef.org/epp/evalsite.nsf/0/2155BD3C-BOE53555852582A5005B0C10/\$FILE/ESAR%20PMR%20%20Dream%20Meeting%202018%20V2.pdf)	RO KM Specialist, CO KM Mobiliser with support from KM Champions	On-going	
	Increased emphasis on KM in statements, speeches and talking points developed for RO and CO Management audiences in East Asia and the Pacific region.	KM Mobilisers & Communications	On-going	
CAPACITY BUILDING	Organize regular webinars on knowledge sharing by CO colleagues to update on knowledge work and exchange of best practices and lessons learnt. Few of the webinars will be focussed on orientation on available UNICEF tools and systems led by HQ KM exchange colleagues	KM Specialist & HQ KM Exchange colleagues	Once in every two months	
	Integration of KM capacity building during network meetings (it is already in plan for Emergency, WASH and PME sections)	RO KM Specialist and Regional sections	As and when network meetings are planned	
	Propose and include KM trainings in the Regional Human Resource Development Plan (RHRDT) and Office specific learning plan	RHRDT, Office Management	On-going	
	Organize Office/Sector specific KM trainings for staff and partners	KM Mobilisers and RO KM Specialist with support from HR	Learning day on KM planned for Planning and Monitoring network meeting	
	KM results established and reported in ACHIEVE for all professional staff and Programme Assistants	Line Managers/HR	ACHIEVE - Planning and Reporting phase	

ANNEX 2

REGIONAL AND GLOBAL KM CONTACT LIST

Country	Name	Designation	Email address
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Global KM and KE contact list is available here: https://unicef.sharepoint.com/:x/r/teams/Communities/_layouts/15/Doc.aspx?sourcedoc=%7B569aa738-38dc-4935-a346-f32ec17ff3b9%7D&action=default

ANNEX 3

RESOURCES ON KM TOOLS

1. KM Handbook from IMA International (International consulting Institute on KM capacity building) – UNICEF Internal: [IMA Handbook on KM](#)
2. KM plan (internal draft): [How to develop a KM plan?](#)
3. UNICEF Knowledge Exchange Toolbox: https://www.unicef.org/knowledge-exchange/index_82053.html
4. Which Platform for what? – UNICEF Internal <https://icon.unicef.org/iconhome/ICON%20Document%20Library/which%20platform%20for%20what.pdf>
5. Which Tools when? What the Tools can do for you – UNICEF Internal <https://icon.unicef.org/iconhome/ICON%20Document%20Library/Booklet%20-%20which%20tool%20when.pdf>
6. Guide to UNICEF Digital library (Journal subscriptions and database) – UNICEF Internal: https://unicef.sharepoint.com/teams/Communities/KECoP/Documents_final/UNICEF_Digital-Library%202018.pdf

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