WFP

World Food Programme

SAVING LIVES
CHANGING LIVES

KNOWLEDGE MANAGEMENT STRATEGY

REGIONAL BUREAU NAIROBI

2021-2023

REGIONAL CONTACTS:

Anoushka Boteju
Regional Programme Officer
anoushka.boteju@wfp.org

WFP RBN Knowledge Management Workstream
rbn.knowledgemanagement@wfp.org

DATE: 21 March 2021

DISTRIBUTION: Public

ORIGINAL: English

ENDORSED AND APPROVED BY:

Regional Director, RBN:

for **MICHAEL DUNFORD**

OIC 26.03.2021

TABLE OF CONTENTS

INTRODUCTION AND RATIONALE 3

REGIONAL CONTEXT 4

STRATEGY 6

STAKEHOLDER ANALYSIS 9

CRITICAL SUCCESS FACTORS 10

- Leadership 10
- Resources 10
- A well-developed ICT (information and communications technology) infrastructure 10
- Knowledge Measuring System 11
- Organisational Culture and Change Management 11

ANNEX 1: IMPLEMENTATION PLAN 12

ANNEX 2: STAKEHOLDER ANALYSIS MATRIX 25

ANNEX 3: COMMUNICATION PLATFORM REFERENCE GUIDE 30

ANNEX 4: COMMUNICATION PLAN 37

ANNEX 5: KM STRATEGY BUDGET 40

INTRODUCTION AND RATIONALE

1. In 2016, WFP commenced work to develop a corporate Knowledge Management (KM) Strategy through consultations with staff across country offices, Regional Bureaux and HQ. The Executive Management Group endorsed the strategy in February 2017 and since then, WFP has been exploring staged implementation options to ensure that knowledge management in WFP is sustainable and valued with the flexibility to evolve over time.

2. WFP's KM Strategy considers three building blocks: people, processes and systems. The Key objectives of the corporate strategy are:

    a. Strengthening the evidence base for good decision-making by documenting good practice and lessons learned;
    b. Increase efficiency and effectiveness by applying good practices and putting lessons learned into practice;
    c. Improve policy, guidance and tools;
    d. Enhance sharing with governments and partners;
    e. Strengthen the connection among experts;
    f. Broaden the knowledge base of WFP staff; and,
    g. Strengthening global and regional advocacy.

3. Outlined in the corporate strategy is the need for a WFP-wide KM approach that requires an evolution of our work culture and roles as well as existing processes and systems, focusing on establishing the minimum consistent infrastructure to increase coordination, formalize roles, standardize common processes and bring together headquarters and country systems. This is a cultural transformation for WFP, not just a procedural or technological one, requiring strong leadership and the involvement of all staff acting as "knowledge brokers".

4. At WFP, knowledge generated at the field level reinforces WFP's capacity to deliver on the CSPs. Together with experiences, partnerships, and expertise nurtured over time, quality services such as technical assistance to governments, South-South Cooperation, and policy engagements with various institutions is needed to maximize on these field experience, expertise, and knowledge through various initiatives. RBN recognises the value of KM, and its important role in this regard.

5. It is through this recognition of the importance of KM that WFP RBN[1] has developed a new regional KM strategy for the period 2021-2023. The strategy is tailored to country needs and contexts. It will support the RB, as well as the countries in the region, to effectively and efficiently capture, synthesize, manage, use, and share knowledge emerging from their Country Strategic Plans (CSP) implementation, to increase program quality and effectiveness.

6. This regional strategy outlines the approaches to becoming a successful KM organization, the key stakeholders and the critical success factors. A Theory of Change outlines how the RBN will become a strong, knowledge-centred region. Supporting this regional KM strategy is an implementation plan and a communications plans which can be found in the Annex section.

REGIONAL CONTEXT

7. WFP in the Eastern Africa Region needs to be agile to the constant changing contexts in the region, responsive to the new emerging challenges, and innovative in providing solutions to address the challenges of delivering on the Sustainable Development Goals (SDGs) 2 (Zero Hunger) and 17 (Partnership for the Goals). To do this, WFP must institutionalize learning and adaptation as a continuous process and leverage the best available knowledge from evidence and practice, from both internal and external sources, for comparative advantage.

8. This strategy is informed by country KM assessments, desk reviews and evaluations that were conducted, which have collectively recommended the need for a more integrated KM approach throughout the organization. The analysis showed that although WFP has a plethora of knowledge throughout the organization, the concept of Knowledge Management is yet to be fully embedded nor sufficiently integrated in the organisation, to support learning and improvements. The various assessment conducted recommended that WFP continue to build an evidence base, and a robust knowledge management strategy that would allow WFP to accumulate a broad knowledge base regionally.

9. WFP's Regional Bureau in Nairobi (RBN) covers ten operational countries in Eastern Africa[2] : Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Sudan and Uganda. KM assessments conducted in 4 countries, 7 field offices, and units in the regional bureau, identified several gaps and challenges, including: an absence of a systematic approach to KM, limited understanding of the KM among staff, limited access to knowledge, poor culture of information capture and sharing, lack of accountability and governance, and lack of an enabling environment and systems to support KM.

10. While these countries all worked to deliver on the Country Strategic Plans (CSPs), partner with governments and other institutions, with some having huge budgetary allocations, they did not fully leverage on learning from both internal and external knowledge to set WFP apart as a credible partner of choice. They did not effectively leverage internal and external evidence and knowledge to position WFP as a thought leader in different strategic thematic areas. The visibility of WFP's work and its impact in the region was highly wanting with COs being rather reactive in their operations rather than proactive given the conditionality of humanitarian workers to respond quickly to emergencies and focus less on the Changing lives agenda. Shifting this narrative might help behavioural change towards KM.

11. Resources may have not been used efficiently because COs did not learn from each other. Where initiatives could be replicated, they were not; where lessons could have been learned, same mistakes were made; where technology could be enabled for information access, energy was spent implementing CO specific technology. As a result, knowledge and evidence were either 'hidden' or lost.

12. Knowledge Management is ignored by most countries in the region, with Ethiopia CO being the only country with aspects of Knowledge Management embedded in their CSP and a dedicated Knowledge Management Officer.

13. KM is critical to leverage fundraising, build partnerships, advocate, enhance the visibility of WFPs contribution to a wide range of technical areas and social issues and position WFP as a credible organisation, and partner of choice, not only in supply chain but also in other areas such as Food Systems, the hunger-conflict cycle and, Social Protection. Strong knowledge management will. work as an enabler to ensure better measurement of WFP's impact, and strengthening the evidence base for WFP programming.

14. Identifying, validating and properly documenting innovations, lessons learned, and good practices is necessary for WFP to become a learning organisation and in the pursuit of programme excellence. These processes not only institutionalize organizational learning, but also help in the generation of new ideas, improved demonstration of human rights-based approaches and promotion of evidence-based advocacy.

15. WFP Strategic Plan 2017-2021, Country Strategic Plans and Portfolio Budgets have marked the largest transformation in WFP in the last 20 years that came with introduction of the SDGs and the UN reform. KM, together with Research, Analysis and Monitoring (RAM), Communications, Advocacy, and Marketing (CAM), and Evaluation strategies, have a principal role in contributing to the generation of sound and credible evidence in every stage of the CSP cycle. Starting from the design of the CSP (where broader contextual analysis is important), KM and its key stakeholders must ensure that analysis and learning from implementation, mid-term reviews and evaluation phases are firmly embedded in CSPs. It is critical that this evidence continuum be considered from the initial conception of CSPs.

16. The Regional KM Strategy will serve to ensure that COs in RBN institutionalise KM in CSPs, that the evidence continuum is well articulated.

17. As part of the UN Reforms initiatives, WFP RBN participates in the Africa Knowledge Management Hub and contributes to the KM initiatives on the continent by sharing its best practices and expertise based on its strengths, hence creating a shared value.

STRATEGY

18. WFP RBN defines KM as the continual effort of generating, documenting and sharing knowledge to build capabilities (rather than just capacities) through learning processes geared towards achieving zero hunger. KM in the RBN has three building blocks: People, Processes and Technology.

19. People are at the core of the strategy. The knowledge of staff and consultants is WFP's most important asset and gives WFP a competitive edge in the region. It is through people that this strategy will succeed at being operationalized. KM is everybody's business.

20. The theory of change will guide WFP RBN towards effective KM that is incorporated into day to day activities and enables individuals and team to create, generate, curate, acquire, disseminate, store, access, use and re-use knowledge from internal and external sources.

21. The goal of the strategy is that WFP RBN Values KM by ensuring staff are capable of generating, curating and translating knowledge and evidence that strengthens and improves operations with the aim of supporting the region in ending global hunger, malnutrition and establishing strong partnerships.

22. The strategy is anchored in six workstreams, which define the impact pathways and activities as outlined in the Theory of Change below. The workstreams are:

    a. Leadership and Governance: Having an Established and sustained management buy in and commitment of integrating KM in all management activities, operational activities and all practices at RB, CO and field levels.
    b. Knowledge Generation and Use: Systematic use of Knowledge and evidence generated and accrued from the KM approach is routinely used to strengthen the evidence base for effective programmatic action and inform and improve policy and financing.
    c. Enabling environment: Create and sustain an enabling Knowledge Management Environment that allows for staff to generate new knowledge resources and/or curate existing knowledge into accessible and actionable resources for stakeholders.
    d. Capacity Building: KM Capacity is mobilised, strengthened and sustained
    e. Collaboration; Learning and Adaptation: WFP RBNs ability to achieve and sustain its mandate is enhanced through Strategic collaboration, continuous learning, and adaptive management
    f. Systems and Technologies: in collaboration with TEC/ Digital Transformation unit, develop and maintain foundational infrastructural resources to catalyse KM, including KM processes and tools and strengthen the KM systems to systematically capture, store, and share knowledge and evidence at all levels.

23. The proposed activities will lead to a sequence of outputs that will create a knowledge and evidence base for WFP RBN and its partners, systematically embed KM practices and tools in WFP operations and subsequently ensure that the most relevant knowledge is embedded in operations, and ensure that learning is cyclical, and integrated into how WFP works. Outputs accruing from these activities include:

    i. KM strategy, Communication plan and Implementation plan developed and implemented
    ii. Staff and partners KM awareness strengthened;
    iii. KM FPs appointed in RB and CO level, and network managed;
    iv. Knowledge products developed and learning events instituted;
    v. Incentive structure for knowledge sharing put in place;
    vi. Knowledge and evidence base built, structured, and strengthened;
    vii. Capacities of KM focal points and staff improved;
    viii. External knowledge leveraged through partnerships;
    ix. KM Approaches and tools facilitate organisational learning; and
    x. Best practices, lessons learned and other knowledge products available and easily accessible through technological platforms.

24. The success of the Regional KM Strategy and its activities will be highly dependent on the below assumptions:

    a. KM is well instituted;
    b. A positive KM culture which embraces Sustained commitment to KM agenda at all levels;
    c. Management buy-in;

d. There is ease of access to pertinent knowledge;
e. Staff have capacities Capabilities and competences; and
f. Adequate resources to support strategy implementation.

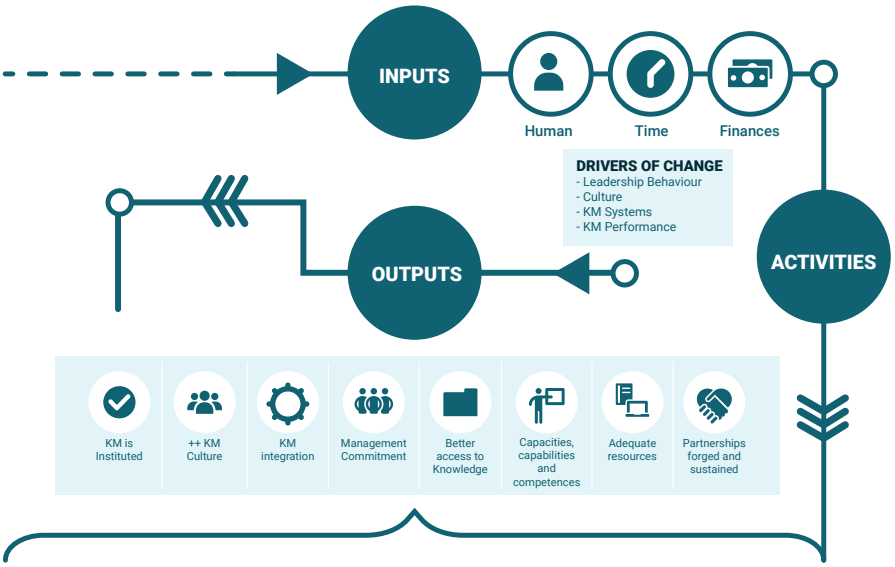
25. Risks that could deter the successful implementation of this strategy include:

a. Reluctance to change by staff;
b. Management buy-in is not sustained and wanes over time;
c. KM not being perceived as beneficial to the achievements of WFP RBN/CO goals and strategic objectives;
d. Inability to identify roadblocks for knowledge sharing and evidence generation; and
e. Information overload.

26. A detailed implementation plan is available at the Annex 1

KM STRATEGY THEORY OF CHANGE

ASSUMPTIONS
KM is well instituted • Positive KM culture embraced • Sustained commitment to KM agenda at all levels • Management buy-in • Easy access to pertinent knowledge • Staff have capacities • Capabilities and competences • Adequate resources to support strategy implementation.



IMPACT PATHWAYS

THE "● " DENOTES THE LINKAGE OF THE ACTIVITY TO OTHER IMPACT PATHWAYS.

PATHWAY 1: LEADERSHIP AND GOVERNANCE
An Established and sustained management buy in and commitment of integrating KM in all management activities, operational activities and all practices at RB, CO and field levels.

- Develop and roll out KM strategy
- Management level sensitization of KM strategy to obtain and sustain Buy In @RBN and CO
- Build KM awareness and capacities of management and staff ●
- Nominate KMFPs @RBN and COs ●

PATHWAY 2 : KNOWLEDGE AND EVIDENCE GENERATION AND USE
Systematic use of Knowledge and evidence generated and accrued from the KM approach is routinely used to inform programme, policy, financing

- Contribute to the revamping, enhancement and usage of the Evidence Gap Map to address knowledge gaps and priorities
- Promote and disseminate through planned outreach, high-quality knowledge products in accessible formats
- Institute monthly KM Network meetings
- Integrate KM tools into routine programming through routinizing KM activities such as Pause and Reflect sessions, routinizing learning events etc
- Facilitate the documentation, dissemination and access of best practices and lessons learned from failures and successes of RBN and CO operations.

PATHWAY 3 : THE ENABLING ENVIRONMENT
Create and sustain an enabling Knowledge Management Environment

- Incentivize knowledge exchange and learning, through Annual awards to recognize outstanding collaboration and knowledge- sharing/exchange efforts ●
- Ensure Management commitment through advocating for initiatives such as:
  - Provision of formal time for staff to dedicate to unstructured learning and sharing activities ●
  - Influence the Introduction of an enhanced handover processes to mitigate risk of knowledge loss due to staff mobility/separation, and when consultants leave
  - Instituting Performance measurement indicators in PACES- with IKM FPs as pilots ●

PATHWAY 4 :CAPACITY BUILDING
KM Capacity is mobilised, strengthened and sustained

- KM Talent Acquisition- Get the right people on board
- Develop training modules in KM-related capacities methods and tools for staff and consultants and deliver through WeLearn:
- Identify KM learning and training opportunities to strengthen KM capacity

PATHWAY 5 :COLLABORATION, LEARNING AND ADAPTATION
WFP RBNs ability to achieve and sustain its mandate is enhanced through Strategic collaboration, continuous learning, and adaptive management.

- Strengthen existing partnerships and develop new ones with regards to knowledge generation and management, as it relates to various thematic areas e.g. triple nexus and participate in networks that promote knowledge exchange
- Monthly Knowledge Cafes used by various RBN teams to discuss and disseminate knowledge
- Comprehensive M&E system in place to track implementation of KM strategy.

PATHWAY 6 : ENABLING SYSTEMS AND TECHNOLOGIES
In collaboration with TEC/ Digital Transformation unit, strengthen the KM systems to systematically capture, store, and share knowledge and evidence at all levels.

- Work with TEC team to map all KM tools available, their Strengths, weaknesses and gaps, and establish how to utilise existing platforms while exploring options of establishing a more robust integrated KM platform
- Promote utilisation of all KM tools and approaches ●

RISKS
Reluctance to change • Management buy-in not sustained • KM is not perceived as beneficial to achieve of WFP RBN goals and strategic objectives • Inability to identify roadblocks for knowledge sharing and evidence generation • Overload of information.

GOAL : WFP RBN Values KM by ensuring staff are capable of generating, curating and translating knowledge and evidence that strengthens and improves operations with the aim of supporting the region in ending global hunger, malnutrition and establishing strong partnerships

STAKEHOLDER ANALYSIS

27. Successful KM requires individuals at all levels, and across all units to actively share knowledge and to collaborate and coordinate to produce new knowledge and insights. The stakeholder analysis identifies key individuals and groups that can drive the knowledge agenda and embed a KM culture within our daily work and that will help RBN become a strong knowledge workforce.

28. Stakeholders have been categorized as follows:

    a. Internal: Individuals and groups within WFP
    b. External: Individuals and groups outside WFP such as CPs, beneficiaries, government, UN agencies etc.

29. Targeted communication and engagement efforts will be made for internal stakeholders to ensure they understand and play an active role in championing the KM agenda in their respective areas. The regional KM team will work closely with the regional CAM team when engaging external stakeholders.

30. Internal stakeholders are crucial in the implementation of this strategy and are categorised into four groups: senior managers, middle managers, knowledge workers and experts. The senior managers will need to understand the benefits that Knowledge Management will bring to the organisation (the cultural and reputational benefits as well as the financial benefits), and need to be reassured that KM will work, is doable, and will not cost more than the value it delivers. The Heads of Units (HOUs) are very crucial in making or breaking the KM implementation efforts in the regional bureau as they are responsible for ensuring that KM is integrated in their IKM FPs Performance Appraisals (PACEs) and integrated within their units workplans. They have to change the hearts, minds and attitudes of their staff by leading by example and giving time to staff to commit to KM. They will need to divert the attention of their people away from what they see as the Day Job, and onto KM, not as an add on, but as part of their daily jobs.

31. The knowledge workers will use knowledge and judgement in order to do their work. The better the knowledge they work with, the better the judgements they will make. Middle managers mentioned above are knowledge workers as well. The Experts act as sole sources of much of the knowledge, and their personal status may be tied up with their own knowledge. They are the people with the most to lose through KM. They will take leading roles in the management of knowledge in their areas of expertise, becoming the stewards and custodians of knowledge rather than the sole holders.

32. 3Externally, the UN system is a critical partner. Collaborations with organizations like UNECA[3] , ILO, FAO, UNICEF, UNHCR and IOM enable WFP to collaboratively leverage on the UN Sustainable Development Cooperation Framework (UNSDCF) processes to push strategic Knowledge Management and research priorities implemented jointly with other UN agencies and the Africa Knowledge Management Hub. WFP will continue to engage in joint initiatives with other regional bodies, such as the study on the Cost of Hunger in Africa (African Union [AU]) with WFP providing technical support), World Bank and other regional intergovernmental and interparliamentary bodies under the umbrella of the AU. Partnerships with other regional bodies such as the East Africa Community (EAC), Common Market for Eastern and Southern Africa (COMESA), Intergovernmental Authority on Development (IGAD), African Scientific Research and Innovation Council (ASRIC), and the Southern Africa Development Community (SADC) need to be strengthened as they are playing a critical role in implementing the agenda 2063 and 2030. The academia and research institutions also play a critical role in advancing the knowledge and evidence agenda in WFP. 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.

33. A detailed Stakeholder map is found in the annex 2

CRITICAL SUCCESS FACTORS

Leadership

34. Management buy-in is one of the crucial success factors for the institutionalisation of KM approaches within the organisation. For this strategy to be implemented well, and for staff to become effective knowledge workers, management, at all levels, needs to lead by example. Senior management must play a vital role in promoting and actively engaging the knowledge management strategy. Middle management - HOUs and Team Leads - are crucial in driving the change within their units as they are the key actors in ensuring Knowledge Management is operationalised within their teams. They will not only need to lead by example, but also steer the change within their own people and units, changing the hearts, minds and attitudes of their people. They need to understand that operations require knowledge, and that knowledge requires management.

35. Leadership committed to knowledge sharing must see knowledge as a strategic asset, develop a clear vision of how people in the organization should behave, and champion that vision. Culture cannot be changed overnight, but WFP RBN can put in place a variety of measures to gradually shift their culture toward becoming more open and collaborative knowledge workforce.

36. Knowledge management will not be effective if it is the work of only one person or department. It must be part of the job descriptions of all staff members at all levels of operation and support. Each individual and each organizational unit must have a clear understanding of roles and responsibilities assigned for capturing, storing, and sharing knowledge, and the appropriate skill mix for knowledge-sharing functions must be developed. This is driven by Team Leads and Heads of Units that believe knowledge is a strategic asset and a comparative advantage for WFP in the region. HoUs and Team Leads are accountable for KM in their teams and should have a KM component in their PACE along with all staff. A knowledge-driven change management process needs to be spearheaded by senior management, with additional functions ensuring its sound planning and implementation.

Resources

37. The successful implementation of this KM strategy will depend on the availability of resources. Capacity gaps in human resources, budgetary allocations to KM activities outlined in this strategy, development of skills and time are crucial in supporting the successful implementation of the strategy. Both monetary and human resources will need to be dedicated for RBN to become a strong knowledge entity. Key staff need to have time within their workplans to produce and share knowledge. The Information Knowledge Management Focal Points (IKM FP) in the RBN need to dedicate a minimum of 20-30 percent of their time to support their units with IKM initiatives.

38. The regional KM team requires 3 dedicated staff to be able to support the development and promotion of knowledge within WFP and externally. There also needs to be a dedicated budget for the coordination and participation in regional, continental and global knowledge events to share our regional knowledge. Budgetary needs are detailed in Annex 1.

A well-developed ICT (information and communications technology) infrastructure

39. As IT is an enabler to KM, robust and agile technological platforms are needed for online interactions, collaborations and internal systems operations. Corporate systems and tools such as O365, WFP Communities and GoDocs [4]will be leverages to ensure that knowledge is shared effectively and in a dynamic and captivating way. Working with TEC, a survey will be done to map all the KM technologies, their purpose and the gaps that exists, and we will work to influence the development of a corporate KM system that supports Knowledge capturing, sharing and access.

Knowledge Measuring System

40. Monitoring and evaluation should be an integral part of the knowledge-management endeavour, undertaken with thoughtful, purposeful, and systematic effort right from the outset. For the Regional KM Strategy to be successful, we need to be able to monitor and evaluate our KM activities. Monitoring measures will be put in place to support teams to measure the success of their KM teams. These will be quantitative— "hard" indicators such as how often users are accessing, contributing to, or using the knowledge shared, and sharing processes that have been set up. Quantitative measures will also be used to get a sense of why people are using the knowledge or what value they have derived from them. Qualitative measures will be implemented on a regular basis while quantitative measures will be implemented or a yearly basis.

41. There will be a Mid Term Review (MTR) of the strategy to measure the success of implementation and make necessary changes. At the end of the implementation period, an evaluation will be undertaken to capture lessons learned before the strategy is revised. KM will work with M&E to develop the indicators of measure, and with evaluation for the MTR and final evaluation stages.

Organisational Culture and Change Management

42. Organizational culture defines the success parameters for KM. Acknowledging the KM culture in WFP corporately and in WFP RBN in specific, a series of trainings will be undertaken as a first step in change management to ensure that the vision of KM is communicated to all staff, and that there exists a common understanding of what KM is for the RBN. This will be important in ensuring that KM is embedded in processes. A culture of knowledge sharing will be created by establishing the use of soft incentives to foster an atmosphere of trust to ensure that staff have faith in reciprocity and collaborations. As outlined in the implementation plan, and in the theory of change, senior management will need to persist in using KM programmes and tools to promote the KM culture, being backed up by the vision and rationale of the KM strategy. IKM FPs will be vital in promoting KM and supporting their teams to adopt the right attitudes and aptitudes towards KM and will act as champions across RBN. Barriers to KM will be identified, especially those related to the cultural aspects that need change, and strategies to eliminate these barriers will be formulated.

ANNEX 1: IMPLEMENTATION PLAN

LEGEND:

Pathway 1: Leadership and Governance	Pathway 2 : knowledge and evidence generation and use	Pathway 3 : the enabling environment	Pathway 4 :Capacity Building	Pathway 5: Collaboration, Learning and Adaptation	Pathway 6 : Enabling systems and technologies

Knowledge Management Implementation Plan 2021-2023				
Timeframe	**Activity Description**	**Responsibility**	**Deliverable**	**Key Performance Indicator**
		PRE- WORK		
Jul-20	Nomination of IKM FPs at RBN Level	**HOUs**	TORs for IKM FPs developed and endorsed Information and Knowledge Management Focal Points are nominated at the RB	# of KM FPs appointed
Jul-20	Establish a best practice of regular knowledge sharing / monthly Onboarding meetings of new staff members in the PCM unit that other units can learn from.	**KM Lead**	Staff PCM Onboarding package developed Work with HR to develop SOP on how onboarding should be delivered	# of onboarding packages developed # Monthly onboarding session delivered with onboarding package shared in advance. # Work with HR to institutionalise this at the bureau level and to have a standardised onboarding process.
July 2020	Participation in the Africa Knowledge Management Hub	KM- Lead	Quality KM contributions made to the AKMH to advance the KM agenda in Africa.	# of sessions attended # of contributions made to the AKMH
Aug-20	Onboarding of IKM FPs at RBN	KM Lead	Onboarding sessions held	# of IKM FPs onboarded # of Onboarding Sessions Held

Knowledge Management Implementation Plan 2021-2023				
Timeframe	**Activity Description**	**Responsibility**	**Deliverable**	**Key Performance Indicator**
		PRE- WORK		
Aug-20- Dec 20	Establish Weekly IKMFP network sessions to discuss how to engage in KM activities	IKMFPS- Lead KM - Support	Weekly IKMFP sessions held to discuss opportunities to share knowledge. Identify opportunities to publish in journals and disseminated to staff Weekly sessions held to build capacity and understanding on KM Opportunities identified to develop strong knowledge products	# of KM activities implemented in every unit on a monthly basis.
Jan 20-Dec-20	Develop a 3- Year KM strategy, with a regional Implementation Plan/ Action Plan and KM Change and Communication plan	KM - Lead	Regional KM Strategy developed, reviewed for quality and endorsed by RB management. The regional KM Strategy includes an implementation plan that outlines the activities, and the resources required and major milestones. The KM Strategy also includes a Change Management and Communication plan.	An approved Regional KM strategy
Dec-20	Sensitize RB Management about the Regional KM Strategy to obtain management buy in at RBN	KM	Awareness sessions on the KM strategy held with RB management	Regional KM strategy endorsed by RB Management Resources envelop to support implementation of KM strategy is defined, approved and allocated
Oct 20-Dec-20	Develop Indicators for the KM Strategy and a process to track progress.	M&E- Lead KM - Support	KM indicators for measuring success developed Process to track implementation developed and implemented.	# of Indicators identified # of indicators tracked.

Knowledge Management Implementation Plan 2021-2023				
Timeframe	**Activity Description**	**Responsibility**	**Deliverable**	**Key Performance Indicator**
		PRE- WORK		
Continuous	Promote and disseminate, high-quality knowledge products in accessible formats	Various Units IKMFPs- LEADS KM- Support Graphics Design- Support	Calendar of events put together that detail various opportunities to share knowledge internally and externally. KM tools integrated into routine programme cycle management	# of Knowledge products/ assets produced # of Dissemination channels used on a monthly basis by type, technical area, and CO.

Knowledge Management Implementation Plan 2021-2023

2021

Timeframe	Activity Description	Responsibility	Deliverables	Key Performance Indicators
Jan-21- Feb-21	Conduct Awareness sessions on the KM strategy for IKM FPs at RBN Level and staff at RBN level	KM Leads	100 % of senior managers and HOUs attend sessions 100 % of staff attend sessions held by IKMFPs Unit specific sessions with IKM FPs on how to action the strategy in their units.	# of unit specific sessions held # of KM activities incorporated in unit work plan.
Jan-21-Dec 21	Monthly Knowledge Cafes used by various RBN teams to discuss and disseminate knowledge.	IKM FPs- Lead HR and KM- Support	A quarterly planner developed, and key stakeholders set Monthly Knowledge Cafe sessions held	# of knowledge products disseminated using the monthly knowledge cafes Diversity of units utilising the monthly knowledge café's registered. %age of Feedback received from the knowledge cafes # of people attending KM Monthly cafes.
Jan 21- Mar-21	Maintain and sustain Management buy in through: Instituting Performance measurement indicators in PACE	HR and Senior Management- Lead KM- Support	Objectively verifiable KM performance measurement indicators developed and endorsed Pilot KM performance measurement indicators embedded in IKM FPs PACES	# of objectively verifiable KM indicators developed for inclusion in KMFPs PACES and endorsed by HOUs 20 percent of KMFP PACEs dedicated to KM.
Dec- 20	KM Talent Acquisition	Lead- KM Support- HR	TORs developed Recruitment of a KM consultant	# of KM staff in the region

Knowledge Management Implementation Plan 2021-2023

2021

Timeframe	Activity Description	Responsibility	Deliverables	Key Performance Indicators
Apr-21	Document Migration process Completed	Lead- IKM FPs Support: HOUs	SOP for Document Migration developed and disseminated Training sessions on document migration held All RB units' documents migrated to TEAMS	# of unit sensitization sessions held # of documents moved to TEAMS/SP for all RB units # of documents renamed Filing nomenclature and filing structure upheld by all units.
Apr-Dec 2021	Establishment of a structured offboarding/ separation process for all staff leaving the bureau.	HR and Senior Management- Lead KM- Support	Establish an offboarding/separation Handover process piloted Offboarding separation checklist is used for all staff Use of enhanced handover checklist is mandatory for staff leaving At least 5 structured handover sessions held	From second half of 2021, the Offboarding process is established.
May-21	CO Management level sensitization of KM strategy to obtain management buy in at COs.	HOU- KM	CO Management Level Sensitization sessions held TORs for IKM FPs endorsed and adopted by CO Management	# of Sensitization meetings held
Jun-21	Nomination of IKM FPs at CO Level	CO Management	Information and Knowledge Management Focal Points are appointed at the COs	# of KM FPs appointed at CO level
Jun 21-October-21	Onboarding of IKM FPs at CO level	KM Lead	Onboarding sessions held	# of IKM FPs onboarded # of Onboarding sessions held
Jun-21-July-21	CO Management Engagement Sessions	KM Lead	Meetings held with CO management to discuss IKM FP roles, and KM activities	# of CO management engaged

Knowledge Management Implementation Plan 2021-2023

2021

Timeframe	Activity Description	Responsibility	Deliverables	Key Performance Indicators
Jan 21-Aug-21	Produce a KM tool Kit to guide KM integration	KM- Lead IKMFPs- Support	A comprehensive KM tool Kit developed	KM tool kit finalised, reviewed for quality, and endorsed.
Sep-21	Develop a Research and Learning Agenda	Lead: RAM, M&E, Evaluation, KM Support: LEAD, HOUs	An RBN research and learning agenda developed based on available evidence and covering **select** thematic areas.	# of research topics identified Approved research and learning agenda.
Aug 21-Nov-21	Conduct Awareness raising sessions on the KM strategy for: • Management at CO Level • Staff at CO and Field Levels	KM - Lead	100 % HOUs attend sessions 100 % of staff attend sessions held by IKMFPs At least 6 sessions held with IKMFPs	# of Awareness sessions held # of people participating in awareness sessions
Sep 21-Dec-21	Develop CO Specific KM Action Plans	CO IKM FPS- Lead RBN KM- Support	Every CO in the region develops an approved KM action plan to guide KM implementation	# of Approved KM action plans
Dec-21	Quarterly and culminative yearly KM reports published	KM- Lead IKMFPs- Support	KM quarterly and annual report published	# of KM reports developed and disseminated in a year
Continuous	Ongoing capacity strengthening of the IKM FP network	Lead- KM Support- HR	In depth understanding of how to create knowledge products Good understanding of What communication channels to use and when In depth understanding of how to plan a successful knowledge event.	# of high-quality knowledge products created by each team # of participants at knowledge events %age of feedback received.
Continuous	Implement the monitoring process to track KM progress.	M&E- Lead	KM indicators for measuring success developed	# of indicators tracked.

Knowledge Management Implementation Plan 2021-2023

2021

Timeframe	Activity Description	Responsibility	Deliverables	Key Performance Indicators
Continuous	Establish Monthly IKMFP network sessions to discuss how to engage in KM activities	IKMFPS- Lead KM - Support	Monthly IKMFP sessions held to discuss opportunities to share knowledge. Identify opportunities to publish in journals and disseminated to staff Monthly sessions held to build capacity and understanding on KM Opportunities identified to develop strong knowledge products	# of KM activities implemented in every unit on a monthly basis.
Continuous	Promote and disseminate, high-quality knowledge products in accessible formats	Various Units IKMFPs- LEADS KM- Support Graphics Design- Support	Calendar of events put together that detail various opportunities to share knowledge internally and externally. KM tools integrated into routine programme cycle management	# of Knowledge products/ assets produced # of Dissemination channels used on a monthly basis by type, technical area, and CO.
Continuous	Contribute to the revamping, enhancement and usage of the Evidence Gap Map	Evaluation- Lead KM- Support	Liaise with Cos to collate inputs for the EGM Pipeline of knowledge products developed addressing knowledge gaps and priorities	# of quality KM Products collected to address the Knowledge gaps on WFP # of Knowledge products meeting the minimum quality threshold developed, collated, and consolidated for input to the EGM for evidence analysis. EGM used in RB and CO

Knowledge Management Implementation Plan 2021-2023

2021

Timeframe	Activity Description	Responsibility	Deliverables	Key Performance Indicators
Continuous	Participation in the Africa Knowledge Management Hub	KM- Lead	Quality KM contributions made to the AKMH to advance the KM agenda in Africa.	# of sessions attended Quality contributions to the AKMH

Knowledge Management Implementation Plan 2021-2023

2022

Timeline	Description	Responsibility	Deliverables	KPIs
Apr 21-Feb-22	Incentivizing knowledge exchange and learning	HR and Senior Management- Lead KM- Support	To have an incentivization plan Incentive programme launched to recognise staff who share knowledge and expertise.	# of incentive and recognition programmes instituted. # Impact of incentive programme
Jan 22- May-22	Develop training modules in KM and deliver through WeLearn:	Lead- KM Support- HR	Set up a learning channel for KM with HQ Training modules developed and delivered through We-Learn and face to face where possible	Training tool kit outlining KM modules developed Training modules developed
Continuous	Conduct training on KM and KM tools	KM and TEC-LEAD	Training on KM tools conducted	# of trainings conducted Uptake of KM tools
June-July 22	Mid Term Review of KM Strategy	M&E and Evaluation- Lead KM - Support	Strategy reviewed and changes instituted.	MTR Report developed and disseminated
Continuous	Implement the monitoring process to track KM progress.	M&E- Lead	KM indicators for measuring success developed	# of indicators tracked.
Continuous	Quarterly and culminative yearly KM reports published	KM- Lead IKMFPs- Support	KM quarterly and annual report published	# of Reports Published
Continuous	Ongoing capacity strengthening of the IKM FP network	Lead- KM Support- HR	In depth understanding of how to create knowledge products Good understanding of What communication channels to use and when In depth understanding of how to plan a successful knowledge event.	# of high-quality knowledge products created by each team # of participants at knowledge events %age of feedback received.

Knowledge Management Implementation Plan 2021-2023

2022

Timeline	Description	Responsibility	Deliverables	KPIs
Continuous	Monthly IKMFP network sessions to discuss how to engage in KM activities	IKMFPS- Lead KM - Support	Monthly IKMFP sessions held to discuss opportunities to share knowledge. Identify opportunities to publish in journals and disseminated to staff Monthly sessions held to build capacity and understanding on KM Opportunities identified to develop strong knowledge products	# of KM activities implemented in every unit on a monthly basis.
Continuous	Facilitate the documentation of best practices and lessons learned from failures and successes of RBN and CO operations	KM, M&E, Reporting, and Evaluation	The launch and use of the KM toolkit at RBN and CO Pilot "Learning from Failure" Publications produced and disseminated.	A KM tool kit outlining how to identify, and document best practices and lessons learned produced, endorsed, disseminated and sensitized to all staff # of Lessons learned and best practices documented
Continuous	Promote and disseminate, high-quality knowledge products in accessible formats	Various Units IKMFPs- LEADS KM- Support Graphics Design- Support	Calendar of events put together that detail various opportunities to share knowledge internally and externally. KM tools integrated into routine programme cycle management	# of Knowledge products/ assets produced # of Dissemination channels used on a monthly basis by type, technical area, and CO.

Knowledge Management Implementation Plan 2021-2023				
2022				
Timeline	**Description**	**Responsibility**	**Deliverables**	**KPIs**
Continuous	Contribute to the revamping, enhancement and usage of the Evidence Gap Map	Evaluation- Lead KM- Support	Liaise with Cos to collate inputs for the EGM Pipeline of knowledge products developed addressing knowledge gaps and priorities	# of quality KM Products collected to address the Knowledge gaps on WFP # of Knowledge products meeting the minimum quality threshold developed, collated, and consolidated for input to the EGM for evidence analysis. EGM used in RB and CO
Continuous	Participation in the Africa Knowledge Management Hub	KM- Lead	Quality KM contributions made to the AKMH to advance the KM agenda in Africa.	# of sessions attended Quality contributions to the AKMH

Knowledge Management Implementation Plan 2021-2023				
2023				
Timeline	**Description**	**Responsibility**	**Deliverables**	**KPI**
Jan 23-Apr-23	Develop a regional knowledge-sharing and learning competency	KM HQ- Lead KM RBN- Support	A list of competencies that can be incorporated into the generic job profiles	# of competencies # of job profiles competencies are incorporated into
Feb 23-Aug-23	Map and strengthen existing and potential knowledge partnerships	Partnerships- LEAD KM- Support HOUs- Support	Scoping and identifying existing and potential Knowledge Partnerships against our CSPs and Priority Areas Conducting/participating in external knowledge events	# of event held # of event participated in Impact of participation
Apr 23-Nov-23	Map all KM tools available, their Strengths, weaknesses and gaps, and establish how to utilise existing platforms while exploring options of establishing a more robust integrated KM platform	LEAD- TEC Support- KM	All KM tools mapped as per SWOT Recommendations on KM tools	Mapping report produced Recommendations stemming from mapping exercise implemented.
Oct -Dec-23	End Review of the KM Strategy	M&E and Evaluation- Lead KM - Support	ETR conducted Results of ETR shared Strategy reviewed and new strategy developed and endorsed	End term report developed and disseminated Next strategy 2024-2027 developed drawing on lessons from ETR.

Knowledge Management Implementation Plan 2021-2023

2023

Timeline	Description	Responsibility	Deliverables	KPI
2023	Quarterly and culminative yearly KM reports published	KM- Lead IKMFPs- Support	KM quarterly and annual report published	# of KM reports developed and disseminated in a year
Continuous	Promote and disseminate, high-quality knowledge products in accessible formats	Various Units IKMFPs- LEADS KM- Support Graphics Design- Support	Calendar of events put together that detail various opportunities to share knowledge internally and externally. KM tools integrated into routine programme cycle management	# of Knowledge products/ assets produced # of Dissemination channels used on a monthly basis by type, technical area, and CO.
Continuous	Contribute to the revamping, enhancement and usage of the Evidence Gap Map to Identify and address knowledge gaps and priorities at regional and Country level	Evaluation- Lead KM- Support	Liaise with Cos to collate inputs for the EGM Pipeline of knowledge products developed addressing knowledge gaps and priorities	# of quality KM Products collected to address the Knowledge gaps on WFP # of Knowledge products meeting the minimum quality threshold developed, collated, and consolidated for input to the EGM for evidence analysis.
Continuous	Participation in the Africa Knowledge Management Hub	KM- Lead	Quality KM contributions made to the AKMH to advance the KM agenda in Africa.	# of sessions attended Quality contributions to the AKMH
Continuous	Monthly IKMFP network sessions to discuss how to engage in KM activities	IKMFPS- Lead KM - Support	Monthly IKMFP sessions held to discuss opportunities to share knowledge. Identify opportunities to publish in journals and disseminated to staff Monthly sessions held to build capacity and understanding on KM Opportunities identified to develop strong knowledge products	# of KM activities implemented in every unit on a monthly basis.

ANNEX 2: STAKEHOLDER ANALYSIS MATRIX

Stakeholder	Role of stakeholder	Interest	Influence	Actions Expected
	Internal Stakeholders			
Knowledge Management Unit -RB	• Provide the guidance and leadership needed for strong teamwork and collaboration. • Build capacity in KM skills and competencies. • Provide advice and support to networks and communities (including the KM community of practice). • Provide Quality assurance for the Knowledge Management services and products delivered to and from various stakeholders including Cos • Provide best practice KM approaches and Tools • Coordinate the implementation of Knowledge Management related interventions	High	High	• Facilitate the implementation of the KM strategy at both the internal and external levels. • Identify learning opportunities for KM • Influence management in steering the KM agenda at CO level • Networking with KMFPs, and other KM networks externally • Help in driving desired change.
KM and innovation Unit- HQ	• Quality assurance for Knowledge Management processes and activities in the region • Use of regional knowledge products into global processes and publications • Provision of corporate and strategic guidelines for KM approaches • Capacity building of KM personnel	Moderate	Moderate	• Close Cooperation and collaboration for delivery on the Strategy • Influence KM budgetary allocation corporately.
RBN Management • **Regional Director** • **Deputy Regional Director** • **HOUs**	• Instill a knowledge management culture in all areas. • HOUs will Lead the implementation of the KM strategy in each of their functional team. • Generate Knowledge Management assets/products • CO technical support and advisory role in Knowledge Management implementation • Research and data generation • Publication development • Policy engagements including policy dialogues/ seminars	High	High	• 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 • Advocate for KM budgetary allocation.

Knowledge Management Working Group: • **IKM Focal Points at both regional level and Country Level**	• Support teams to effectively share knowledge, provides technical support and ensures standards. • Identify knowledge needed in their units, and search, curate, package and disseminate knowledge internally and externally. • Support cross-functional collaboration in the bureau and between COs on KM. • Discuss and develop solutions to KM challenges as they arise, identify gaps, propose new initiatives, and contribute to the development of KM guidelines and capacity-building activities. • Support implementation of the action plan as well as reporting on progress.	Moderate	High	• Influence their respective teams in adoption of the strategy • Be champions of change in their teams.
M&E/ RAM	• Develop Metrics to measure the KM strategy implementation progress • Contribute to evidence generation and dissemination process. • Support in conducting the Mid Term Review of the KM strategy	High	High	• Close collaboration with KM team to ensure evidence generation, translation and dissemination. • Enhance research and think tanks collaboration.
Evaluation	• Support in conducting the Mid Term review of the KM strategy • Contribute to evidence generation and dissemination process. • Collaborate in ensuring knowledge products such as evaluation briefs are developed and well disseminated.	High	High	• Close collaboration with KM team to ensure evidence generation, translation and dissemination.
HR Unit	• Advocate for the inclusion of KM metrics in the PACE system as outlined in the strategy • Put in place measures to ensure that knowledge is not lost.	Moderate	High	• Influence HQ in ensuring KM metrics are included in the staff performance monitoring, and that systems are in place to ensure knowledge is retained.

TEC	• Ensure that there exists a robust knowledge management system to aid in creating value for knowledge and to ensure access to knowledge within the region primarily, and secondarily, outside of the region. • Provide trainings on Knowledge management tools existent and those being developed.	Low	Moderate	• Close collaboration with KM team to collect KM requirements in terms of tools • Influence TEC HQ in developing robust fit for purpose KM system
Innovation	• Enhance experiential learning through innovative solutions • Enhance organizational learning through documentation of lessons learned	High	High	• Influence decision making through innovative solutions • Enable cross collaboration and Country to country learning through replication processes.
CAM	• Provides guidance and support in conceptualizing, writing and creating content that promotes awareness of WFPs work and accomplishments through early engagement with key staff and engage with technical and operational colleagues so that knowledge that shows tangible examples of WFP innovation and effectiveness is better leveraged for external communications and advocacy needs.	Low	Moderate	• Close collaboration to enhance Knowledge dissemination and packaging.
Programme Unit / Supply Chain/ Procurement /HR / TEC / Aviation	• Embed KM processes in day to day activities, and in programming • Enhance knowledge and evidence generation through the various activities and programmes implemented. • Leverage on both internal and external knowledge and evidence and apply these in programming • Enhance the KM lifecycle in the various programmes.	High	High	• Close collaboration to ensure knowledge generation, translation, dissemination and use for program excellence.

Country Offices **Comprises;** • **All country offices** • **Country Office management and** • **Deputies** • **Programme Staff** • **Supply Chain Staff** **HR and Admin Staff**	• Country level implementation of Knowledge Management Strategy • Link to regional Knowledge Management processes, activities and products • Consider developing country level Knowledge Management strategies/action plans linked to CSPs • Demand for Knowledge Management services and products from the regional office • Quality assurance of Knowledge Management services and products at country level	High	High	• 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 • Increased budgetary allocations for Knowledge Management activities
External Stakeholders				
UN System	• Utilize the knowledge products and services by WFP in the region • Joint interventions- research and knowledge generation • Knowledge dissemination through dialogues • Utilize knowledge products and services from the UN agencies to feed into WFP programming and evidenced based policy advocacy, formulation and implementation	High	Moderate	• Influence the UN system to prioritize utilization of WFP RBN knowledge products and services • Influence the system to recognize WFP as a go-to agency on all issues of food security, emergency and the triple nexus.
Academia and Research Think Tanks	• Joint research interventions with WFP • Joint dissemination of WFP knowledge products and services • WFP utilizing research priorities for the academia and research think tanks to generate • Demand driven knowledge products and services • Use evidence and data generated by the group in informing policy advocacy, formulation and implementation	Low	Moderate	• Influence to recognize WFP as a go-to agency on issues of Food security • Influence to prioritize utilization of WFP RBN and CO knowledge products and • services • Encourage COs to partner with the academia and research think tanks in line with the Strategy

Intergovernmental and inter parliamentary agencies including AU, IGAD, EAC and other related bodies	• Undertake joint policy advocacy and policy implementation on thematic areas • Undertake joint development and dissemination of knowledge products and services • SDG engagement- localization and implementation	Low	Low	• Influence to recognize WFP as a go-to agency on issues of food security • Influence to prioritize utilization of WFP RBN and 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 WFP priorities
Cooperating Partners	• Implementing projects on behalf of WFP at the regional and national levels • Develop knowledge products aligned to WFP RBN priorities • Be champions of WFP knowledge products and services • Contribute new knowledge based on their experiences and interactions with their own stakeholders	Low	Moderate	• Influence to ensure all proposals and programme documents capture priorities of Knowledge Management in line with the Strategy

ANNEX 3: COMMUNICATION PLATFORM REFERENCE GUIDE

	Reference Guide to Communication Platforms and Opportunities					
Category	**Communication Channel**	**Owner of Communication Channel**	**Communication Product**	**Goal of Communication Product**	**Audience**	**Owner of Communication**
O365 Corporate Platforms	**Email**	All Staff	Actionable communication Only	For official Communication Only	All Staff	All Staff
				Direct the receiver to an online source for more information		
	MS TEAMS	TEAMS Owners	Team Conversations	Facilitate open communication among teams	All TEAMS staff	Teams
			Programmatic Updates	To provide updates on various Teams activities and programmes	All TEAMS staff	Each TEAMS unit Staff
			SOPs	Provide step-by-step instructions / guidelines for common processes	All staff	Each Unit
			Guidelines	To streamline processes according to a set routine or sound practice.	All staff	Each Unit
			Webinars	To share knowledge, ideas, and updates with staff and build and nurture relationships, build authority around a product, or demonstrate a concept	All staff, depending on theme, and attendance requirement	Each Unit
			Presentations	To share knowledge on a particular theme, to impart skills and to report progress	All staff	All Staff
			Wikis	To share knowledge for a common good	All staff	All staff
			File Management	To systematically store files and folders according to the filing nomenclature and according to the TEAMS SOP.	All Staff	All Staff

	Sway	All Staff	Newsletters	To keep staff up to date with information that is relevant to them and their interests.	All Staff	All Staff
			Knowledge Nodes	To share relevant external knowledge with RBN	All Staff	All Staff
			Presentations	For training purposes.	All Staff	All Staff
			Reports	To give visibility of operations and their context, emergencies, response, and showcase performance of different activities.	All Staff	All Staff
	MS STREAM	**All Staff**	Webinar recordings	To curate thematic webinars for ease of access and for historic reference.	All staff	All Staff
			Internal Podcasts	To deliver engaging, thought provoking audio discussions/ audio instructions on particular topics.		Not decided yet

	RBN Page in WFP Go	**CAM**	Fact Sheets	To provide basic information on a specific topic in an easy- and quick-to-read format	Staff, Donors, Beneficiaries	Each unit
			Infographics	To graphically and visually present information, data, or knowledge intended to present information quickly and clearly so as to recognize patterns and trends easily.	Donors, staff	Each unit
			Knowledge Briefs	To disseminate knowledge, summary good practices and lessons learned that are generated and captured from both operational and analytical work in the region	Staff, Donors, partners, general public	Each unit
			Reporting Products	To give visibility of operations and their context, emergencies, response, and showcase performance of different activities.	Staff, Donors	Corporate Reporting
						Unit specific
			Story worth Telling	To influence, teach and inspire	Staff, Donors	CAM
			Strategies	To provide direction in a particular area.	Staff	Each Unit
			Research	Present evidence of a programme, or gaps existing and highlight call to action	Programme staff	RAM, Evaluation, KM
					Management	
					Research consortium	
			Case Studies	To present real-life application of a theoretical concept or solution.	Programme staff	Each specific unit, RAM, Evaluation, KM
			Evaluations	Determine what works well and what could be improved in a program and to demonstrate impact	Staff, Management, Donors, Research institutions	Eval

	GoDocs	**KM Administrators**	Final Documents- (including those outlined under WFP Go)	(As outlined in WFP go section above)	All Staff	KM Admin
	Communities Platform	**All Staff**	New Staff Announcements	Help new staff feel welcomed to the team and to ensure that staff are aware about the new staff arrival as part of onboarding process	All Staff	All Staff
			Knowledge Nodes	To share relevant external knowledge with RBN	All Staff	All Staff
			Thematic Reports Sharing	To give visibility of operations and their context, emergencies, response, and showcase performance of different activities.	Staff, Donors	Corporate Reporting Unit specific
			Knowledge Briefs	To disseminate knowledge, summary good practices and lessons learned that are generated and captured from both operational and analytical work in the region	Staff, Donors, partners, general public	Each unit
			Webinar Invites	To inform staff on relevant internal and external webinar sessions	Staff	Each unit
			Global functional updates	To share knowledge on any global events, updates, news etc, affecting the global WFP community	Staff	Each Unit
	OPScen	**OPSCEN +Regional Reporting Officers**	Global Operational Information and Reports	To share global and regional operational updates, information and reports on a monthly, weekly, or ad hoc basis	Staff	Reporting unit with inputs from all units.
Other Internal Platforms	**KEPT Platform**	**CERFAM/KM**	Expertise Roster	Provide RB and COs with up-to-date list of experts in the various fields of specialization	Management	-
			Lessons Learned	To disseminate both positive and negative experiences of a project, so as others can learn from the actual experiences of others to avoid the same problems in future similar projects	Staff, Donors, Beneficiaries	COs
			Best Practices	Determination and dissemination of best practices and success stories for evidence on thematic impact	Units	COs

	Monthly Knowledge Cafes	**IKM FPs, KM**	Programmatic Updates	To inform staff on any developing contexts in operations, challenges, emerging issues etc	All staff	KM- Organiser for Monthly Cafes Each Unit- producers of content.
			Innovations	To showcase pilot projects or new approaches to a process that can demonstrate initial results so that its benefits are clear to staff.	Donors All staff	Innovation hub, Partnerships, Supply chain, Programme, KM, Evaluation.
			External Knowledge	To bring in external perspectives and learnings from external sources	All staff	KM,
	Tableau	**M&E??**	Dashboards	To visually track, analyse and display key performance indicators (KPI), metrics, trends, and key data points to monitor processes, or progress of an event/action.	All Staff	
			Evidence Gap Map	To provide thematic evidence collections covering a range of issues and identify key evidence "gaps" where little or no evidence from impact evaluations and systematic reviews is available and where future research should be focused.	Programme Staff	
	Evidence Gap Map	**KM and Evaluation**	Impact Evaluations	To improve or reorient a programme or policy) and to inform decisions about whether to continue, discontinue, replicate or scale up a programme or policy	Programme staff	Staff
			Systematic Reviews	To identify and synthesize all of the scholarly research on a particular topic, including both published and unpublished studies	Programme staff	Staff

	Tableau	**M&E??**	Dashboards	To visually track, analyse and display key performance indicators (KPI), metrics, trends, and key data points to monitor processes, or progress of an event/action.		
			Evidence Gap Map	To provide thematic evidence collections covering a range of issues and identify key evidence "gaps" where little or no evidence from impact evaluations and systematic reviews is available and where future research should be focused.	Programme Staff	
	Evidence Gap Map	**KM and Evaluation**	Impact Evaluations	To improve or reorient a programme or policy) and to inform decisions about whether to continue, discontinue, replicate or scale up a programme or policy	Programme staff	Staff
			Systematic Reviews	To identify and synthesize all of the scholarly research on a particular topic, including both published and unpublished studies	Programme staff	Staff
	SPA Plus	**Project Cycle**	CSP and BRs Database	To capture all the processes related to CSPs and BRs, and to store all the CSPs and BRs.	All staff	Project cycle
Platforms of Perceived Benefit	**Podcasts**		Thematic Discussion	To deliver engaging, thought provoking audio discussions/ audio instructions on particular topics.	Staff	Staff
External Platforms						
	WFP Website	**Limited Control**	Policy Briefs	To provide concise summary of a particular issue, the policy options to deal with it, and some recommendations on the best option	Governments, regional bodies, policy experts.	
			Evaluations	Determine what works well and what could be improved in a program and to demonstrate impact	Staff, Management, Donors, Research institutions	

	High Level Events	**CAM**	Evidence	Advocate for WFPs work in the region.	External Stakeholders, UN agencies, Donors	Staff, donors, partners, policy makers, government
		Management	Media Messaging			
		Partnerships				
		Programme				
Social Media	**Insight**	**CAM**	News stories, stories worth telling,	Ensure visibility of WFP work and its impact	External stakeholders	Staff, donors,
	Twitter	**CAM**	Links to noteworthy publications	To gather information or track trends, as a messaging system for coordinating action among dispersed team members, as a PR vehicle – to reach new audiences, build relationships with journalists, and followers, or conduct viral marketing campaigns on specific initiatives.	General Public	General public
			Special Announcements			
			News stories,			
			video and audio messages and other elements that capture innovative WFP RBN projects and work.			
	LinkedIn	**CAM**	Vacancy Announcements	To communicate career opportunities in WFP to external audiences	General Public	CAM
External Platform of Perceived Benefit	**Devex**	**CAM**	WFP Stories WFP News Vacancies WFP Branding	To connect and inform humanitarian world on what WFP does through news, business intelligence, and funding opportunities in international development. Communicate career opportunities	General Public, Donors, Partners.	CAM
Other External Channels	**Relief Web**	**??**	Reports, Monthly country briefs, Vacancy Opportunities,			

ANNEX 4: COMMUNICATION PLAN

Communication Plan for Regional Knowledge Management Activities					
Information/Product Communicated	**Audience**	**Method of Communication**	**Goal of Communication**	**Owner of Communication**	**Timeline**
Knowledge Management Strategy	**All Staff**	Email MS Teams/Zoom Meetings WFP Communities	To outline how the strategy will guide RBN in enhancing knowledge management in its operations	KM Workstream	Ongoing
Knowledge Node	**All Staff**	Email Sway WFP Communities	To share relevant external knowledge with RBN	KM Workstream	5th of every month
Knowledge Briefs	**Heads of Programme**	Email WFP Communities	To disseminate knowledge, summary good practices and lessons learned that are generated and captured from both operational and analytical work in the region	KM Workstream and ad hoc units involved	Ad hoc basis
KM Monthly Café Sessions	**All Staff**	Email MS Teams	To allow units to open and share information on various thematic areas of their functions	KM Workstream and RBN Units	Bimonthly
Knowledge Management Toolkit	**All Staff**	Email Teams	To provide guidance on how KM can be integrated into activities	KM Workstream	Dec 2021

Evidence Gap Map	**Programme Units**	Email MS Teams meetings	To provide thematic evidence collections covering a range of issues and identify key evidence "gaps" where little or no evidence from impact evaluations and systematic reviews is available and where future research should be focused.	KM Workstream and Evaluation Unit	April 2021
Lessons Learned Documentation	**All Staff**	MS Teams meetings Email WFP Communities	To disseminate both positive and negative experiences of a project, so as others can learn from the actual experiences of others to avoid the same problems in future similar projects	Each unit	January 2021
Best Practices Documentation	**All Staff**	MS Teams meetings Email	To disseminate best practices and success stories for evidence on thematic impact	Each Unit	April 2021
KM Annual Reporting	**All Staff**	MS Teams Meetings Sway	To provide information on progress made on knowledge management activities in the region	KM Workstream	Anytime
Reporting Products	**All Staff**	Sway MS Teams WFP Communities	To give visibility of operations and their context, emergencies, response, and showcase performance of different activities.	Each unit	Anytime
ToT Sessions	**RBN IKM FPs**	Zoom/Ms Teams Meetings Email	To give IKM FPs technical training on knowledge management to enhance the same in their respective units	KM Workstream and HR	Ongoing
Newsletters	**All Staff**	Email Sway WFP Communities	To keep staff up to date with information that is relevant to them and their interests.	KM Workstream and units involved	Monthly

Infographics	**All Staff**	Sway WFP Communities	To graphically and visually present information, data, or knowledge intended to present information quickly and clearly so as to recognize patterns and trends easily.	KM and GD workstream	Anytime
Webinars	**All Staff**	Microsoft Stream	To curate thematic webinars for ease of access and for historic reference.	Each unit	Anytime
Case Studies	**All Staff**	Email MS Teams WFP Communities	To present case studies of different innovations and projects of programmatic areas within WFP for reference and information purposes	Each unit, with the guidance KM workstream	Anytime
Regional Workshops	**All Staff**	MS Teams WFP Communities	To relay key lessons learned and best shared from regional workshops that could be implemented in RBN's operations	Each Unit	Anytime
Partner Events	**All Staff**	Sway WFP Communities Email	To relay key findings and knowledge shared from events hosted by partner organizations that could be of benefit to RBN's programmatic functions	Each Unit	Anytime

ANNEX 5: KM STRATEGY BUDGET

Knowledge Management Strategy Budget 2021-2023	
Total Budget	**US$400,000**
2021 Budgetary Item	**Amount in USD**
Editorial & Layout of KM strategy	3,000.00
KM Training Opportunities	7,000.00
Hiring of KM Assistant (G5)	25,000.00
1 Regional workshop: KM Strategy & Fundamentals	40,000.00
Travel in-country awareness sessions (9 COs)	30,000.00
2021 Total	**US$105,000**
2022 Budgetary Item	**Amount in USD**
Training Opportunities: Training fees, transport cost	5,000.00
KM Assistant Salary (G5)	25,000.00
1 Annual Regional KM workshop (Nairobi- conference fees etc)	40,000.00
Incentivizing KM- (Reward and Recognition Program)	30,000.00
In-Country Trainings +Oversight Missions	30,000.00
2022 Total	**US$130,000**
2023 Budgetary Item	**Amount in USD**
Training Opportunities: Training fees, transport cost	5,000.00
KM Assistant Salary (G5)	25,000.00
1 Regional Annual KM workshop	40,000.00
Development of a KM platform**	50,000.00
In Country Oversight Missions (9 COs)	15,000.00
Incentivizing KM	30,000.00
2023 Total	**US$165,000**

*** Budget item dependant on the results of the Platform Mapping exercise.*