

*“Leaving No One Behind: Sustainable WASH Services in Rapidly Changing Context”*

## Knowledge Management and Learning in UNICEF

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UNICEF EAPRO, Bangkok



***Marina Barrage***

# REFLECTION QUESTIONS:

How do you define « Knowledge Management »?

What Knowledge Management systems do you have in your office/country?

# UNICEF Global KM Strategy and Systems

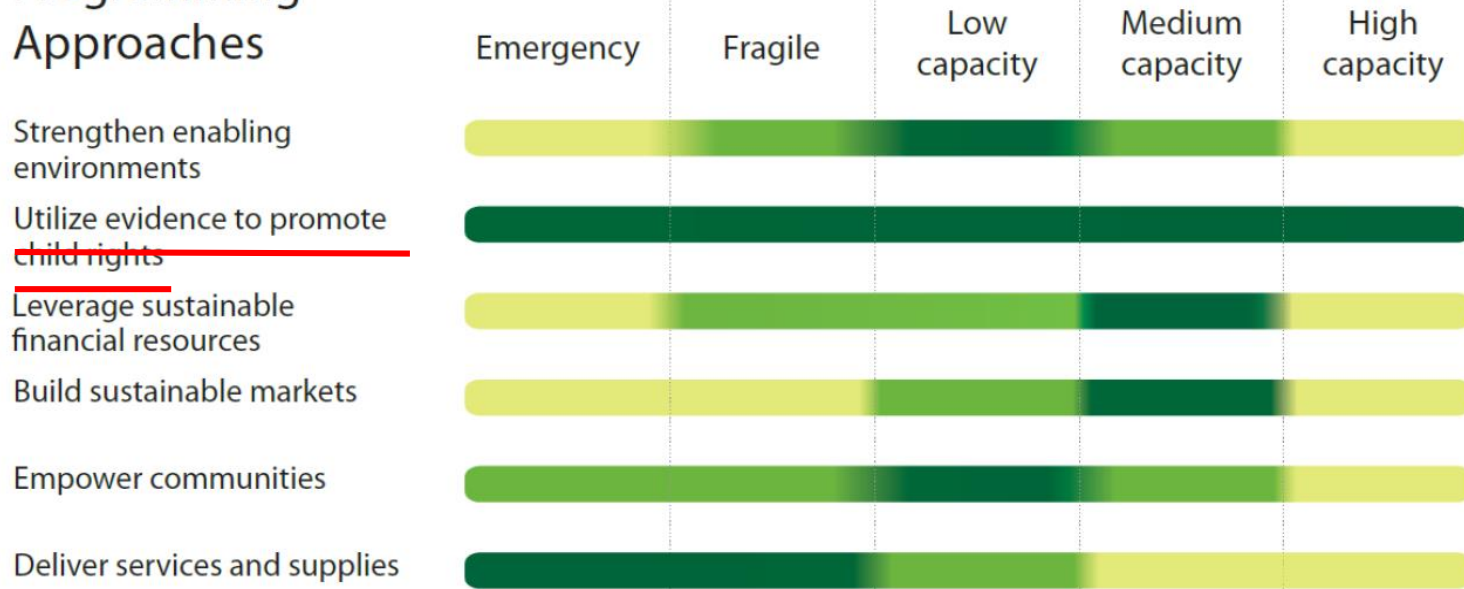
# UNICEF Global WASH Strategy 2016-30

*“...internal and external global networks of knowledge and expertise are effectively used both to **improve** UNICEF’s own programmes of support, and to **inform** decision making within the sector.”*

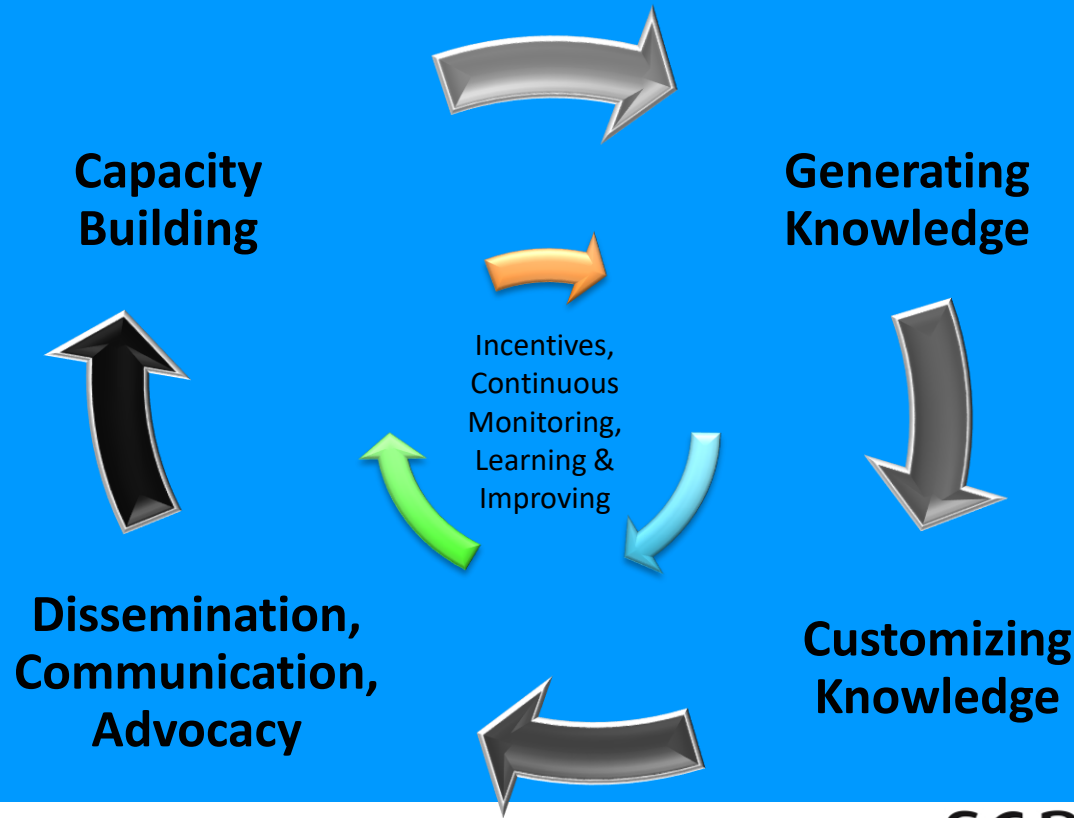
## WASH Programming Approaches

## Capacity Context

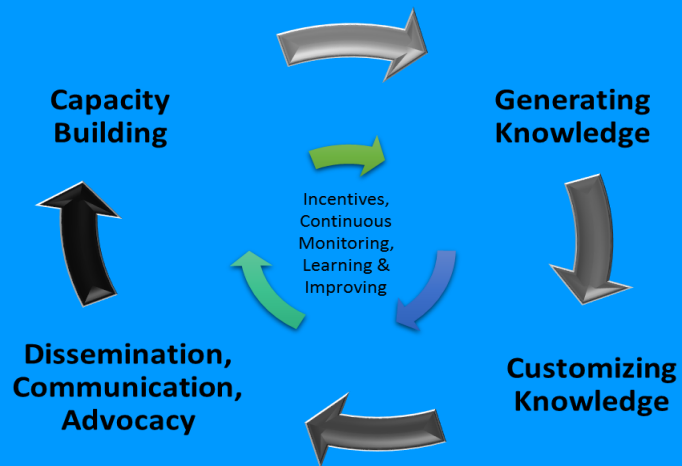
Darker indicates more intensive use of approach



# Four Pillars of Our KM Strategy 2017-21



# √ Knowledge Produced (+Inventory)



# Our Publications Record

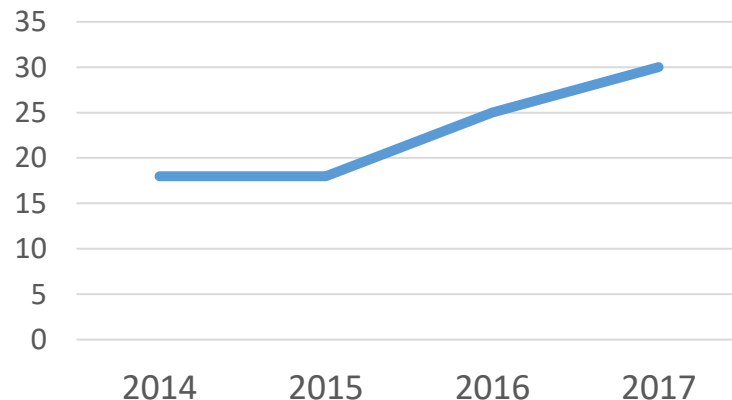
## In 2017

### 110 publications

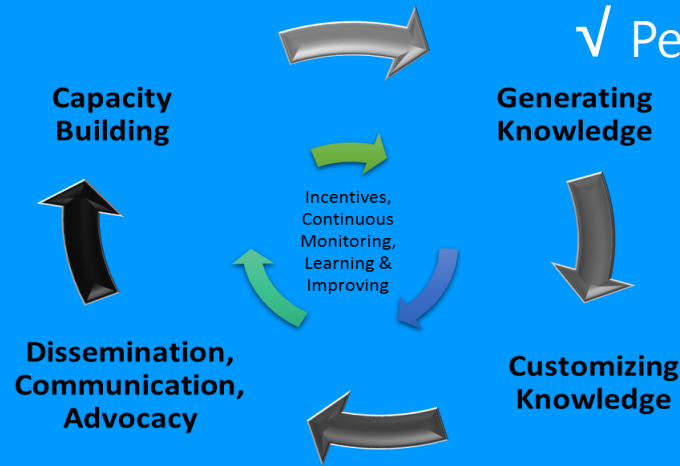
- 64 internal publications
- 29 peer reviewed
- 15 conference papers
- 1 major global publication
- 1 book chapter

## In last SP (2014-17)

### 91 external peer reviewed publications



- ✓ Knowledge Produced (+Inventory)
- ✓ Knowledge Gaps Assessment
- ✓ TOR database, best practices
- ✓ Peer review / approval



- X ✓ Provide expertise
- ✓ Journal options
- ✓ KP Templates & author guidelines



# Knowledge Product Templates

## Guidance for Authors of UNICEF WASH Publications

### 1. Publication types

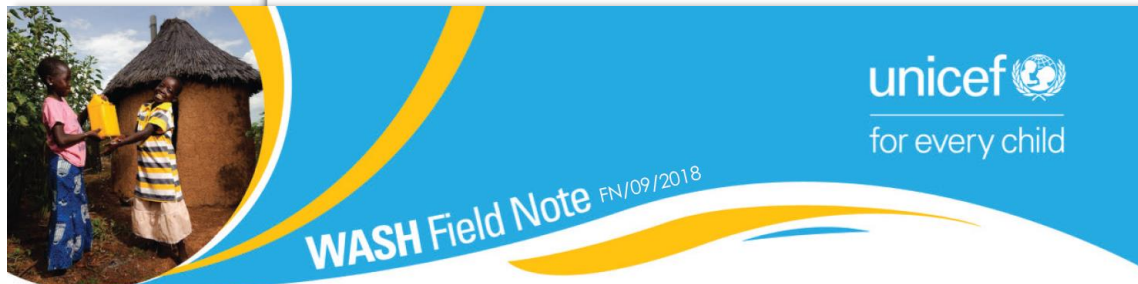
There are 5 standard publication types that have been customized WASH publications:

- Technical Papers
- Field Notes
- Guidelines
- WASH Diaries
- Fact Sheets



### 2. Selecting the right template for your document

Table 1 shows the major distinctions between these five publication types to help guide the author on the selection of the right template type.



## Approaches for Improving WASH Emergency Preparedness and Response: Experience from Zimbabwe & Uganda

### SUMMARY

Effective emergency preparedness and response is critical for achieving the Core Commitments for Children in Humanitarian Action (CCCs). From its work in the WASH sector in Uganda and Zimbabwe, UNICEF has developed innovative approaches for improving emergency preparedness and response.

✓ Knowledge Product Inventory

X✓ Knowledge Gaps Assessment

✓ TOR database, best practices

✓ Peer review / approval

**Generating Knowledge**

X✓ Provide expertise

✓ Journal options

✓ KP Templates & author guidelines

✓ Reviewer checklist

✓ QA process, and global series

X Translation

X✓ Guidelines



Incentives,  
Continuous  
Monitoring,  
Learning &  
Improving

**Capacity Building**

**Dissemination,  
Communication,  
Advocacy**

**Customizing Knowledge**

X✓ Staff capacity needs assessment & mapping

X✓ Conferences

X✓ Email distribution

✓ WASH Bulletin

X Public site

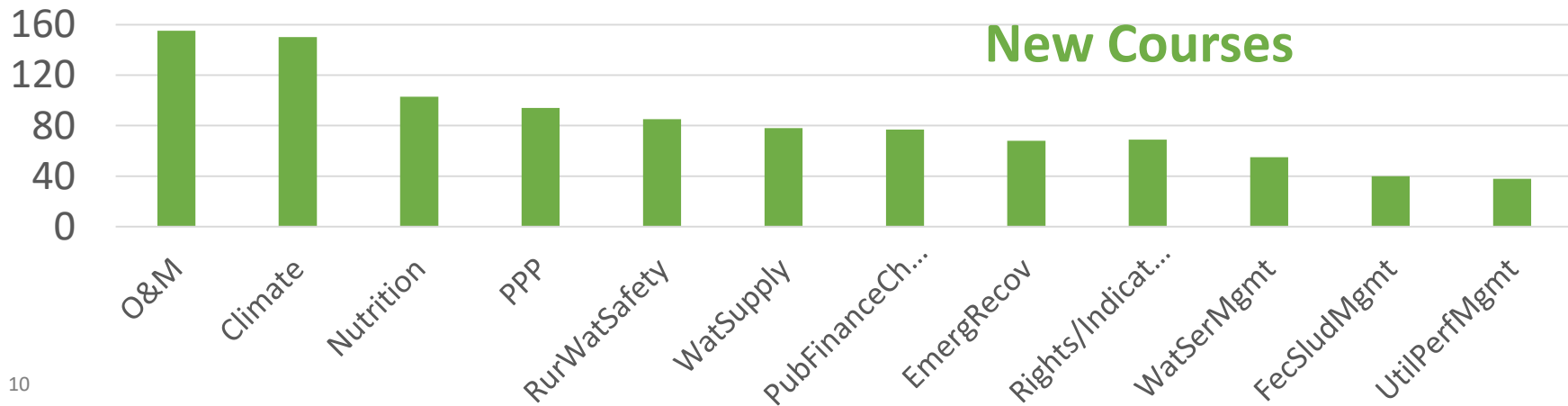
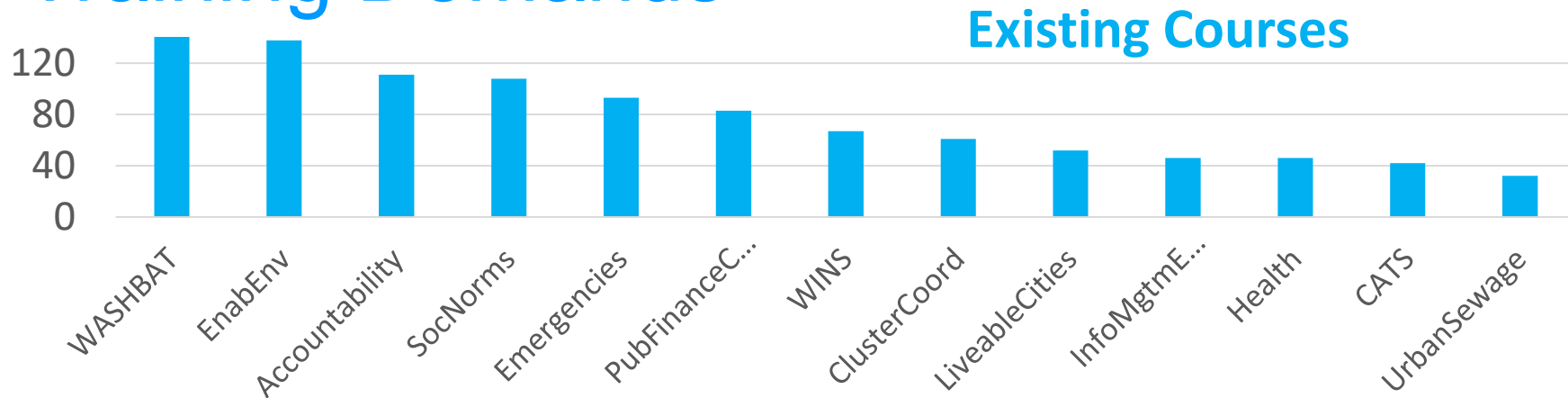
X✓ Official launch

✓ Yammer

X✓ Blog / tweet / OpEd

✓ SharePoint

# Training Demands



x✓ Agora

x✓ F2F training

x✓ Workshops

x✓ Webinars

x✓ Staff capacity needs assessment & mapping

x✓ Conferences

x✓ Email distribution

✓ WASH Bulletin

x Public site

x✓ Official launch

✓ Yammer

x✓ Blog / tweet / OpEd

✓ SharePoint

✓ Knowledge Product Inventory

x✓ Knowledge Gaps Assessment

✓ TOR database, best practices

✓ Peer review / approval

x✓ Provide expertise

✓ Journal options

✓ KP Templates & author guidelines

✓ Reviewer checklist

✓ QA process, and global series

x Audiovisuals

x Translation

x✓ Guidelines

x✓ Partner training

**Capacity Building**

**Dissemination, Communication, Advocacy**

**Generating Knowledge**

**Customizing Knowledge**

Incentives,  
Continuous Monitoring,  
Learning & Improving

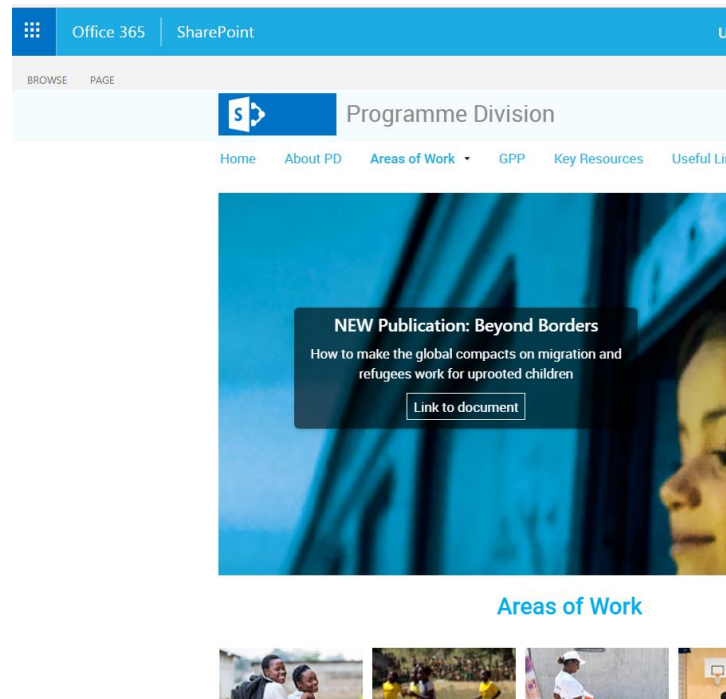
# Knowledge Sharing

Eight major categories of knowledge sharing:

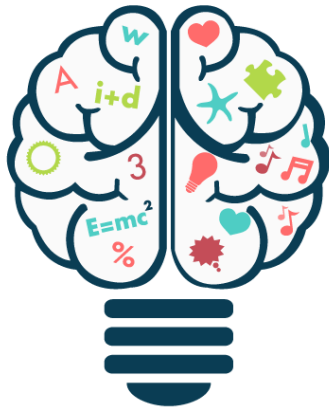
- Intranet (currently SharePoint) and partner websites
- WASH Bulletin
- Yammer, CoP or social media
- Email
- Agora or other online course (e.g. MOOC)
- Webinars
- Face-to-face courses and workshops (as participant)
- Conferences

# Organization-Wide Initiatives

- New Icon Homepage
- ‘Document migration’ from 1 Sept.
  - Close down W Drive
  - Working files saved, ‘ECM compliant’
- Publishing pages (external push)
- Knowledge Domains
  - New ‘Migration’ site
  - WASH and education pilots (Sept-Nov)
  - Templates available for all (Jan)



# How Can we in WASH Be More Efficient with Our Knowledge Sharing?



**KNOWLEDGE  
SHARING**

— Keep Learning —

WASH

UNICEF WASH focuses its efforts on increasing sustainable access to safe drinking water, eliminating open defecation, improving access to adequate sanitation and promoting hand washing and good hygienic practices, including in schools and with particular attention to girls and to children with disabilities. Leveraging its presence before, during and after emergencies, UNICEF WASH provides support to increase access to safe drinking water among children and families in humanitarian situations. UNICEF will continue its leading role in the Sanitation and Water for All partnership with the World Bank and other partner agencies. Over the course of the Strategic Plan, UNICEF will seek to mobilize US\$ 2.221 billion for work on children and WASH.

Within these pages you will find information about WASH programming areas, our principle strategies, who's who, and resources and tools. These tools include a webinar calendar, an archive of past webinars, a list of training opportunities covering a range of WASH topics, an index to all WASH evaluations, and guidance in creating strong terms of reference for WASH studies, research, and evaluation activities.

## Results Areas



## News &amp; Announcements

Title
Briefing notes on SDG global indicators related to children

## WASH Bulletin

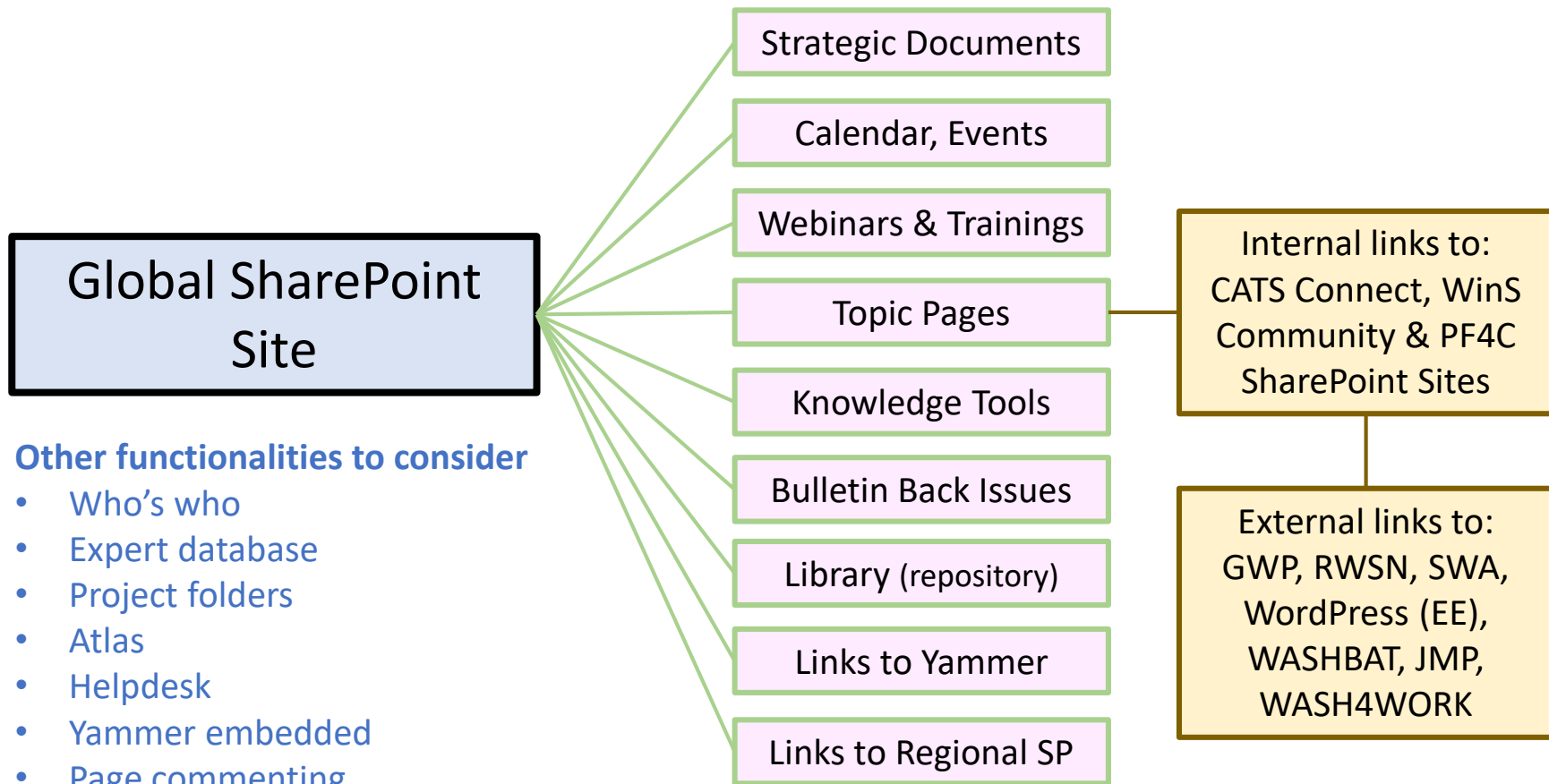
Link
WASH Bulletin   June 2018
WASH Bulletin   May 2018
WASH Bulletin   Archive

## Community Members

 Log in with Yammer



# Global SharePoint Site



# Yammer

Yammer Groups in WASH	Members
Strengthening the EE for WASH	509
WASH Network	388
WASH in Schools	304
CATS Connect	144
UNICEF WASH SA KM	112
Linking Nutrition and WASH	66
EAPRO WASH Team	41
WASH Team Ethiopia	29
UNICEF WASH Strategy Consultation and Development	28
CATS COP (of facilitators)	21

Yammer

unicef

**UNICEF GROUPS** +

UNICEF WASH SA KM

**WASH Network** 6

ECM Project Hub 14

Strengthening the Enabling E... 15

New York Staff Association

WASH, Team Ethiopia

Linking Nutrition and WASH

WASH in Schools 6

CATS Connect 12

South-South and Horizontal Coo... 1

Sustainable Development Goals... 5

Knowledge Exchange and Collab... 15

UNICEF WASH Strategy Consulta...

East Asia & Pacific Regional WAS... 1

All Company 20+

[Discover more groups](#)

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**PRIVATE MESSAGES** +

Richard Wolstenholme, Ian Thor... 1

Sue Cavill, Ian Thorpe @, Vivian... 1

Diksha Mudbhary-Sitaula, Sajj El... 1

paola storchi, Sue Cavill, Ian Thor... 1

paola storchi, Sue Cavill, Ian Thor...

Sue Cavill, Ian Thorpe @

[View all your messages](#)

## WASH Network

For all the staff who are involved in Water, Sanitation and Hygiene

NEW CONVERSATIONS 6
ALL CONVERSATIONS
FILES
NOTES

Update
 Poll
 Praise

Share something with this group...

**NEW CONVERSATIONS**

**Ian Thorpe** Follow – May 9 at 3:28pm •

**Bernard Keraita**

In ESAR Webinar and Brown Bag Lunch (BBL) Series

Dear Colleagues

The ESARO WASH Section invites you to participate in a web Review of Household Survey Data" on Thursday 18 May 2017. We expect the discussion to result in a more informed interpretation of questions for further analysis at country level.

Presenters will be: Ann Thomas (Regional Sanitation and Hygiene Specialist | Regional Statistics and Monitoring Specialist | Regional MIC)

Looking forward to your participation

View Full Conversation

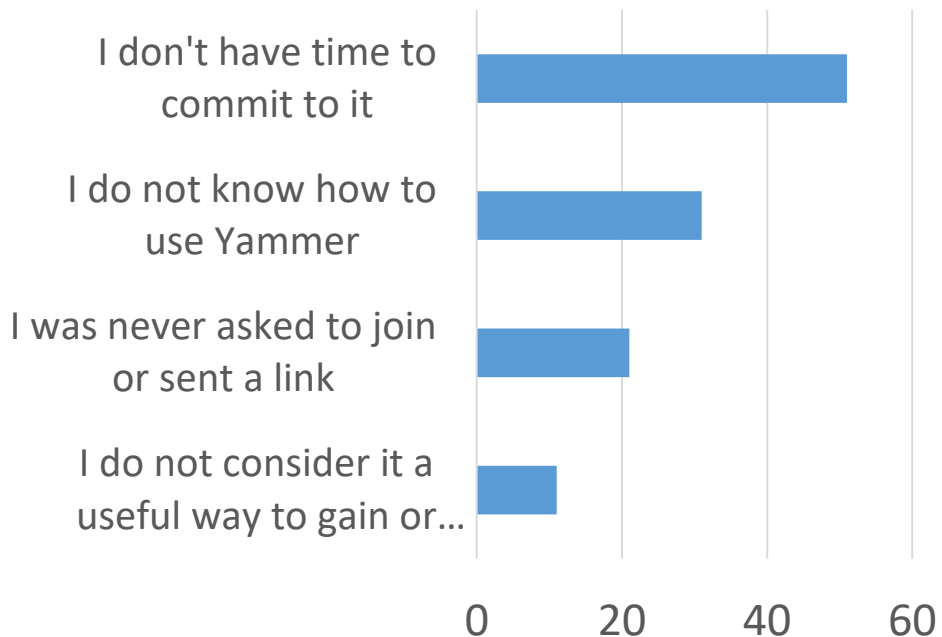
LIKE
 REPLY
 SHARE
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Henry Claude Jean Baptiste likes this

# Staff Feedback on Yammer (KM survey)

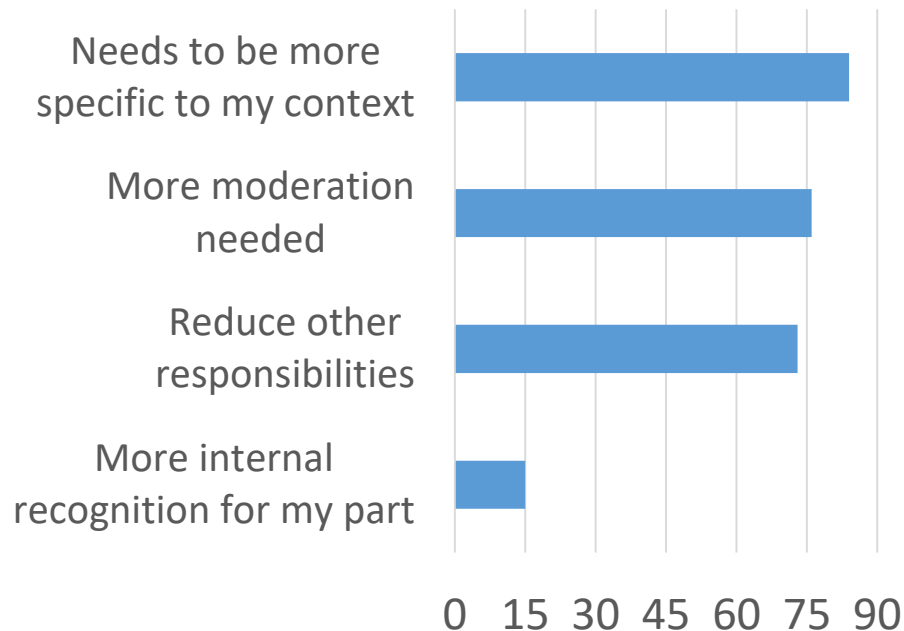
**Non-users: why don't you use Yammer?**

Non-users (n=100)



**Infrequent users: what would make you use Yammer more?**

Infrequent Yammer Users (n=173)





CATS Connect – Community of Practice  
06 June 2018

# Why a community of practice

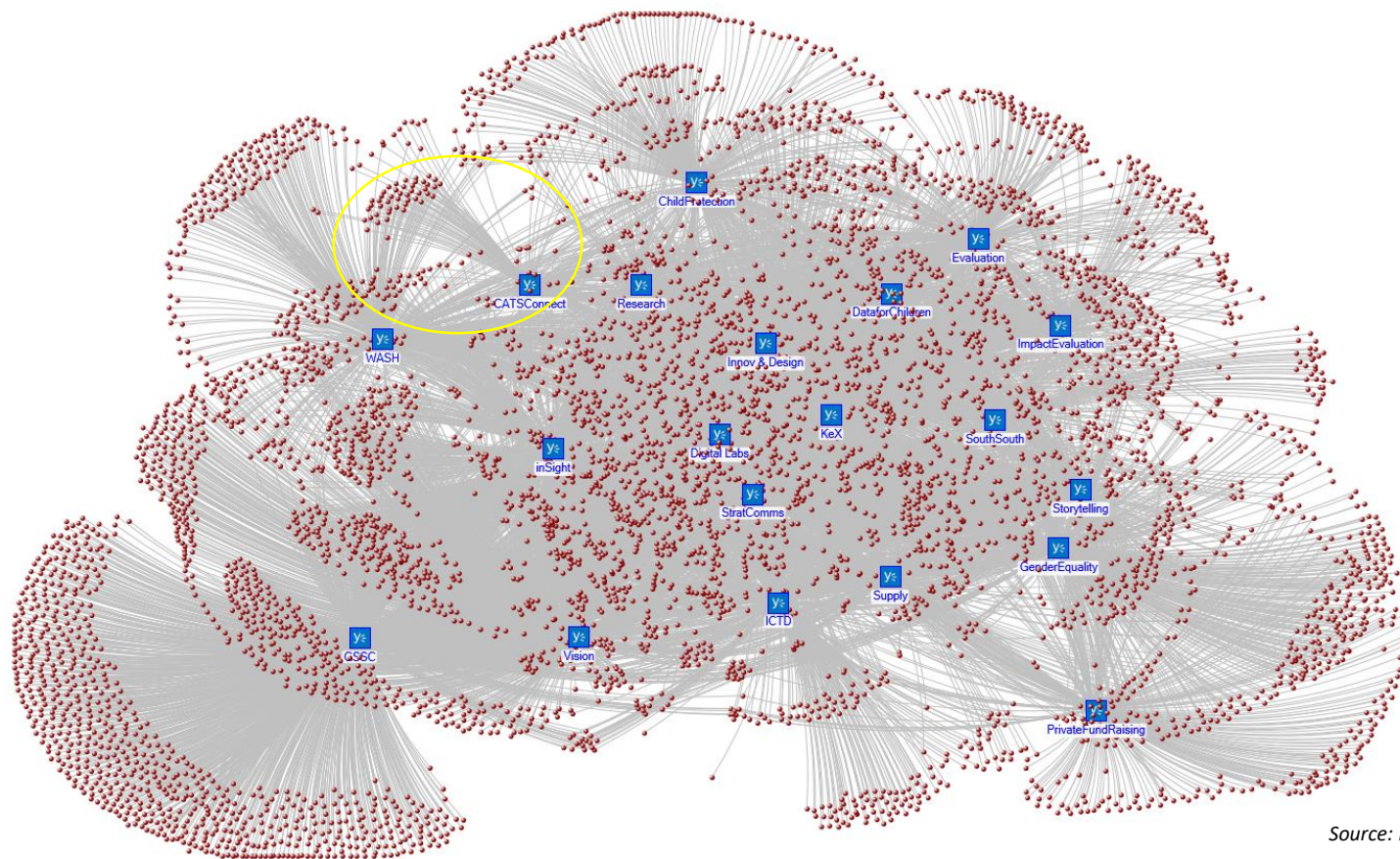
- In 2013, the global CATS evaluation recommended improving **knowledge exchange** and **learning** across programmes globally. At the time, sharing knowledge from different places usually involved face-to-face meetings and/or personal connections.
- Initially, 54 UNICEF staff signed on to a new Yammer group designed specifically for information sharing.
- Today, CATS Connect is a vibrant community: over **190 members** strong, **62 countries**.



# CATS



# The Network: 20 Most Active Groups in UNICEF



# Emerging learning

- More participation from officers and specialists, from diverse countries.
- 'Working out loud'
- Cultivate common understanding.
- Better problem solving.
- Platform to share a wide range of topics based on member demand: urban CLTS, ToR, feedback on ODF protocol, evaluations.
- Coming together as a community.

*Is any country promoting- use and safe disposal of excreta in agricultural field?*

*Kencho Namgyal*

*Comments from Afghanistan, Haiti, Philippines and HQ.*

*Shared sanitation: to include or exclude?*

*Ben Keraita*

*Thoughts and comments from Afghanistan, Gambia, Iran, Kenya, Pakistan and HQ.*

# Questions for Discussion

- What are the means of communication and dissemination we should invest more in?
- What are the options for strengthening knowledge generation, sharing and learning in your country?
- How do we get sector staff to spend more time on KM?
- How do we better resource KM?



# Thank You

*Marina Barrage*